



RESEARCH ARTICLE

Influence of Psychological Empowerment on Job Satisfaction: Evidence from Educational Consultancy Firms

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Abstract

Purpose: This study examines the influence of psychological empowerment (i.e., meaning, competence, self-determination, and impact) on job satisfaction among employees working in educational consultancy firms in the Kathmandu Valley, Nepal.

Design/methodology/approach: An explanatory research design was employed, and cross-sectional data were collected from 270 employees using a structured questionnaire administered through a non-probability convenience sampling technique. Data were analysed using SmartPLS 4.0.

Findings: The findings indicate that, among the four dimensions, self-determination and impact exhibit significant positive relationships with job satisfaction, whereas meaning and competence do not demonstrate statistically significant relationships.

Implications: The results of the study indicate that increasing the level of autonomy of employees and emphasising the effects of their actions is necessary for improving job satisfaction among workers in educational consultancy firms. The results can serve as useful recommendations for the management of these firms and help advance research in psychological empowerment in developing countries.

Originality/value: This study extends psychological empowerment literature by offering novel evidence from Nepal's underexplored educational consultancy sectors.

JEL Classification: D23, J28, M12, M54

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Introduction

Psychological empowerment (PE) refers to the intrinsic motivation that individuals develop through their perceptions of autonomy, competence, meaningfulness, and influence in the workplace. It is widely recognised as a critical determinant of organisational success, as empowered employees are more likely to demonstrate enhanced job performance, stronger organisational commitment, and positive work-related attitudes (Lee et al., 2018). By fostering a sense of ownership and control over their work, PE enables employees to develop more favourable attitudes toward both their jobs and the organisation, ultimately contributing to improved individual and organisational outcomes (Ghaniyoun et al., 2017). Job satisfaction and engagement are directly related to empowerment (Dewettinck & van Ameijde, 2011).

In recent years, it has continued to gather critical attention

and relevance across various types of organisations because of the adoption of a new paradigm that propels employee dedication to participate in strategic decision-making, autonomy, and the incentive to create positive changes in their organisations (Ogu, 2024). PE has been associated with organisational citizenship behaviours (OCBs), i.e., voluntary behaviours by employees that enhance organisational effectiveness, outside formal job requirements. Raveendran (2023) concluded that employees who lived with high levels of PE are more likely to have certain behaviours such as helping co-workers, being punctual, and achieving organisational goals.

In today's globalised and knowledge-intensive economy, organisations increasingly recognise the strategic importance of investing in human capital to achieve and sustain a competitive advantage. This is particularly relevant in knowledge-based organisations, where employees' expertise, motivation, and engagement

constitute critical drivers of organisational performance and long-term success (Boxall & Purcell, 2011).

As knowledge-based organisations, private firms operate in dynamic, client-oriented environments where organisational success largely depends on the expertise and performance of their employees (Basnet et al., 2024). Consequently, employee job satisfaction and psychological well-being are critical factors influencing service quality, organisational effectiveness, and employee retention (Wright & McMahan, 2011).

Further, empowerment behaviours such as autonomy and participation in decision-making are generally associated with job satisfaction (Ameer et al., 2014; Basnet et al., 2024). Job satisfaction is widely regarded as a key driver of organisational success, shaping productivity, service quality, employee retention, and overall workplace morale. For private organisations, which operate in a fast-paced, project-based environment where human expertise is the main asset, maintaining high levels of satisfaction is particularly important. Yet, many firms face ongoing issues such as excessive workloads, unclear job roles, limited decision-making power, and a lack of recognition for employee contributions (Shrestha & Baniya, 2020). These factors not only weaken motivation but also contribute to higher turnover, undermining the long-term stability and competitiveness of consultancy businesses in the country.

Empowering employees can make organisations more flexible and responsive and can result in individual and organisational performance improvements. Empowered employees perceive themselves as more effective in their performance and are rated as more effective by their peers (Conger, 2017). Empowering employees may be one-way organisations can balance employees' job satisfaction. Therefore, employee PE will lead to improved productivity, performance, and Job satisfaction (Greasley et al, 2005). PE programmes have been widely adopted in manufacturing companies and service-oriented firms as a way of improving employee job satisfaction (Degago, 2014).

An organisation's success largely depends on employee performance; consequently, fostering PE has become a strategic priority for organisations seeking to enhance employee effectiveness and organisational performance. Global research consistently shows that PE can improve job satisfaction, organisational commitment, and performance (Llorente-Alonso et al., 2024; Mathew & Nair, 2022); however, there is very little sector-specific evidence from Nepal's consultancy field. Previous studies in the country have focused mainly on banking, healthcare, and education, leaving consultancy firms largely overlooked. As knowledge-intensive and client-oriented organisations, educational consultancy firms operate in a unique work environment where employee autonomy, decision-making, and service quality are critical, yet this sector has received little scholarly attention.

Over the past decade, Nepal's educational consultancy industry has experienced significant growth, with 760 educational consultancies registered with the federal Ministry of Education and Sports and 522 registered under provincial social development ministries. Furthermore, more than 4,000 unregistered consultancies operate nationwide, highlighting the rapid expansion and economic significance of the sector (Rauniyar, 2026). Despite the significant contribution of education consultancy to educational services and employment, empirical studies focusing on PE, job satisfaction, and empowerment remains scarce, especially in the context of Nepal.

To address this contextual and empirical gap, this study aims to comprehend the perspectives of PE and the challenges faced due to a lack of PE. In addition, it also investigates the influence of PE dimensions (i.e., meaning, competence, self-determination, and impact) on the job satisfaction of employees working in Nepalese consultancy firms in Kathmandu Valley. Addressing this gap, the present study provides empirical evidence from educational consultancy firms to enhance the understanding of employee attitudes and organisational effectiveness in this knowledge-intensive service industry.

Literature Review

PE is employees' intrinsic motivation and sense of autonomy, competence, meaning, and impact, which can be fostered by leaders through participative and empowering behaviours (Hanafy et al. al, 2025). Interactions with co-workers serve as an important source of psychological empowerment, fostering employees' intrinsic motivation and enhancing their willingness to perform their roles with greater professionalism, purpose, and commitment (Orgambidez-Ramos & Borrego-Alés, 2014). It is a mental state, and it is how perceptions change in a professional environment, motivating individuals to perform to the best of their abilities for the organisation through four dimensions of empowerment (Huey et al., 2009).

Scholars across the world have conducted extensive studies on the link between PE and job satisfaction in various contexts, cultures, and sectors, offering comprehensive insights into how empowerment is perceived (Alagarsamy et al., 2023; Shrestha & Bhandari, 2024). Although empowerment behaviours such as autonomy and participation in decision-making are generally associated with job satisfaction, their effectiveness may differ depending on cultural norms; for instance, autonomy is more emphasised in individualistic cultures, whereas group collaboration is more central in collectivist cultures (Hofstede, 2001).

Empowerment practices should therefore be tailored to align with national cultural expectations to maximise their impact. PE consistently results in positive employee outcomes, including higher job satisfaction, improved performance, and greater organisational commitment, largely due to its enhancement of intrinsic motivation

across different contexts (Wong-Humborstad & Perry, 2011). Prince (2025) further suggests that although the relationship between PE and job satisfaction is strong across cultures, the magnitude of this effect is context-dependent, varying according to leadership style, work environment, and national culture.

The practices of empowerment, enabling autonomy, participation, and trust enhanced job satisfaction cross-culturally, but different emphases of empowerment practices dominated (Zheng & Tian, 2019). Practices of empowerment need to be flexible with respect to each situation in all global teams but universal in their benefit to job satisfaction and engagement. It is now being gradually seen as part of organisational development and human resource practices (Oliveira et. al., 2023). Thus, PE has close proximity to employee engagement, innovation, OCB, and employees' wellbeing (Xiao et.al., 2025).

According to Spreitzer (1995), PE enables employees to experience a greater sense of meaning in their work, enhances their self-efficacy, and fosters the belief that they can make a meaningful impact within the organisation. In Nepal, these dynamics are of special interest due to the increasing need for a skilled workforce able to initiate innovation and productivity in industries (Shah, 2024). Technology and digital tools have begun to be an important factor in the determination of PE in Nepalese workplaces, especially after the COVID-19 pandemic. Although remote work is a relatively new concept in Nepal, it has created opportunities for employees to create better work schedules and have better work-life balance, as well as feel empowered in their work. Particularly for women, remote work has benefited them since it has created more flexible working hours and reduced the social and logistical cost of employment (Khadka, 2021).

Empowerment without job satisfaction cannot deliver satisfactory results for the organisation. According to Al-Dmour et al. (2018), employee motivation and work engagement positively impact employee empowerment; employee dissatisfaction impacts the effectiveness of empowerment. Similarly, increasing job satisfaction does not guarantee empowerment outcomes (Han et al., 2016).

In urban sectors such as IT, education, and tourism, demand for empowerment, flexible work arrangements, and leadership diversity is steadily increasing, transforming both organisational practices and the broader cultural landscape. A cultural change in Nepalese workplaces is required for genuine PE to grow. This entails a move from hierarchical systems to more collaborative, open-ended, participatory systems of organisations. Leadership styles that focus on active participation, with voice given to employees to own the work, are needed to facilitate PE. These leadership styles, especially transformational leadership, are very effective for employees' motivation, confidence, and prospects for professional growth.

Theoretical Foundation

This study is grounded in established leadership theories that explain how leadership behaviours shape employees' attitudes and work-related outcomes. Specifically, it draws on Transformational Leadership Theory (Bass, 1985; Bass & Riggio, 2006) and the Authentic Leadership Model to explain how effective leadership fosters employees' psychological empowerment, which, in turn, enhances their job satisfaction.

Transformational leadership that involves idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration creates the environment in which employees are likely to feel important, secure, and empowered to act on their own (Bass & Avolio, 1994). Similarly, authentic leadership, characterised by self-awareness, relational transparency, balanced decision-making, and an internalised ethical perspective, fosters trust and autonomy among employees, thereby strengthening their internal locus of control, sense of purpose, and psychological empowerment. (Walumbwa et al., 2008). According to Spreitzer's (1995) definition, PE comprises four dimensions, namely: meaning, competence, self-determination, and impact, which are also important in motivating employees to take a more active role in their job. The model assumes that these dimensions of empowerment are improved with the help of transformational and authentic leadership styles and result in higher levels of job satisfaction (Seibert et.al., 2011).

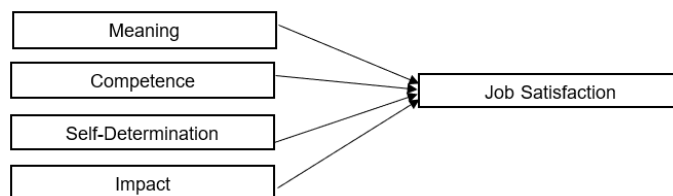


Figure 1: Conceptual Framework

Meaning

The meaning dimension is defined as the correspondence between the personal values of an employee and the job he/she does. When work has meaning to people, chances are high that they will be intrinsically driven and devoted to their job. This voluntary sense of purpose adds to their emotions towards the job that can lead to satisfaction and performance (Spreitzer, 1995; Mathew and Nair, 2022). Employees in a knowledge-intensive sector, where work usually entails creative problem-solving and communication with clients, will find their job more worthwhile and be better able to withstand difficulties when they have a sense that their work is meaningful (Orlowska & Lagung, 2023; Thomas & Velthouse, 1990).

H1: A sense of meaning in work has a significant positive influence on job satisfaction.

Competence

Competence entails the perception of an individual that he can work successfully. It goes hand in hand with the notion of self-efficacy and is key in staff motivation and output. When employees believe they are competent, they will have a greater likelihood of undertaking challenging tasks, enduring the challenges, and making significant contributions towards the attainment of team objectives (Bandura, 1986; Mathew & Nair, 2022). Perceived competence may be important in the knowledge-intensive sector where analytical and decision-making skills are vital to employees, as it may affect their confidence, quality of work, and general job satisfaction (Gu et al., 2022).

H2: A sense of competence has a significant positive influence on job satisfaction.

Self Determination

Self-determination entails the feeling of independence and choice over work-related actions and choices. Employees own and feel more responsible when they are given the liberty to make decisions on how they undertake their work. This independence increases creativity, motivation, and job satisfaction (Deci & Ryan, 1987; Gu et al., 2022). In the consulting workplace, where flexibility and autonomous thinking are highly valued, self-determination influences performance, workplace attitudes, and engagement levels (Spreitzer, 1995; Seibert et al., 2011; Mathew & Nair, 2022).

H3: Self-determination (autonomy in decision-making) has a significant positive influence on job satisfaction.

Impact

The impact dimension is concerned with the degree to which the employees think they can affect what happens in the organisation. Individuals tend to be motivated, and job satisfaction comes along when they see their efforts count and serve a bigger purpose (Thomas & Velthouse, 1990). Such a feeling of influence creates a sense of responsibility and connection to organisational success. The sense of impact may be very strong in knowledge-intensive sectors where client results and project success may largely depend on individual contribution, which makes employees work hard and commit to the organisation (Gu et al., 2022; Mathew & Nair, 2022; Spreitzer, 1995).

H4: A sense of impact has a significant positive influence on employees' job satisfaction.

Research Methods

This study employs an explanatory research design to examine the influence of PE on Job satisfaction in a consultancy firm. Kathmandu Valley was chosen as the study area because it serves as a primary hub for educational consultancy firms in Nepal

Due to a lack of a comprehensive sampling frame, the study used a non-probability convenience sampling technique

for selection of the respondents. Among the questionnaire distributed, 270 valid responses were retained after data cleaning. The responses were collected over two months (i.e., February and March, 2026), both in printed and online modes using Google Forms.

The survey questionnaire was divided into three sections, i.e., socio-demographic, general understanding, and measurement items of the study construct. The questionnaire consisted of 25-items in total. All the items used a five-point Likert scale for measurement, which included 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). PE and job satisfaction items were adapted from widely used and validated previous studies and were operationalised through a five-point Likert scale (i.e., 1 = "Strongly Disagree" to 5 = "Strongly Agree"). Psychological empowerment was measured through four dimensions, i.e., meaning, competence, self-determination, and impact, which were measured by five items each, adapted from Abdissa and Fitwi (2016). The six-item job satisfaction scale was adapted from Abdissa and Fitwi (2016), who developed and validated the measure in their study of employees in the Commercial Bank of Ethiopia

Data analysis was conducted with the help of SmartPLS 4.0. The research model developed in the study was reflective in nature. Following the two-stage analytical procedure (i.e., test of Measurement and structural models), as suggested by Gerbing (1988), was utilised in PLS-SEM to evaluate the psychometric properties of the scales.

Results

Demographic Profile of Respondents

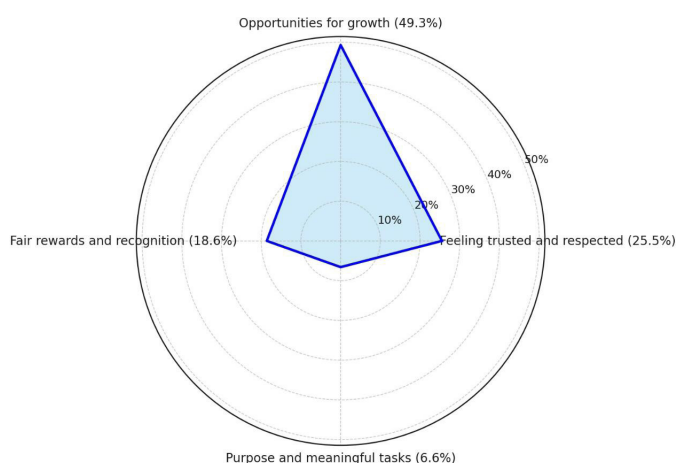
Table 1 represents the demographic profile of 270 respondents, including age, education, marital status, family type, and income. Among the participants, 53% were male, 46% female, and 1% identified as others. In terms of age, the largest group (71.53%) was between 20–25 years, followed by 16.42% aged 25–30 years, and 11.31% aged 30–35 years. Educationally, more than half (55.84%) held a Bachelor's degree, and 41.97% had a Master's degree. Regarding marital status, 60.95% were single, and 37.96% were married. Likewise, the family structure indicated that 63.87% lived in nuclear families, and 34.31% in joint families. Furthermore, the income distribution reported that 61.31% reported monthly earnings below NPR 25,000, 22.63% between NPR 25,000–50,000, and 11.68% between NPR 50,000–1,00,000. *Demographic profile of respondents*

Table 1: Socio-demographic Profile of the respondents

Title	Category	Number	Percentage (%)
Gender	Male	119	53
	Female	153	46
	Others	2	1
Age	20-25	196	71.53
	25-30	45	16.42
	30-35	31	11.31
	Above 35	2	.73
Education	Bachelor's	153	55.84
	Master's	115	41.97
	Above Master's	6	2.19
Marital Status	Single	167	60.95
	Married	104	37.96
	Divorced	3	1.09
	Widow		
Family Type	Nuclear	175	63.87
	Joint	94	34.31
	Extended	5	1.82
Monthly Income	Below NPR 25,000	168	61.31
	NPR 25,000-50,000	62	22.63
	NPR 50,000-1,00,000	32	11.68
	Above NPR 1,00,000	12	4.38

Employees' Perspective Regarding Psychological Empowerment

The survey results provide meaningful insights into employees' perceptions of the PE workplace. When exploring what specifically drives empowerment in the workplace, recognition and trust stood out as the leading factor (50.9%), with skill development opportunities also playing a substantial role (29.7%). However, a large proportion of employees (52.9%) reported that they do not feel empowered in their current roles. Among those who did feel empowered, the main motivators for improved performance were "growth opportunities" (49.3%) and "feeling trusted and respected" (25.5%), while fair rewards (18.6%) and meaningful tasks (6.6%) were less commonly emphasised.

**Figure 2:** Motivators for improving job satisfaction

Likewise, the results indicate that lack of appreciation (39.6%) was the most prominent source of employee disempowerment, suggesting that many employees do not feel adequately recognised or valued for their contributions and performance. Second, there is a lack of freedom in making decisions (26.7%), meaning that workers cannot take any initiative without seeking approval from their supervisors. Furthermore, inadequate opportunities for skill development (20.5%) further demotivate employees because they may feel stuck in the same position without any opportunity for promotion.

Other factors also affect workers' perception, although the percentage is low. First, there is a lack of trust and support from the organisation's management (6.6%). Besides, there is no clarity regarding the job roles and responsibilities (3.3%). Finally, the influence of employees in organisational decision-making is very small (3.3%), indicating that the participatory approach is lacking in such consultancy firms. Thus, motivational and structural problems affect the degree of empowerment in organisations.

Measurement Model

To assess the reliability and validity of the construct measurement model, internal consistency reliability, Cronbach's alpha, composite reliability (CR), convergent validity, and discriminant validity were examined. Cronbach's alpha and CR values confirmed the reliability of the measurement items. All the item values were found to be above the threshold value of .70, indicating the strong reliability of the scales. As suggested by Fornell and Larcker (1981), the AVE scores of all the constructs are higher than the threshold criteria of .50, ensuring convergent validity.

Table 2: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_c)	AVE
C	.843	.904	.761
I	.884	.927	.811
J	.924	.952	.869
M	.876	.924	.802
S	.848	.908	.769

Discriminant validity

The Fornell-Larcker criterion applies in measuring discriminant validity through the assessment of whether a latent construct explains greater variance of its own indicators in comparison to other constructs. Table 3 shows that the values of the square roots of the AVE of each construct are considerably above the correlations of such a construct and other latent constructs, as indicated by Hair et al. (2019). Hence, the Fornell-Larcker criterion is satisfied.

Table 3: Fornell-Larcker Criterion

	C	I	J	M	S
C	.872				
I	.637	.90			
J	.557	.669	.932		
M	.625	.46	.473	.896	
S	.677	.60	.681	.542	.877

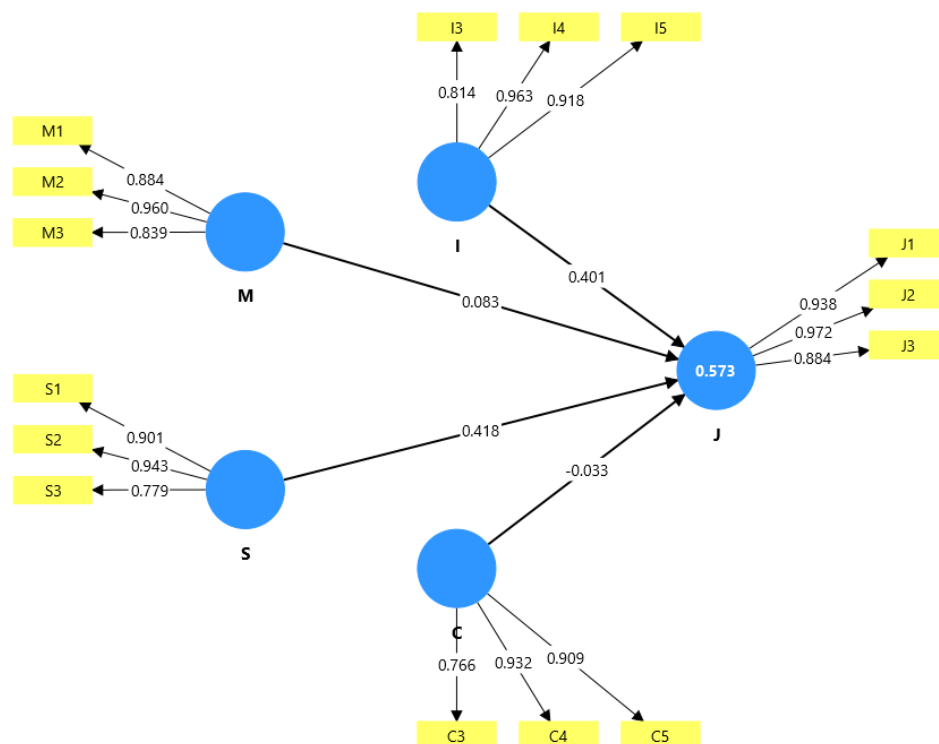
Similarly, the Heterotrait–Monotrait (HTMT) ratio of correlations was assessed to establish discriminant validity among the constructs. According to Kock (2022), discriminant validity concerns may arise when constructs exhibit a high degree of conceptual similarity. The HTMT values below the threshold of 0.90 indicate adequate discriminant validity, suggesting that the constructs are empirically distinct from one another, particularly in exploratory research contexts. Hence, the HTMT ratio is satisfied. The results of the HTMT assessment are presented in Table 4.

Table 4: Heterotrait-Monotrait (HTMT) Ratio

	C	I	J	M	S
C					
I	.722				
J	.616	.716			
M	.724	.516	.521		
S	.778	.676	.764	.62	

Path Analysis

After establishing the reliability and validity of the measurement model, the structural model was evaluated using the bootstrapping procedure with 10,000 resamples to assess the significance of the hypothesised relationships among the constructs. Figure 3 represents the path analysis. Following the guidelines by Henseler et al. (2015) and Hair et al. (2011), the coefficient of determination (R^2) values of .75, .50, and .25 indicate significant, moderate, and weak predictive power, respectively. The results indicate that the four dimensions of PE collectively explain 57.3% of the variance in job satisfaction, indicating a moderate level of explanatory power of the model.

**Figure 3:** Path Analysis

Hypothesis Testing

The results of the path analysis demonstrated that among the four dimensions of PE, two dimensions significantly influence job satisfaction, whereas the remaining two dimensions do not demonstrate a significant effect. Specifically, sense of competence ($\beta = -.03, p = .72$) and sense of meaning ($\beta = .081, p = .22$) were found to have

insignificant relationships with job satisfaction; therefore, H1 and H3 were not supported. In contrast, sense of impact ($\beta = .403, p < .001$) and self-determination ($\beta = .418, p < .001$) showed significant positive effects on job satisfaction, supporting H2 and H4. Among all four dimensions, self-determination emerged as the strongest predictor of job satisfaction, followed closely by sense of impact.

Table 5: Hypothesis Testing

	Hypothesis	Sample Mean (M)	SD	P-values	CI		Decision
					2.50%	97.50%	
H1	C -> J	-.03	.092	.72	-.21	.154	Insignificant
H2	I -> J	.403	.077	.00	.246	.55	Significant
H3	M -> J	.081	.068	.22	-.054	.21	Insignificant
H4	S -> J	.418	.072	.00	.273	.559	Significant

Discussion

Grounded in transformational leadership theory and the authentic leadership model, this study examined the influence of PE dimensions on the job satisfaction of employees working in consultancy firms. Among the four dimensions of PE, two dimensions (impact and self-determination) significantly influence job satisfaction, whereas the remaining two dimensions (i.e., competence and meaning) do not demonstrate a significant effect. This indicates that employees' sense of autonomy in decision-making and their perception of the meaningful effect of their work are the most critical psychological drivers of satisfaction in this context. In contrast, meaning and competence did not emerge as significant predictors, suggesting that while employees may value the importance of their work and feel capable in their roles, these dimensions alone do not translate into higher satisfaction levels without the reinforcement of autonomy and perceived impact (Wang & Lee, 2009; Fock et al., 2011).

When compared with findings from previous studies, the results show both alignments and divergences. For instance, (Gu et al, 2022; Mathew & Nair, 2022; Spreitzer, 1995) and subsequent research in Western contexts have consistently highlighted all four dimensions of empowerment as significant contributors to job satisfaction, with competence and meaning often reported as strong predictors. Similarly, studies such as Seibert et al. (2011) emphasise that empowerment dimensions generally act in a complementary manner, reinforcing overall satisfaction. However, the present study diverges by showing that in the Nepalese educational consultancy firms, competence and meaning are less influential. This variation can be attributed to contextual and organisational differences: in Nepal, structural constraints such as limited autonomy, unclear expectations, and low organisational trust may weaken the effect of competence and meaning, overshadowing their role in shaping satisfaction.

Therefore, while the findings partially align with previous research by reaffirming the importance of empowerment dimensions, they also reveal a unique context-specific pattern. The results suggest that in developing country consultancy settings, self-determination and perceived impact are more decisive for employee satisfaction than competence or meaning. This highlights the need for managers in Nepalese consultancy firms to prioritise enhancing employees' decision-making autonomy

and reinforcing the visibility of their contributions to organisational outcomes, rather than focusing solely on skill development or role meaning.

The findings provide partial support for Transformational Leadership Theory (Bass, 1985; Bass & Riggio, 2006) and the Authentic Leadership Model, as only the dimensions of self-determination and sense of impact were found to significantly enhance employees' job satisfaction. This suggests that leadership behaviours that promote autonomy, empowerment, and employees' perceived influence on organisational outcomes may be more instrumental in fostering job satisfaction than those primarily focused on enhancing employees' sense of meaning or competence.

Conclusion and Implications

The study emphasises how PE influences the level of job satisfaction among employees working in consultancy firms in Nepal. To understand the perspective of employees regarding PE, the findings revealed that employees generally view empowerment positively, with all four dimensions correlating with job satisfaction. However, the hypothesis results demonstrated that self-determination and perceived impact exerted the strongest and most significant effects, whereas meaning and competence, while positively associated, were not significant predictors. The study concludes that employees' job satisfaction in educational consultancy firms is influenced more by behavioural empowerment than by psychological perceptions alone. Specifically, opportunities to exercise discretion in work-related decisions and to observe the impact of one's contributions play a more critical role in enhancing job satisfaction than employees' perceived competence or the inherent meaningfulness of their work.

The finding of this reveals many challenges faced by employees due to a lack of empowerment; the study highlights issues such as limited autonomy, low recognition, and hierarchical organisational structures as barriers to satisfaction. These findings align with the broader understanding that rigid workplace practices and insufficient leadership support restrict empowerment, thereby limiting job satisfaction and engagement. Similarly, employees recommend that, to overcome empowerment challenges, the organisation should focus on the importance of building an empowerment-oriented organisational culture. This can be achieved through participatory decision-making, trust-based leadership practices, mentorship programmes,

and recognition mechanisms that make employees feel valued and impactful. The results also support the application of transformational leadership behaviours such as inspirational motivation, individualised consideration, and intellectual stimulation as key drivers for creating the psychological conditions that enhance satisfaction.

Theoretically, the findings suggest that the influence of PE is context-dependent, with different dimensions varying in their explanatory power across organisational settings. In addition, it also highlights that in knowledge-intensive and service-oriented organisations, employees' autonomy in decision-making and their perceived influence on organisational outcomes are more salient determinants of job satisfaction than their perceived competence or work meaningfulness.

This study offers important practical implications for educational consultancy firms, government agencies, and organisational development practitioners by highlighting the role of PE in enhancing employees' job satisfaction and emphasising the need to foster an empowering work environment that instils self-confidence, autonomy, and a sense of ownership among employees. Employees who perceive themselves as competent, meaningfully engaged, and empowered to exercise control over their work are more likely to demonstrate stronger commitment, higher job satisfaction, and greater organisational engagement. Accordingly, consultancy firms should adopt empowerment-oriented practices, such as leadership coaching, job rotation, participative decision-making, and mentoring programmes, to strengthen employees' competence and self-determination, reduce psychological barriers such as fear of failure and helplessness, and ultimately cultivate a motivated, resilient workforce capable of contributing to sustained organisational success.

There are some limitations associated with this study which might influence the generalisability of the findings. First, the sample is confined to the employees working in the consultancy firms in Kathmandu Valley; thus, it makes it difficult to generalise the findings explicitly to other geographical regions. Second, the cross-sectional nature of the study limits the ability to capture changes in employees' psychological empowerment and job satisfaction over time or to establish causal relationships among the study variables. Furthermore, future study to extend this model by incorporating mediating and moderating variables like organisational commitment and support, leadership, organisational culture, and work engagement, to develop a more explicitly understating of job satisfaction. Likewise, future studies could adopt a mixed-method approach to provide deeper insights into employees' experience of PE and job satisfaction.

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Conflict of Interest

The author declares that there is no conflict of interest.

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Data Availability Statement

The data supporting the study are available from the corresponding author upon reasonable request and subject to appropriate ethical and confidentiality considerations.

Authors contributions

Sweksha Lakhe: Conceptualisation, Methodology, Data Collection, Data Analysis, Writing- original draft, Review & editing, Visualisation, Resources, and Investigation.

Aarati Ojha: Data Analysis, Resources, Software, Writing Original Draft, Review and Editing, Supervision, Visualisation, and Validation

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