



Unveiling the Determinants of Organisational Commitment: The Mediating Role of Job Satisfaction among Secondary-Level Public Sector Employees in Sri Lanka's North-Western Province

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ABSTRACT

Organizational commitment of employees is a significant element in influencing performance, engagement, and service quality in the public sector. The findings indicate that employees in the Northwestern Province of Sri Lanka exhibit relatively low to moderate organizational commitment. Addressing this concern, the present study examines the determinants of organizational commitment of public sector secondary-level employees, considering the effects of transformational leadership and organizational communication in a bid to find the mediating role of job satisfaction. The study fills a contextual gap by examining how leadership behavior and communication practices can be used to enhance commitment in the Sri Lankan public sector. A quantitative approach was taken with simple random sampling for representativeness and fairness. Data were collected from 384 employees sampled from a population of about 96,000 through a structured questionnaire. Independent samples t-tests, multiple regression, Pearson correlation analysis and the Sobel test were used to study group differences, relationships between variables, predictive effects, and mediation. The results indicated that gender does not impact organizational commitment level. There is a strong and positive relationship between transformational leadership and organizational communication. And job satisfaction partially mediates these relationships, showing that higher job satisfaction strengthens the positive impact on communication and leadership on commitment. The results of this study highlight the significant role of employee satisfaction in sustaining organizational commitment levels. The study recommends practical remedies such as better communication channels, effective grievance mechanisms and leadership enhancing programmes to improve job satisfaction and boost commitment level. Overall, the study offers valuable insights for human resource management in the public sector, with the perspective of aiming of contributing to higher productivity and workforce stability in Sri Lanka and comparable regional environments.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Communication, Transformational Leadership

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INTRODUCTION

Organizational commitment is one of the most critical concepts in employee behavior and performance in organizations. It refers to employees' psychological attachment and loyalty to their organization and is often explained in terms of three components—*affective commitment* (emotional attachment), *continuance commitment* (perceived cost of leaving), and *normative commitment* (sense of obligation) (Meyer & Allen, 1991). High organizational commitment has been highly correlated with favorable outcomes such as reduced turnover, job performance, and organizational citizenship behavior (Ng & Feldman, 2011). Low commitment, on the other hand, leads to absenteeism, compromised service delivery, and high attrition, especially in large and complex institutions such as the public sector.

All around the world, the public sector struggles to maintain employee dedication and commitment often due to rigid bureaucratic systems, limited opportunities for career development, and insufficient rewards. In developing countries, these challenges are compounded by limited resources and administrative inefficiencies (Kim, 2012). The public sector in Sri Lanka, with over 1.2 million employees, plays a crucial role in the delivery of important services in administration, health, and education (Department of Census and Statistics, 2023). Evidence, however, shows that most public organizations experience low employee motivation, weak recognition programs, and ineffective performance appraisal systems, which lead to low levels of organizational commitment and service quality (Jayasinghe & Rajapakse, 2020; Wickramasinghe, 2019).

Despite the huge workforce, a significant segment of Sri Lanka's public servants falls under the category of secondary-level public servants: clerical, technical, and supervisory staff who are the functional

backbone of ministries, departments, and provincial councils. Their commitment levels are less researched, though, despite evidence being that this group is highly vulnerable to job dissatisfaction and intention to quit (Fernando et al., 2021).

Past research on organizational commitment in Sri Lanka has considered either single drivers, namely leadership—as in the case of transformational leadership—or communication in isolation (e.g., Perera & Weerakkody, 2020; Udayanga & Kumara, 2021). Relatively limited efforts have been made to integrate multiple determinants—such as transformational leadership, organizational communication, demographic variables, and job satisfaction—together in a single model, particularly for the North Western Province. Given the unique socio-economic environment and administrative challenges in the region, relationships like this are important in formulating relevant retention and motivational strategies for public sector workers.

Moreover, the region's recent economic decline has also raised concerns about morale and retention in the Sri Lankan public sector. As organizations are faced with increasing turnover and disengagement, identification of the key drivers of commitment—and the mediating role of job satisfaction—takes on critical significance in sustaining productivity and service levels. Therefore, the present study addresses a vital research gap by examining the influence of transformational leadership and organizational communication on organizational commitment with respect to the mediating influence of job satisfaction and the moderating influence of demographic factors such as gender.

Accordingly, the study attempts to explore determinants of organizational commitment of secondary-level public sector workers in Sri Lanka's North Western Province.

Research Objectives

1. To examine the influence of employee gender on organizational commitment.
2. To examine the impact of transformational leadership on organizational commitment.
3. To examine the effect of organizational communication on organizational commitment.
4. To assess the mediating role of job satisfaction in the relationship between organizational communication and organizational commitment.
5. To assess the mediating role of job satisfaction in the relationship between transformational leadership and organizational commitment.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is the psychological attachment employees develop towards their organization, expressing their emotional connection, identification, and allegiance with organizational objectives. Organizational commitment influences whether employees remain in the organization and the degree of discretionary effort they provide. According to the original model established by Meyer and Allen (2002), commitment consists of three dimensions: affective commitment (identification and emotional), continuance commitment (perceived costs), and normative commitment (obligation). The three-dimensional model is the most commonly used theoretical basis for research on employee commitment in different organizational contexts.

Numerous studies have explored antecedents and consequences of

organizational commitment. Transformational leadership, organizational communication, culture, and job satisfaction are always key drivers. For instance, Nurjanah et al. (2020) and Joo et al. (2012) highlight that transformational leadership—through inspiration, intellectual stimulation, and individualized consideration—is highly likely to enhance employees' affective commitment. Conversely, Huynh and Hua (2020) report that task-oriented leadership might prove as effective as in creating commitment in work environments focused on structure and accountability, supporting the concept that context is determinate of leadership style effect. Furthermore, Erben and Güneşer (2008) found that paternalistic leadership has a positive impact on commitment in collectivist cultures, giving emphasis to relational trust and loyalty. Organizational culture and communication also play crucial roles. Al-Sada et al. (2017) suggest that innovative and supporting cultures strengthen commitments by creating a sense of belonging, whereas Kim et al. (2017). Specify that effective internal communication reinforces transparency and shared understanding; thus, it reinforces the workers' loyalty to their organizations. However, from the above findings, subtle dynamics are present: culture establishes the shared values and identity, while communication ensures they can speak and reinforce them. Hence, commitment is maintained not only by structural arrangements but by embedding communicative practices and cultural alignment.

The effects of organizational commitment have been extensively explored. Greater commitment tend to report greater job satisfaction (Cao et al., 2019; Malik et al., 2017), exhibit stronger organisational citizenship behaviors (Nurjanah et al., 2020), and indicates lower intention to leave their organizations (Lim et al., 2017). But researchers caution that the

commitment-outcome relationship may vary with organizational context, job security, and leadership situation. In unstable or bureaucratic environments, for example, continuance commitment may dominate, and only compliance will ensue. An understanding of these links becomes very relevant in this public sector institution, where the hierarchical structures and limited structures require concerted efforts to engender employee commitment through leadership and communication interventions.

Transformational Leadership

Transformational leadership is now one of the most powerful paradigms in organizational behavior. It emphasizes leaders' capability to inspire, intellectually stimulate, and personally develop the followers. According to Bass and Riggio (2006), transformational leaders are those who go beyond the transactional deals to influence intrinsic motivations of followers by articulating a compelling vision and encouraging innovation. Transformational leaders inspire subordinates beyond expectations, enabling personal objectives to be linked with wider organizational objectives. Bass also developed this model with strong empirical support in 1999, emphasizing the powerful influence of leadership in transformational change, thus shaping the followers' attitude, motivation, and performance.

Transformational leadership achieves its impact via four highly interdependent dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. However, researchers propose that these factors are not additive but rather mutually reinforcing—each promotes trust, creativity, and commitment simultaneously. Avolio & Bass 2004. Robbins and Judge (2019) mention leaders such as Richard Branson and Andrea Jung as exemplars of this

style, as they are capable of instilling passion and devotion by embodying the values they represent. Empirical research strongly supports the positive effect of transformational leadership on employee attitudes and performance.

Despite in wide evidence of effectiveness, the influence of transformational leadership is not unequivocal. Organizational and cultural settings are likely to moderate its effect. For instance, in hierarchical or collectivist societies, employees may respond differently to open communication and empowerment than in more individualistic environments (Ng, 2017). Moreover, in public administrations faced with resource scarcity, transformational leadership may be faced with structural barriers that limit its evidence or manifestation (Moynihan et al., 2014). Therefore, as a strong predictor of positive organizational outcomes, transformational leadership only succeeds to the degree that there is contextual congruence between leader behavior, follower expectations, and organizational culture.

Finally, transformational leadership is a dynamic and context-dependent style that optimizes individual and organizational performance. Transformational leaders build greater organizational commitment—a most important aspect of long-term success in the today's complex work world—through the establishment of trust, creativity, and shared purpose.

Organizational Communication

Organizational communication is largely regarded as a process that ensures coordination, trust, and mutual meaning among organizations. Organizational communication encompasses the vertical flow of information from seniors to juniors and lateral communication among peers. Effective communication not only contributes to the effectiveness of operations but also impacts employees' perception of belongingness, justice, and

commitment. According to Guffey and Loewy (2022), communication is the foundation for building cooperative relationships and cultivating worker commitment, both being antecedents of organizational commitment.

Researchers have emphasized that communication style and communication direction may affect commitment in varying ways. Kim et al. (2017) revealed vertical communication with open feedback and caring supervision highly contributes to organizational commitment and stimulates organizational citizenship behavior (OCB). In summary, these findings indicate that effective communication requires a combination of upward and horizontal information sharing.

Second is the general theme in literature related to the role of communication during organizational change. Effective communication in fast-changing environments diminishes the uncertainty, builds trust, and aids employee commitment. Lewis (2019) emphasized that value-based strategic communication is essential to guide employees through transformation.

Further evidence links communication practice with empowerment and work ethics. Macarau et al. (2022) demonstrated that effective communication channels enhance empowerment and work ethics, hence organizational commitment. Ilyash et al. (2019) also added that work autonomy and open communication together enhance employee identification with organizational goals. At organizational culture, Susita (2020) and Syakur et al. (2020) found that the success of communication enhances cultural unity, promoting commonality and moral duty among employees. In aggregate, organizational communication is both a functional mechanism and constitutive process that builds employees' commitment. Understanding its multi-

faceted nature is key to inducing commitment, particularly in areas of transformation or reform.

Job Satisfaction

Job satisfaction is a core organizational behavior concept that reflects the affective state of an employee toward work and work place. Periodically, different theoretical perspectives have been tailored for explaining its antecedents and dynamics, highlighting different motivational processes.

Maslow's Hierarchy of Needs (1943) is one of the earliest originators, proposing that employee satisfaction stems from fulfilling successively higher human needs—starting with basic physiological needs through to self-actualization. It is developed by Herzberg's Two-Factor Theory (1959), which divides between hygiene factors (pay, supervision, working environment) that prevent dissatisfaction and motivators (recognition, achievement, responsibility) that increase satisfaction. In combination, these theories highlight the interplay between intrinsic and extrinsic motivators.

McGregor's Theory X and Theory Y (1960) suggests a managerial perspective, the argument being that employees' job satisfaction depends on hidden managerial assumptions. Theory X assumes the employees require control and direction, whereas Theory Y regards them as being self-motivated and requiring fulfillment—highlighting the effect of leadership style on job satisfaction. Similarly, McClelland's Need Achievement Theory (1961) identifies achievement, affiliation, and power as first-rate motivational drivers, suggesting satisfaction derived from organizational job fit to individual need orientations. Alderfer's ERG Theory, 1969, extended Maslow to include three overlapping needs of existence, relatedness, and growth that allow for individual differences and regression from higher-order needs when they are not met.

In addition to need-based explanations, Adams' Equity Theory includes a social comparison aspect, proposing that satisfaction results from perceived equity between one's own and others regarding the input-output ratio. The Goal-Setting Theory by Locke (1968) emphasizes cognitive appraisal to the point that satisfaction rises when employees are granted challenging yet realistic goals and receive feedback regarding their progress. At the center of contemporary models stands Vroom's Expectancy Theory (1964) relating effort, performance, and outcome through cognitive process expectation, instrumentality, and valence.

Employees are satisfied when they believe effort will lead to performance, performance leads to valued rewards, and those rewards satisfy personal needs. Recent studies also confirm its use: Thoha and Rasidi (2020) examined how Generation Y perceive Vroom's model in the modern organization and concluded that flexible rewards and performance-based recognition raise satisfaction. Similarly, Renyut et al. (2017) demonstrated that organizational commitment and competency play a positive role in job satisfaction through expectancy-based mechanisms.

This model focuses on goal congruence, reward contingencies, and perceived justice and thus represents an integrative account of the mechanisms whereby motivation translates into satisfaction and performance outcomes.

The Relationship Between Job Satisfaction and Organizational Commitment, Organizational Communication and Transformational Leadership

The relationship between job satisfaction, organizational commitment, organizational communication, and transformational leadership has been the subject of extensive investigation across

organizational behavior literature, with convergent findings showing that job satisfaction is both an antecedent and mediator of workers' commitment and performance outcomes. However, the nature and strength of these relationships are context-dependent, relying on organizational culture, leader style, and communication processes.

Organizational commitment and job satisfaction are interrelated in that job-satisfied workers have the potential to develop emotional attachment and commitment to an organization. Brown and Barker (2019) identified that job satisfaction acts as a strong determinant of organizational commitment and that positive work attitudes lead to long-term retention, along with sensitivity towards organizational values. Similarly, Mohapatra et al. (2019) also identified a strong positive correlation between the two constructs and pointed out that where the expectations, rewards, and work experiences of workers are congruent, commitment would always rise automatically. However, there do exist some studies which argue that the above correlation can be mediated by contextual factors, and for example, Masale et al. (2021) determined that psychological strengths at the individual level, such as optimism and resilience, could exacerbate or buffer the correlation in a way as to show that personal resources determine how satisfaction is capable of leading to commitment.

Job satisfaction as a mediator has gained increasing attention in explaining complex organizational relationships. Hendri (2019) asserted that organizational commitment and job satisfaction mediate the relationship between organizational learning and employee performance at the same time. This means that training programs by themselves have nothing to do with enhanced performance except that they must first drive employee satisfaction and organizational commitment.

Similarly, Maiti et al. (2021) revealed that transformational leadership and motivational practices influence commitment to a great extent through job satisfaction, emphasizing its central role as a psychological mechanism connecting leadership behavior and employee outcomes.

Job satisfaction is enhanced by transformational leadership through creating a secure and stimulating work climate. This is consistent with the work of Osemeke (2016), where leadership, reward, and excellent work environment were the key in shaping satisfaction and commitment. Poor managerial relations and communication can however deteriorate this connection, demonstrating the importance of quality leader-employee interaction in sustaining satisfaction and subsequent commitment, according to Abdirahman (2018).

Organizational communication plays a centralized role in these variables. Communication promotes transparency, trust, and clarity of roles, which enhances employees' satisfaction and sense of belonging. If there is a lacking communication channels or hierarchy barriers exist, satisfaction decreases, leading to disengagement and lower commitment. This is complemented by evidence that communication not only directly produces satisfaction but also strengthens the positive effects of transformational leadership through connecting shared goals and expectations.

Synthesizing these perspectives, it is possible to view job satisfaction as a psychological bridge between open communication and leadership and organizational commitment. Transformational leaders and open communication systems give rise to constructive attitudes at work that meet employees' intrinsic and extrinsic needs that in turn manifest themselves as enhanced commitment. In working

cultures with transactional leadership or where communications are closed, satisfaction—and consequently, commitment—declines. Thus, job satisfaction is a significant mediating variable that links managerial and communicative initiative to long-term employee commitment and loyalty.

Conceptual Framework

The theory framework of this study is built to examine organizational commitment determinants of secondary-level public sector employees in Sri Lanka's North Western Province. Drawing on organizational behavior and motivation theories, the framework integrates transformational leadership, organizational communication, job satisfaction, and demographic variable gender as determinant constructs.

Gender is also cited as a demographic variable because earlier studies indicate that social roles, value orientations, and career aspirations may affect employees' emotional commitment and organizational attitudes. For example, Reig-Botella et al. (2022) found that there are mediating gender differences in organizational attitudes, whereas other studies indicate female employees have higher affective commitment, maybe because of relational and social dispositions within working cultures.

Transformational leadership and organizational communication are hypothesized to be significant precursors to organizational commitment, consistent with evidence that supportive leadership behavior and open communication foster trust, motivation, and affective attachment (Syakur et al., 2022). The theory takes the assumption that job satisfaction mediates these connections—leaders who motivate, empower, and communicate increase employees' satisfaction that continues to enhance their organizational commitment.

Thus, the conceptual model identifies direct and indirect relationships between variables, with an emphasis on the mediating role of job satisfaction between

transformational leadership, organizational communication, and organizational commitment. It provides a complete explanation of how interpersonal, organizational, and demographic variables all contribute to commitment for public sector employees.

A diagrammatic representation of the conceptual model (Figure 1) illustrates these to be indicative of the relationships, with gender as a demographic variable, organizational communication and transformational leadership as predictors, job satisfaction as the mediator, and organizational commitment as the dependent variable.

Accordingly, above findings and Research framework, five hypotheses were developed to measure the relationship.

H1: There is an impact between the gender of employees and organizational commitment.

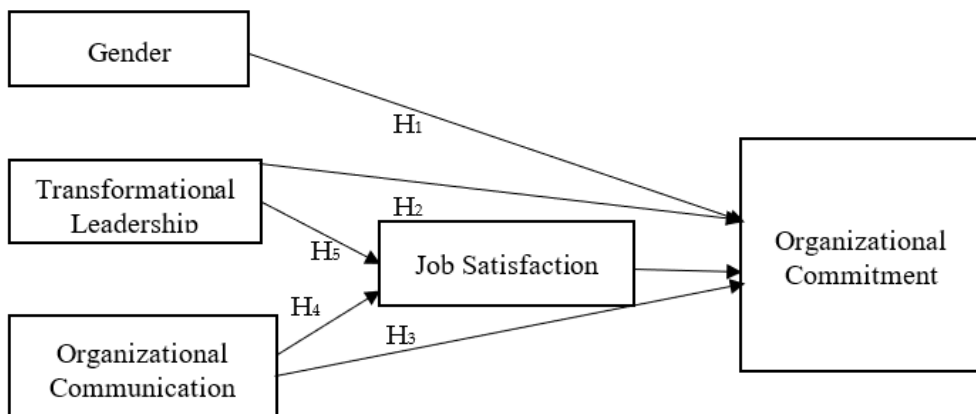
H2: There is an impact between transformational leadership and organizational commitment.

H3: There is an impact between organizational communication and organizational commitment.

H4: Job satisfaction mediates the impact between organizational communication and organizational commitment.

H5: Job satisfaction mediates the impact between transformational leadership and organizational commitment.

Figure 1: Conceptual Framework



Source: Reig-Botella et al., 2022; Syakur et al., 2022)

METHODOLOGY

Social sciences studies tend to be systematic and organized in nature in order to achieve validity and reliability in the result. Saunders et al. (2007)

developed the "Research Onion" model, in which there is a step-by-step approach in order to plan the research process from

philosophy to data collection and analysis. In accord with this, the present study uses the layers of the research onion in order to investigate the determinants of organizational commitment among employees in the public sector in Sri Lanka's North Western Province.

Philosophy of Research

The study adopts a positivist philosophy of research, whose tenet holds that social occurrences can be observed, measured, and analyzed objectively (Creswell, 2014). This is appropriate because organizational commitment is typically theorized in terms of measurable constructs and tested empirically by statistical methods. The philosophy is informed by observable facts, measurable data, and generalizable results—in line with the study's aim to test variable associations such as leadership, communication, and job satisfaction.

Other paradigms such as interpretivism and pragmatism were also being considered. Interpretivism is subjective meaning and qualitative knowledge, which is not suitable for this current study's quantitative setting. Pragmatism, being flexible, is a mixed methods situation that transcends the scope and the resource constraints of this study. Positivism is therefore most suitable for the study's objective of generating generalizable conclusions through hypothesis testing.

Research Approach

A deductive research approach is employed, in the positivist paradigm. The research comes from previous theories such as Meyer and Allen's Three-Component Model of Organizational Commitment (1991) toward the building hypotheses to predict the occurrence of relationship in between variables. For a example transformational leadership has a positive impact on organizational commitment through job satisfaction. The deductive method moves from general theoretical propositions to empirical testing using hypothetico-deductive logic developed by Bryman and Bell (2015).

Research Strategy

The study uses a quantitative cross-sectional survey design that enables the collection of standardised data from a large sample within a short time frame. A cross-sectional method assesses respondents' attitudes and perceptions at one point in time, offering efficiency as well as convenience in terms of resources (Robson & McCartan, 2016). The design is highly appropriate to explore relationships between variables, i.e., leadership, job satisfaction, and organisational commitment, within a public sector environment.

Data Collection Method

Data were collected through a guided questionnaire using a Likert scale, a prevalent instrument in social science studies for measuring attitudes and perceptions (Likert, 1932; Boone & Boone, 2012). A five-point Likert scale was used in this questionnaire, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree which allowed participants to showcase their level of agreement or otherwise on statements relating to organizational commitment determinants.

The survey included approximately thirty questions from established scales utilized in previous research for content validity. Using a Likert scale also determines statistical analysis and consistency of correlations and central tendencies. Moreover, reliability and validity were maintained through pilot testing based on a small sample to enhance wording and clarity.

Research Design

The study utilizes a quantitative explanatory and descriptive research design to determine and test determinants of organizational commitment. Adopting a deductive and positivist approach,

hypotheses are formulated from literature and tested empirically via statistical analysis. The research design is appropriate for determining patterns, relationships, and predictive factors between key variables in accordance with the hypothetico-deductive approach (Sekaran & Bougie, 2016).

Population and Sampling

The target population consists of approximately 96,000 secondary-level government sector employees in Sri Lanka's North Western Province. Simple random sampling was used in offering equal chances for every member of the population to be selected, hence ensuring representativeness and minimizing selection bias (Etikan & Bala, 2017). The sample size is manageable for statistical generalization and practical for resource limitations. However, potential limitations in the form of non-response bias were mitigated and minimized by anonymity and confidentiality to encourage response rate.

RESULTS

Reliability Analysis

Sample size was estimated using Cochran's formula, 1977, for large populations, at 95 percent confidence and 5 percent margin of error, which gave a sample size of 384. Internal consistency for the constructs was measured through reliability testing with Cronbach's Alpha. All constructs showed reliability from good to highly good: Transformational Leadership ($\alpha = 0.872$), Transactional Leadership ($\alpha = 0.815$), Organizational Communication ($\alpha = 0.803$), Job Satisfaction ($\alpha = 0.786$), and Organizational Commitment ($\alpha = 0.832$) all exceeded the recommended cutoff of 0.70 (Nunnally, 1978). These results establish that the questionnaire items validly and consistently measure their respective constructs with small measurement errors, thus laying a very

solid foundation for further analysis. In a remarkable finding, Transformational Leadership was most consistent to report high congruence among items measuring inspiring and motivating behaviors, although Job Satisfaction, although weaker, also reported consistent internal reliability, praising its use in correlation, regression, as well as mediation testing.

Validity Test

Corrected-item total correlations, factor analysis, and Average Variance Extracted were used to assess the validity of the questionnaire. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was > 0.6 for all constructs and ranged from 0.741 (Job Satisfaction) to 0.856 (Transformational Leadership), as suggested by Kaiser (1974). The Bartlett's Test of Sphericity was significant, $p < 0.001$, for all constructs, thus justifying the appropriateness of the data for factor analysis. The AVE was from 0.52 for Job Satisfaction to 0.62 for Transformational Leadership, indicating fair convergent validity for most measures. Transactional Leadership (AVE = 0.48) was marginally below the 0.50 cutoff (Fornell & Larcker, 1981), which suggests fair convergent validity and that some measures are not as effective in tapping the construct; however, reliability results and theoretical basis warrant keeping the construct for further analysis. Overall, these results validate that the questionnaire is effective in measuring Transformational Leadership, Transactional Leadership, Organizational Communication, Job Satisfaction, and Organizational Commitment constructs and can thus be used with full confidence in future hypothesis testing.

Demographic Characteristics of the Respondents

The demographic features of the respondents including the category of the working place, designation, age, gender,

and working experience have been summarised in Table 1 with relevant frequencies and percentages.

Table 1: Demographic Profile of the Respondents

Demographic Feature	Categories	Frequencies	Percentages
Working Place	Divisional Secretariat Office	200	52.1
	Zonal Educational Office	63	16.4
	Cooperative Development Commissioner's Office	92	24.0
	Other Government Office	29	7.6
Designation	Development Officer	190	49.5
	Management Assistant	73	19.0
	Cooperative Development Officer	56	14.6
	Grama Officer	31	8.1
	Teacher	16	4.2
	Other Secondary Level Officer	18	4.7
Age	Less Than 25	3	.8
	Between 26-35	107	27.9
	Between 36-45	191	49.7
	More Than 45	83	21.6
Gender	Male	84	21.9
	Female	300	78.1
Work Experience	Below 5 Years	58	15.1
	Between 6-10	149	38.8
	Between 11-20	131	34.1
	More Than 21 Years	46	12

Source: Survey Data 2023, n = 384 (Source: Survey Data 2023, n = 384)

Regarding the designation, the respondents comprised 49.5% development officers, 19% management assistant officers, 14.6% cooperative development officers, 8.1% Grama officers, 4.2% teachers, and 4.7% in other secondary-level positions. The age profile indicated 0.8% below 25 years, 27.9% 26–35 years, 49.7% 36–45 years, and 21.6% above 45 years. Most of them were middle-aged. The total number of respondents is 384, out of which 78.1% consist of females and 21.9% consist of males. The profile by experience indicated 15.1% below 5 years, 38.8% 6–10 years,

34.1% 11–20 years, and 12% above 21 years of service. In conclusion, the demographic image portrays an employee base concentrated in central administrative offices with a significant concentration of moderately experienced middle-aged workers. This trend heralds organizational commitment analysis, as it defines the profile of the North Western Province public sector working population that may impact attitudes, perceptions, and responses to organizational practices.

Hypothesis Testing

H1: There is a positive relationship between the gender of employees & organizational commitment.

An independent sample t-test was conducted to examine whether organizational commitment differed significantly between male and female employees. Prior to the analysis, the assumptions of normality a homogeneity.

Table 2: T-test Test Result of Categorical Variable

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment	Male	84	2.5417	.42336	.04619
	Female	300	2.5465	.40377	.02331

Source: Author Constructed 2025

These results demonstrate that gender does not significantly influence organizational commitment among secondary-level public sector employees in the North Western Province of Sri Lanka. Therefore, H1 was not supported, and the null hypothesis was retained.

H2: There is a Positive Relationship Between Transformational Leadership & Organizational Commitment. To examine the association of transformational leadership with organizational

commitment, a Pearson correlation analysis was performed. The result showed that there is a positive and significant relationship between the two variables: $r = .214$, $p < .001$. With increasing levels of transformational leadership, employees show more organizational commitment. This means that approximately 4.6% of the variance in organizational commitment is accounted for by this correlation ($r^2 = .046$).

Table 3: Correlation Results of Transformational Leadership

	Transformational Leadership	
Organizational Commitment	Pearson Correlation	.214**
	Sig. (1-tailed)	.000
	N	384

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Author Constructed 2025

Regression results confirmed this relationship further by showing that transformational leadership positively predicts organizational commitment, with a $B = 0.068$, $t = 2.311$, and $p = 0.021$. Therefore, H2 is supported.

H3: There is a Positive Relationship Between Organizational Communication & Organizational Commitment.

There was also a positive and significant relation between organizational communication and organizational commitment, with a correlation of .259 significant at $p < .001$, which explains about 6.7% of the variance, $r^2 = .067$. This suggests that the better the organizational communication, the higher the employee commitment.

Table 4: Correlations Result of Organizational Communication Variable

		Organizational Communication
Organizational Commitment	Pearson Correlation	.259**
	Sig. (1-tailed)	.000
	N	384

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Author Constructed 2025

In order to investigate the joint effect of transformational leadership and organizational communication on organizational commitment, a multiple regression analysis was conducted. The results, presented in Tables 5-6, indicated that the full model was significant, $F = 16.596$, $p < .001$, and explained 8.0%, $R^2 = .080$ of the variance in organizational commitment. Although significant, the relatively low R^2 -value suggests that only a small part of variance in organizational commitment can be explained by the two predictors, which may imply that other

organizational and individual factors could also come into play. Prior to testing the full model, assumptions relating to linearity, normality, homoscedasticity, and multicollinearity were checked and met. The VIF, less than the accepted threshold ($VIF < 10$), confirmed that there was no concern for multicollinearity. Both predictors significantly and positively influenced the organizational commitment; however, the effect size was larger for organizational communication, $\beta = 0.206$, $p < .001$, compared to that of transformational leadership, $\beta = 0.126$, $p = .021$.

Table 5: Multiple regression analysis results of Transformational Leadership and Organizational Communication – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.283 ^a	.080	.075	.39193

a. Predictors: (Constant), Transformational Leadership, Organizational Communication

Source: Author Constructed 2025

The regression model confirms that both transformational leadership and organizational communication significantly and positively influence

organizational commitment, though the model's explanatory power remains modest.

Table 6: Multiple regression analysis results of transformational Leadership and organizational communication – ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.099	2	2.549	16.596	.000 ^b
	Residual	58.524	382	.154		
	Total	63.623	384			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Transformational Leadership, Organizational Communication

Source: Author Constructed 2025

Table 7: Multiple regression analysis results of Transformational Leadership and Organizational communication – Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.912	.112		17.071	.000
Organizational Communication	.129	.034	.206	3.781	.000
Transformational Leadership	.068	.030	.126	2.311	.021

Source: Author Constructed 2025

Mediation Analysis

H4: Job Satisfaction is Mediating the Relationship Between Organizational Communication & Organizational Commitment.

This study investigates whether job satisfaction mediates the relationship between organizational communication and organizational commitment, and mediation analysis was conducted using the Sobel test. Initial correlations showed a low positive relationship. As revealed in Table 7, multiple regression reveals that organizational communication positively predicts organizational commitment, $B=.129$, $t=3.781$, $p<.001$. In addition, job satisfaction significantly mediates the relationship, $B=.225$, $t=4.423$, $p<.001$.

H5: Job Satisfaction Mediates the Relationship Between Transformational Leadership & Organizational Commitment.

The mediating effect of job satisfaction in the relationship between transformational leadership and organizational commitment was also tested. Initial Pearson correlation results among all three variables are low but positive and significant. Regression analysis, as shown

in Table 8, indicates that transformational leadership significantly predicts organizational commitment ($B = 0.068$, $t = 2.311$, $p = .021$). With job satisfaction as mediator, the effect of transformational leadership on organizational commitment was significantly mediated, with $B = 0.208$, $t = 4.728$, and $p < 0.001$, thus confirming H5. These findings indicate that transformational leadership positively affects job satisfaction, which in turn enhances organizational commitment. Both organizational communication and transformational leadership substantially affect organizational commitment, and these influences are partly mediated by job satisfaction. This suggests that job satisfaction is an important mechanism through which leadership and communication practices influence employees' commitment.

Both organizational communication and transformational leadership significantly influence organizational commitment, and these effects are partially mediated by job satisfaction. This indicates that job satisfaction serves as a key mechanism through which leadership and communication practices enhance employee commitment.

Table 8: Regression analysis result of organizational communication - Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.089	.167		12.522	.000
Organizational Communication	.225	.051	.230	4.423	.000

a. Mediation Variable: Job Satisfaction

Source: Author Constructed 2025**Table 9:** Regression analysis result of Transformational leadership- Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.912	.112		17.071	.000
	Transformational Leadership	.068	.030	.126	2.311	.021

a. Dependent Variable: Organizational Commitment

Source: Author Constructed 2025

DISCUSSION

The study examined the determinants of organizational commitment among secondary-level government workers in Sri Lanka's North Western Province and established that gender played no influence on commitment, while transformational leadership and organizational communication facilitate commitment. Specifically, job satisfaction partially mediates the relationship between transformational leadership and organizational commitment, explaining the process by which good leadership translates into employee commitment. These results support prior research in the South Asian context (Nanjundeswaraswamy, 2023; Loan, 2020; Ahmad & Raja, 2021), but the current study is additive to prior work in examining a number of factors concurrently in the Sri Lankan public sector—a context in which empirical evidence is still scant. Statistically, from a perusal of Tables 2-4, it would appear that

both transformational leadership and organizational communication had relatively strong correlations and regression coefficients with organizational commitment ($p < 0.01$), indicating that they are statistically predictive.

In practice, managers and HR professionals can build commitment by embedding job recognition, leadership development programs, open communication channels, and career growth, as well as supportive workplaces. Secondly, from the viewpoint of postulating partial mediation by job satisfaction, the study concludes that attempts towards enhancing employee well-being can maximize the effect of leadership on commitment. Overall, the research presents theoretical and practical implications by revealing interrelated determinants affecting employee commitment and making pragmatic policy and practice recommendations for South Asian public sector governments.

CONCLUSIONS

This study investigated the predictors of organizational commitment of employees in the secondary level of the public sector of Sri Lanka's North Western Province. The findings indicate that transformational leadership, organizational communication, and job satisfaction are the significant predictors of organizational commitment with no influence of gender on commitment. Additionally, job satisfaction acts as a partial mediator between transformational leadership and organizational commitment, reflecting its role in channelling the translation of leadership behaviors into stronger employee commitment.

These findings lead to several practical implications. Public sector organizations can enhance workplace commitment by ensuring training packages for effective communication, promoting clear goals, and having sound employee feedback procedures. Leaders in industries and managers need to induce transformational leadership practices through training, improve information exchange through efficient communications systems, and implement knowledge-sharing programs that improve cooperation and increase commitment among employees (Ahmad & Raja, 2021; Nanjundeswaraswamy, 2023). Policymakers can reinforce these by ensuring leadership and communication development programs, offering equal opportunity, and revisiting incentive frameworks to improve public sector worker engagement.

This study has several limitations. Sample size was limited to secondary-level officials in one province, and data collection was by self-report questionnaire, which is potentially biased. Future research should attempt to increase sample size and heterogeneity, geographic coverage, leadership styles, mediating variables, and methods of data collection

to enhance generalizability and the quality of findings in the Sri Lankan public sector.

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