

# Enabling Examination of the Relationship between Employee Psychological and Organizational Commitment in Public Organizations in Rafsanjan

<sup>1</sup>Abbas Babaeinejad, <sup>2</sup>Elnaz Rahmatian, <sup>3</sup>Soheila Shamsadini

<sup>1</sup>Member of Scientific Board, Department of management, Islamic Azad University, Kerman branch, Kerman, Iran

<sup>2</sup>Graduated in Executive management, Department of Management, Science and Research Branch, Islamic Azad University, Kerman branch, Kerman, Iran

<sup>3</sup>M.A.degree in business management, Department of management, science and research branch, Islamic Azad University, Kerman branch, Kerman, Iran

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## ABSTRACT

Rapidly changing environment makes organizations to adapt to their environment in a variety of management mechanisms. Psychological empowerment is one of the key mechanisms in living things and innovative organizations in the age of knowledge. Meanwhile, the increasing pace of change in today's organizations, managers are looking for ways to increase organizational commitment To ensure employee commitment and loyalty through the hard days to achieve competitive advantage. Therefore, the present study sought to examine the relationship between psychological empowerment and organizational commitment of employees at 30 agencies Rafsanjan is public. Population is 1019 employees, 196 of which are based on the formula of Cochran And to collect data on the variables of psychological empowerment and organizational commitment questionnaire Employees based on Cronbach's alpha, respectively, with the final 0/88 and 0/91 respectively have been used. Data analysis by Pearson and Spearman tests to determine the relationship between psychological empowerment and organizational commitment in public organizations in Rafsanjan have been used. Overall results indicated a significant relationship between psychological empowerment and organizational commitment dimensions and the dimensions of psychological empowerment dimensions of significance based on Spearman With a correlation coefficient (0/241) and feel confident with a correlation coefficient (0/266) Most relationships on organizational commitment.

**KEYWORDS:** Commitment, organizational commitment, organization, enabling modeling of psychological empowerment.

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## 1. INTRODUCTION

Man as an essential component of organizational development, and organizational activities within the framework of its critical role is very important. Nowadays, the development of human resources is utilized depends Feather organizations. Management theorists of human cognition as a complex element of the human factor as the most important element for Existence and survival of the organization and they keep increasing attention to human resources as a powerful tool in changing the organization have a category. Bshtabd management tool that can help in this process of psychological empowerment. Psychological empowerment in recent years as a way to create an efficient workforce, higher productivity and employee satisfaction in the workplace is used. The leaders of the organization through enhancing employee commitment to the organization rather than to increase the efficiency of use. This is a great way of maintaining a balance between control and management is exercised by employees. Therefore, the commitment and the desire to create a strong attachment to the organization.

### Statement of the problem

Environmental challenges of the present era of rapid advances in technology and increases the flexibility of our expectations and the need to continue searching for ways to survive the forced Organizations with solutions to yesterday's problems can not be solved and forecasting future does not solve problems but must proceed to the next precursor. Today, the competitive environment and the rules of the game so brutal, complex, dynamic, and uncertain that organizations can not only change made as the superstructure Methods, systems, structure, technology, etc. to ensure their long life and survival. In this regard, the role of managers and leaders are responsible for coordinating and facilitating role that other employees may be synergistic. (Abdullahi Ibrahim and grandson 12:1385) . Nowadays the main cause of deforestation and the creation of wealth and value of human resources in organizations

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\*Corresponding Author: Abbas Babaeinejad, member of scientific board ,Department of management ,Islamic Azad university , Kerman branch ,Kerman. Iran. Email:babaeimanagement@yahoo.com

or in other words the knowledge and intellectual capital formidable (Absy Abtahi and, 1:1385). The lifesaving devices known to cause psychological empowerment has emerged and has become one of the most important issues of the day Organization that can guarantee success. Asprytzr offers and save it as an instrument of psychological empowerment has emerged as And the day has become one of the important issues that can guarantee organizational success. Asprytzr suggest you ask for empowering function is required before any person should feel. If employees believe that they have the necessary skills and competencies to perform successfully the duties they feel Have the ability to influence and control over business results. Several organizational and individual benefits such as organizational commitment, creativity, flexibility, high quality job performance and job satisfaction would be (Dashgrzadeh and Saremi 61:1389). Dependence of organizational commitment reflects the aspirations and goals of a particular organization and the extent of his relationship with the organization is in keeping with (Rabnyz and Jaj 89:2009). There are different definitions and perspectives on organizational commitment, but overall it is in the form of two perspectives The first thing approach to emotional and attitudinal commitment to the vision and commitment as behavioral knows it. These two perspectives ie organizational commitment dimensions and components are not against each other. Rather, they complement each other. Therefore requires a correct understanding of the process of organizational commitment as attitudinal commitment and behavioral commitment is (Majidi, 20:1379). Organizational commitment is a hallmark of the success and effectiveness of their favorite shows. In the case of Moody's, Porter and Astyrz further stated that the organization founded Organizational commitment and job stimulation of the community through lower national productivity is more benefitted (Young, 339:1999). Do some research on factors related to psychological empowerment, so that the factors associated with commitment If an enterprise has formed the subject of research. Now the question arises as to whether the employee psychological empowerment and organizational commitment in public Rafsanjan relationship exists or not?

### **Research framework**

Theoretical framework which outlines the basis on which research is based. Framework, detailed network of relationships between variables that through processes such as interviews, Observations and review of the research literature have been set. It is important to note that the researcher to find appropriate solutions to the problem, the problem is to accurately identify the variables that make involved to determine the problem. At this point, the importance of doing good and doing an overall review of the research literature is clear After identifying the variables should be shaped so that the channel correlations between variables can be extracted from the relevant assumptions And finally tested and the test results are based on research findings that can solve the problem Thus, the theoretical framework is an important step in the research process (knowledge and others, 138:1386). Many researchers about the components of empowerment and psychological empowerment approach empowerment enabling important Studies and researches have increasing organizational commitment. Psychological empowerment, improve quality of products and services, increase organizational effectiveness, build self-control, Commitment and ..... The staff is (Ahmadi et al 1389:150) Sponsor an organizational perspective, the empowerment of employees' perceptions of their role in terms of jobs and organizations have defined And to empower individuals have characteristics that distinguish them dimensions Or as a component of empowerment. Conger and self-efficacy raised the Congo, Tomas and Vlthvs competence dimension of psychological empowerment, Choice, meaningfulness and effectiveness of psychological empowerment dimensions Asprytzr know that eventually Vtn and Cameron and then adding a psychological empowerment Thus, with dimensions of trust that have been introduced in the study of this model The dimensions are used as predictor variables. Like other concepts of organizational behavior, organizational commitment is defined in different ways Believe Asptzr and Porter (1974) Identification of organizational commitment as a person with a particular organization and participation And his collaborations with his organization have defined the criteria they used to assess these variables include 1 - of belief, 2- values and goals - wanting to stay in the 3 - Identification of individual values and goals of the organization. Allen and Meyer argued that commitment as a psychological state that is at least three separate components, and expressing a desire, Needs and requirements for employment agencies is a three-dimensional scale model of 1 - affective commitment 2 - continuous commitment 3 - normative commitment to the study of this model has been used as the criterion variable.

### **Hypotheses:**

#### *The main hypothesis*

Between employee psychological empowerment and organizational commitment in public organizations in Rafsanjan are related.

#### *Secondary hypotheses*

1 - the sense of competence of personnel and organizational commitment in public organizations in Rafsanjan there.

2 - The sense of autonomy and organizational commitment of employees in government organizations in Rafsanjan relationship exists.

3 - the feeling of being an effective employee relations and organizational commitment in public organizations in Rafsanjan there.

4 - The meaningfulness of staff and organizational commitment in public organizations in Rafsanjan are related.

5 - between organizational commitment and trust in government organizations in Rafsanjan employee relationship exists.

**Methods and population:**

According to the study, the correlation method is used in this research. Survey of 30 government employees are Rafsanjan 1019 are included. Then the sample using Cochran formula, a sample size of 196 was chosen. The sampling method used in this study is random sampling.

**Tools and methods of data collection:**

Data collected in this study has been carried out through two questionnaires. Questionnaires, questionnaire Second question is related to psychological empowerment and the second survey questionnaire consisted of 24 questions that the three components of organizational commitment and organizational commitment covers

Reliability and validity of the data collected

The content validity of the questionnaire was used to test the validity of the questionnaire and psychological empowerment 0/96 hundredths and organizational commitment questionnaire with validity 0/93 Has been measured. The study also tested for internal consistency reliability using Cronbach's alpha value for the scale of psychological enabling 0/88 hundredths of organizational commitment and 0/91 respectively.

**Method of data analysis:**

Illation in this study to determine the relationship of the variables to include Person correlation, and aspirin use. All the tests were done through software spss and noted that in this study the significance level of the test  $\alpha = 0/0/5$

Data Analysis (research hypothesis)

The main hypothesis

Between employee psychological empowerment and organizational commitment in public organizations in Rafsanjan there.

H0:The psychology of employee and organizational commitment in enabling government agencies Rafsanjan relationship exists.

H1:Between employee psychological empowerment and organizational commitment in public organizations in Rafsanjan are related.

To investigate the relationship between psychological empowerment and organizational commitment of employees persen and Spearman's correlation coefficient was used. (Variable)

Table 1 Persen and Spearman correlation coefficients between psychological empowerment and organizational commitment of employees

Pearson correlation	The correlation coefficient	Significant	Number	Relationship	Type of Relationship
persen	0/277	<0/001**	322	yes	Direct
Spearman	0/248	<0/001**	322	yes	Direct

\*The 0/05 significant , \*\*The 0/01 significant

Based on the results of the correlation test, correlation coefficient for the 0/277 present and Spearman's coefficient of 0/248, which is indicative of the capability of the There is a significant relationship between employee psychological and organizational commitment ( $p < 0/05$ ). The calculated correlation coefficients are positive and because of the direct relationship between these two variables reflects the increasing psychological empowerment Employees' organizational commitment will increase.

Sub-hypothesis 1

Feelings of competence and commitment among employees in public organizations in Rafsanjan are related.

H0:Feelings of competence and commitment among employees in public organizations in Rafsanjan relationship exists.

H1:Feelings of competence and commitment among employees in public organizations in Rafsanjan are related.

To examine the relationship between sense of competence and commitment of the staff and spear I was persen correlation coefficient (variable)

Table 2 The correlation coefficient Thepersen and Spearman's sense of competence and commitment of staff

Pearsen correlation	The correlation coefficient	Significant	Number	Relationship	Type of Relationship
persen	0/189	<0/001**	322	yes	Direct
Spearman	0/126	<0/024**	322	yes	Direct

\*The 0/05 significant , \*\*The 0/01 significant

Based on the results of the correlation test, correlation coefficient persen equal to 0/189 and Spearman correlation coefficients equal to 0/126 Which is indicative of a significant relationship between organizational commitment and employees feel that there is merit(p<0/05). Since the correlation coefficient calculated is positive, indicating a direct relationship between these two variables, is, with increasing Employees' organizational commitment and increases feelings of competence.

Sub-hypothesis 2

Sense of autonomy and organizational commitment among employees in public organizations in Rafsanjan are related.

H0: Sense of autonomy and organizational commitment among employees in public organizations in Rafsanjan relationship exists.

H1:Sense of autonomy and organizational commitment among employees in public organizations in Rafsanjan are related.

To examine the relationship between organizational commitment and employees' sense of self-determination of the correlation coefficient Pearsen and Spearman tests were used (variable)

Table 3The correlation coefficient The person and Spearman's sense of competence and commitment of staff

Pearsen correlation	The correlation coefficient	Significant	Number	Relationship	Type of Relationship
persen	0/182	<0/001**	322	yes	Direct
Spearman	0/128	<0/002**	322	yes	Direct

\*The 0/05 significant , \*\*The 0/01 significant

Based on the results of the correlation test, Pearsen correlation coefficient equal to 0/182 and Spearman correlation coefficients equal to 0/128 is This represents a significant relationship between organizational commitment and employees' sense of self is(p<0/05). And the correlation coefficient calculated is positive, indicating a direct relationship between these two variables The increased sense of autonomy will also increase employees' organizational commitment.

Sub-hypothesis 3

Sense of efficacy and organizational commitment among employees in public organizations in Rafsanjan are related.

H0:Sense of efficacy and organizational commitment among employees in public organizations in Rafsanjan, there is no relationship.

H1:Sense of efficacy and organizational commitment among employees in public organizations in Rafsanjan are related.

To examine the relationship between organizational commitment and employees' sense of self-determination of the correlation coefficient Persen and Spearman tests were used (variable)

Table 4 The correlation coefficient The pearsen and Spearman's sense of competence and commitment of staff

Pearsen correlation	The correlation coefficient	Significant	Number	Relationship	Type of Relationship
persen	0/156	<0/005**	322	yes	Direct
Spearman	0/158	<0/005**	322	yes	Direct

\*The 0/05 significant , \*\*The 0/01 significant

Based on the results of the correlation test, Persen vs. 0/156 and Spearman correlation coefficients equal to 0/158 This represents a significant relationship between organizational commitment and employees' sense of

efficacy is( $p < 0/05$ ) And calculated the correlation coefficient is positive, indicating a direct relationship between these two variables, ie, with increasing Employees' organizational commitment and sense of efficacy increases.

Sub-hypothesis 4

The meaningfulness of staff and organizational commitment in public organizations in Rafsanjan are related.

H0: The meaningfulness of staff and organizational commitment in public organizations in Rafsanjan relationship exists.

H1: The meaningfulness of staff and organizational commitment in public organizations in Rafsanjan are related.

To examine the relationship between organizational commitment and employees' sense of self-determination of the correlation coefficient Pearsen and Spearman tests were used (variable)

Table 5 The correlation coefficient The pearsen and Spearman's sense of competence and commitment of staff

Pearsen correlation	The correlation coefficient	Significant	Number	Relationship	Type of Relationship
persen	0/225	<0/001**	322	yes	Direct
Spearman	0/241	<0/001**	322	yes	Direct

\*The 0/05 significant , \*\*The 0/01 significant

Based on the results of the correlation test, Pearsen vs. 0/225 and Spearman correlation coefficients equal to 0/241 This represents a significant relationship between organizational commitment and employees' sense of efficacy is( $p < 0/05$ ) And calculated the correlation coefficient is positive, indicating a direct relationship between these two variables, ie, with increasing Employees' organizational commitment and sense of efficacy increases.

Sub-hypothesis 5

Trust between employees and organizational commitment in public organizations there are in Rafsanjan.

H0: Trust between employees and organizational commitment in public organizations in Rafsanjan are related.

H1: Trust between employees and organizational commitment in public organizations in Rafsanjan relationship exists.

To examine the relationship between organizational commitment and employees' sense of self-determination of the correlation coefficient Pearsen and Spearman tests were used (variable).

Table 6 The correlation coefficient The pearsen and Spearman's sense of competence and commitment of staff

Pearsen correlation	The correlation coefficient	Significant	Number	Relationship	Type of Relationship
persen	0/269	<0/001**	322	yes	Direct
Spearman	0/266	<0/001**	322	yes	Direct

\*The 0/05 significant , \*\*The 0/01 significant

Based on the results of the correlation test, Pearsen vs. 0/269 and Spearman correlation coefficients equal to 0/266 This represents a significant relationship between organizational commitment and employees' sense of efficacy is( $p < 0/05$ ) And calculated the correlation coefficient is positive, indicating a direct relationship between these two variables, ie, with increasing Employees' organizational commitment and sense of efficacy increases.

## DISCUSSION

According to tests conducted indicated that between psychological empowerment and organizational commitment of employees state that there is a positive relationship Rafsanjan. Prosperity today is undoubtedly one of the enabling employees to improve the quality of human resources is dependent In providing goods and services, increase organizational effectiveness, build self-control, commitment of employees. But it should be noted that the enabling of a continuous process whose importance is growing constantly (Ahmadi et al, 150:1389). Of enabling and encouraging people to be more involved in decisions that affect their activities. This way we can provide opportunities for people to show, can find a good idea to create a comprehensive and covers (Hossein Zadeh, 129:1384)

As mentioned findings suggest a relationship between psychological empowerment and organizational commitment in public organizations in Rafsanjan And aspects of psychological empowerment (feeling of competence, a sense of autonomy, Ahsas be effective, meaningful sense and trust) There is a direct relationship

between organizational commitment but some of the other dimensions are additive effect. The results of the hypotheses of this study suggest that the main theory of psychological enabling increased employee commitment, increases in government agencies. The objects to inherit a staff of 20 indicators of psychological empowerment and organizational commitment of 24 indexes are used to evaluate.

### **The main hypothesis**

The hypothesis of this study, Jin and connecting rods (2002), which examines the psychological aspects of the consequences of enabling. Such as organizational commitment has been consistent, he would have to study the relationship between dimensions of psychological empowerment and organizational commitment is significantly and positively. And the first sub-hypothesis that increasing employees' sense of competence, organizational commitment increases. Indicators to assess the merits of such questions and feelings of psychological empowerment scale was used from 1 to 4. And the importance of each indicator and view answers to conclude that these parameters can be. To achieve a high level of organizational commitment is the need to feel competent. And the second sub-hypothesis that increasing employees' sense of autonomy, organizational commitment, and to increase their sense of autonomy. Of indicators, such as 5 to 8. Scale questions in relation to these indicators can be concluded. The need to achieve high levels of organizational commitment and sense of self is revealed and the third sub-hypothesis. Increasing the organizational commitment of employees increased sense of efficacy and effectiveness of the measures for assessment. Feel like the questions in 9 to 12 questionnaire enabling. Psychological factors have been used and the importance of each of these parameters can view answers to conclude. The need to achieve high levels of organizational commitment and sense of efficacy is the fourth sub-hypothesis. Increase the meaningfulness of staff, organizational commitment and increases the feeling of meaningfulness of indicators such as questions 13 to 16. Psychological questionnaires were used and the importance of enabling any of these factors can indexes and view answers to conclude that. Who felt the need to achieve high levels of organizational commitment is significant in terms of the trust. Peresen test and Spearman correlation coefficient, respectively 0/269 and 0/266 and the meaningfulness of the test based on the correlation coefficient of 0/255 and 0/241 are. Most of the increase in the other dimensions of organizational commitment. It is important to indicate that if we could provide an opportunity for employees to gain a sense of trust that exists between her and the director of. And feel that their job is assigned the value they can better achieve their organizational commitment was. However, based on the research of two dimensions: affective commitment and normative commitment to empower you to be in direct relationship has not been directly related to the ongoing commitment. That will depend on the dimensions of psychological empowerment and dedication to the organization and the employees need to stay in the organization increases.

### **Suggestions and recommendations**

The results indicate that the positive relationship between psychological empowerment of employees and organizational commitment in public organizations is Rafsanjanian

1 - used to identify potential employees and managers in organizations employing qualified psychologists and strengthen capabilities in fulfilling these tasks

2 - Psychological Empowerment funding for programs in government agencies

3 - It is proposed according to the dimensions of the research organizations and managers feel that sense of empowerment and trust towards other aspects. Have a special interest in the psychological and organizational commitment.

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