

# **CULTURE OF EMPLOYEE EMPOWERMENT AND EMPLOYEE AMBIDEXTERITY IN IT COMPANIES IN COLOMBO DISTRICT: THE MEDIATING EFFECT OF INTRINSIC MOTIVATION**

**Lawrence, F.R.\* and Thiranagama, A.W.**

*Department of Business Management, Faculty of Management Studies,  
Sabaragamuwa University of Sri Lanka, Belihuloya, Sri Lanka*

*\* rosylawrencelk@yahoo.com*

Employee ambidexterity directly links with organizations' survival in today's dynamic business environment. Ambidextrous employees are passionate about their work, perform better and increase the productivity of their organizations. Literature on the ambidextrous behaviour of employees specifically emphasizes that employees are encouraged to use both exploratory and exploitative behaviours in their daily job to attain higher levels of performance. Even though, management continuously takes actions to encourage the ambidextrous behaviour of employees, the lack of ambidextrous behaviour has become one of the critical aspects which require attention. Hence, the current study aims to examine the impact of the culture of employee empowerment on employee ambidexterity and the mediating effect of intrinsic motivation based on the insights obtained through the Self-Determination theory. Data were gathered through a survey, from a sample of 169 Information Technology (IT) professionals from three IT companies in the Colombo district. Simple regression and mediator analysis were applied using SPSS Hayes Process in analyzing data to identify the impacts and mediating effect between variables. Findings revealed a positive impact of the culture of employee empowerment on employee ambidexterity which is partially mediated by intrinsic motivation. Hence, empowering atmosphere not only directly increased employee ambidextrous behaviour but also enhanced employee intrinsic motivation, which caused ambidexterity.

**Keywords:** Culture of employee empowerment, employee ambidexterity, intrinsic motivation, self-determination theory