



The Relationship of Psychological Empowerment Components and Job Motivation through Organizational Commitment in Employees of Hormozgan Province Gas Company

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ABSTRACT: This research aims to determine the casual relationship of psychological empowerment and its components with mediation of organization commitment in employees of Bandar Abbas Gas Company. Research method was correlational. Three questionnaires of psychological empowerment, organizational commitment, and career motivation were used to gather data. A sample of 84 employees of Bandar Abbas Gas Company was selected by stratified random sampling method. In this research nine direct hypotheses and four indirect hypotheses were presented at studied. Before analyzing data, modeling of structural equations, multivariate normality assumptions, and linearity and multi-Collinearity were tested and confirmed using statistical method. After analysis of data, results of direct relationships of research variables in the recommended model showed that all path coefficients among variables throughout the sample were significant statistically. On this basis all direct hypotheses were confirmed. Indirect hypotheses were reviewed using bootstrap method. Results proved that all indirect hypotheses were confirmed. On this basis there is a significant and positive relationship between empowerment components and job motivation and organizational commitment. Also, there is a positive and significant relationship between organizational commitment and job motivation. The indirect relationship between empowerment components and job motivation was significant.

Keywords: Psychological Empowerment, Job Motivation, Organizational Commitment

INTRODUCTION

One of the intellectual challenges and concerns of the managers of organizations and companies is how to optimally use human resources. In other words, human resource is today regarded as a remarkable potential of intellectual sources, creativity and innovation and a great part of this capacity has been ignored. An effective strategy to increase productivity in organizations and companies and making changes in employees' job performance and satisfaction is empowerment. Empowerment is the process of achieving sustained improvement in organizational performance which is realized through expansion and development of the influence

of competent and qualified people and teams in most of their aspects and duties. This in turn influences the entire performance of the organization¹.

Thomas and Velthouse¹ defined empowerment as granting decision making power to lower ranks in the organization, transferring problem solving to the individuals closer to it, not creating impediment in the job promotion of individuals, creating and increasing the sense of ownership of individuals toward their work, company, and organization and drawing the trust of employees in order to appropriately and optimally perform the tasks .

An extensive volume of research conditions proves that employees' empowerment can be used to increase productivity, organizational commitment, job satisfaction, and job creativity^{2, 3, 4, 5}.

New studies in management area have pointed out to the efficiency of empowerment components in increasing satisfaction levels and job performance and motivating job creativity in employees^{6, 7}. From management point of view, employee empowerment is a relative construct which describes how to share all employees in power, organizational resources and decision making process⁸. Other researchers consider empowerment as a factor for increasing self-efficiency feelings of employees^{9, 1}.

Employee empowerment means using the potential capacities that are not used at present. In Harrington studies only 27% of managers consider employee empowerment as basic management measures which indicate lack of sufficient attention to this topic. Proper management of changes particularly human resources needs creating an empowerment atmosphere in organization. Jaffe & Scott (1998) stated that employee motivation cannot be satisfied with traditional methods and the basic motivator in an empowered organization consists of the incentives that human feels respect and identity through them including respect, flexibility to satisfy the needs of employees and training and optimizing human resources.

Based on the results of past research and with regard to the role and importance of employee empowerment in increasing productivity of organizations and companies, this research seeks to find the answer to the question if there is a relationship between psychological components of employees and job motivation of employees through organizational commitment. Hence it is tried to analyze and study the following recommended casual model and test its fit to collected data.

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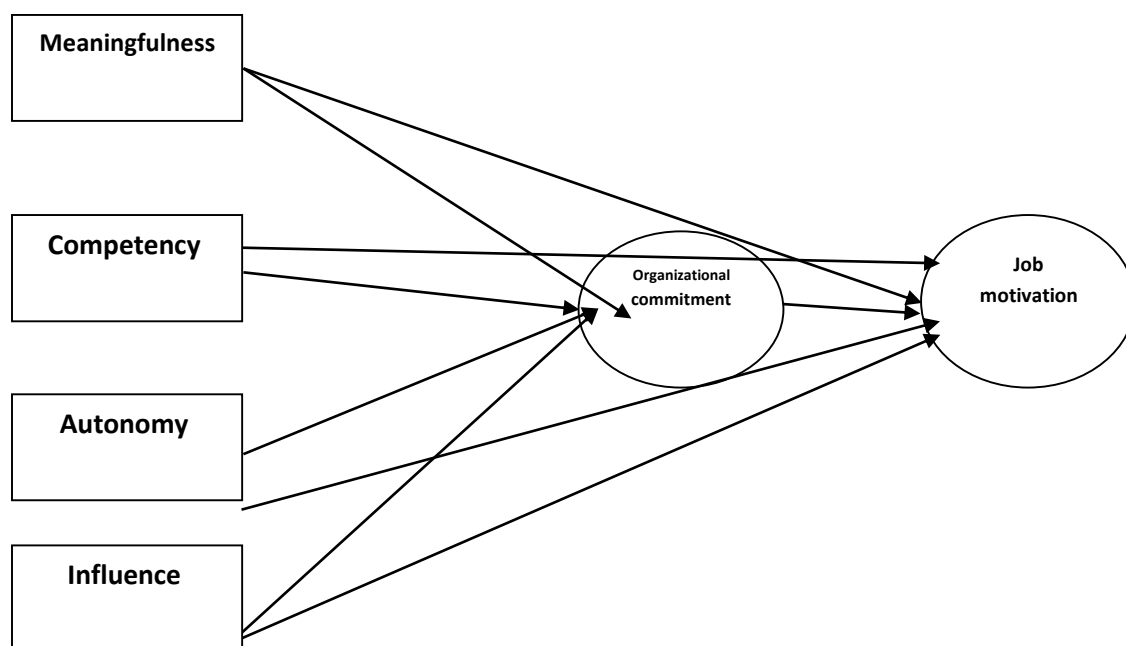


Figure 1. Casual Model of Psychological Empowerment Process of Gas Company Employees

MATERIALS AND METHODS

Research Methodology

This research is correlational using structural equating modeling method. The structural equating modeling is a strong multivariate analytical method by which we can test hypotheses about casual relations among hidden variables. The statistical population consists of all employees of Hormozgan Province Gas Company. A research sample was selected by stratified random sampling. According to Murgan table, 84 subjects were selected. For the sake of preventing sample shortage a more 10% subjects was selected .

In order to assess psychological empowerment, organizational commitment and job motivation, three questionnaires were used in this research. Spreitzer⁹ psychological empowerment questionnaire was used to assess psychological empowerment. It contains 4 subscales of meaningfulness, competency, autonomy, and efficiency. It consists of 12 parts, 3 for each subscale including a 5 degree scale from 1 (strongly disagree) to 5 (strongly agree). In order to assess validity of test we used the opinion of psychology instructors. Cronbach's alpha relationship was used in order to determine reliability with alpha calculated at 0.81.

In order to assess organizational commitment we used Meyer and Allen organizational commitment questionnaire. It has 24 questions which assess three aspects of organizational commitment, i.e. emotional, normal, and continuous aspects. The scale of answering to this questionnaire is 5-degere Likert questionnaire. Developers have reported validity of this questionnaire favorable and the reliability of three subscales 0.87, 0.85, and 0.83 respectively. In this research

Cronbach's alpha method is used to determine reliability of this tools and its alpha has been calculated equal to 0.84.

Barrick et al. motivational orientation questionnaire¹¹ was used to assess job motivation. This questionnaire has three subscales including trying to discharge duties, trying to achieve a standing and trying to establish relationship with others (sympathy). Answers are specified on a 5-degree scale from 1 (strongly disagree) to 5 (strongly agree). In order to assess validity of this test the opinions of psychology professors were used. Cronbach's alpha relationship method was used in order to determine reliability and its alpha is equal to 0.87.

Mean, standard deviation, minimum and maximum score was calculated in this research for the studied variables. Cronbach's alpha method was used in order to calculate the reliability of tools. Structural equating modeling was used in order to test the relations assumed in the recommended model. For this purpose, model fit indicators such as chi-square, comparative fit index (CFI), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), and root mean square error of approximation (RMSEA) were calculated.

RESULTS

In this part descriptive statistics of research variables was studied. Table 1 shows mean, standard deviation, and minimum and maximum grade for psychological empowerment variables and their components, organizational commitment, and job motivation.

Table 1. Mean, standard deviation and standard deviation of and minimum and maximum grade for psychological empowerment variables

Scales	Mean	Standard deviation	Minimum score	Maximum score
Psychological empowerment	47.83	4.96	30	55
Competency	12.91	1.36	10	15
Autonomy	10.22	2.16	3	14
Meaningfulness	13.95	1.75	3	15
Efficiency	10.73	1.96	6	15
Organizational commitment	105.84	14.67	82	138
Job motivation	173.82	20.05	135	217

It is necessary to study the presumptions of this method to use structural equating modeling before analyzing data. In this study some of the most important presumptions of structural equating modeling method were studied and confirmed.

Structural equating modeling was used to test the psychological empowerment causal relationship model and job motivation and mediation of organizational commitment in Gas Company employees. The structural model of this research is totally made up of 6 variables of meaningfulness, competency, autonomy, efficiency, organizational commitment, and job motivation. In this model, significance, competency, autonomy, and influence were considered as exogenous variables,

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organizational commitment as mediate variable, and job motivation as endogenous variable. Results of analysis of recommended model are shown in table 2.

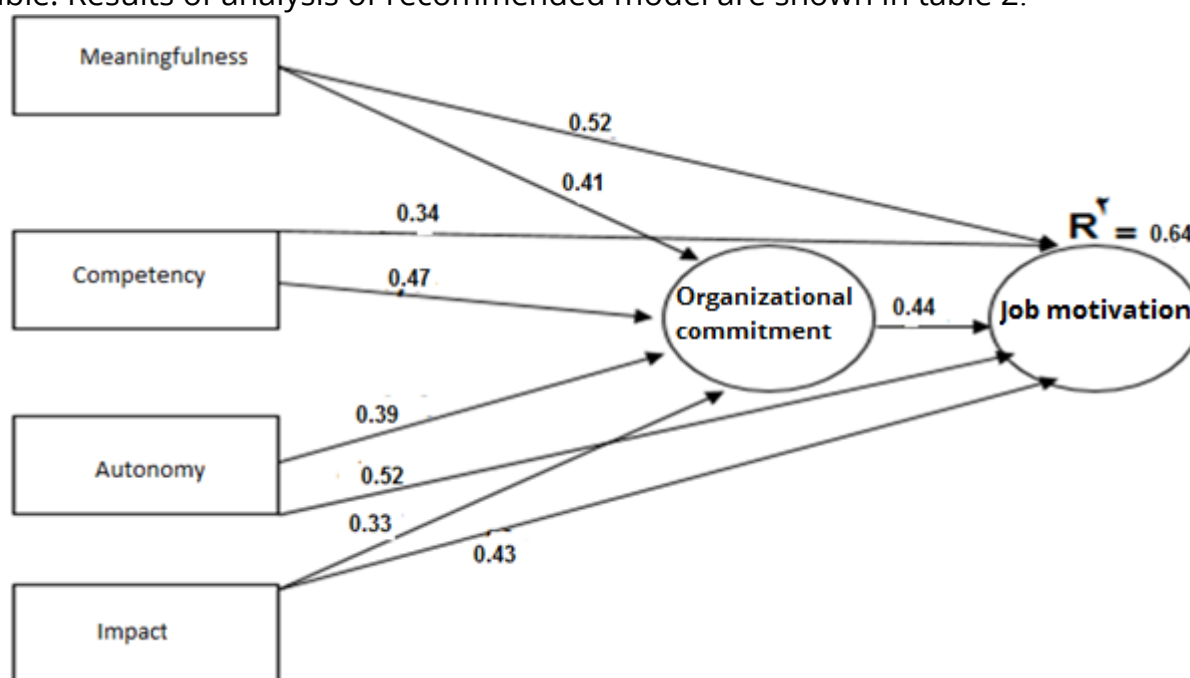


Figure 2. Analyzed Casual Model of Psychological Empowerment Process of Gas Company Employees

Results of direct relationship of research variables in the recommended model show that throughout the sample all path coefficients of variables were statistically significant. In this model the relationship between meaningfulness component and job motivation, the relationship of meaningfulness component and organizational commitment, the relationship of competency component and job motivation, the relationship of competency component and organizational commitment, the relationship of autonomy component and job motivation, the relationship of autonomy and organizational commitment, the relationship of impact component and job motivation, the relationship of impact component and organizational commitment, and the relationship of organizational commitment and job motivation were positive and significant. Table 2 shows the parameters of measuring direct relationships of variables for the entire sample.

Table 2. Parameters of Measuring Direct Relationships of Research Variables

Path	Standard coefficients	Nonstandard coefficients	Standard error	Critical ratio	Significance level
The relationship of significance component and job motivation	0.41	0.39	0.07	4.10	≤0.001
The relationship of significance component and organizational commitment	0.52	0.76	0.09	8.42	≤0.001
The relationship of competency and job motivation	0.47	0.64	0.14	4.56	≤0.001
The relationship of competency and organizational commitment	0.34	0.27	0.01	7.54	≤0.001

The relationship of autonomy and job motivation	0.39	.025	0.01	4.66	≤0.001
The relationship of autonomy and organizational commitment	0.52	0.45	0.02	12.56	≤0.001
The relationship of efficiency and job motivation	0.33	0.31	0.02	8.86	≤0.001
The relationship of efficiency and organizational commitment	0.40	0.37	0.03	4.79	≤0.001
The relationship of organizational commitment and job motivation	0.44	0.33	0.03	5.19	≤0.001

Table 3. Fit Index of Research Recommended Model

Fit indexes	Quantity
Chi square test (X^2)	16.21
Significance level	$p \leq 0.001$
Degree of freedom (df)	5
Ratio of chi square to degree of freedom (X^2/df)	3.24
Goodness of fit index (GFI)	0.94
Adjusted goodness of fit index (AGFI)	0.91
Normalized fitness index (NFI)	0.97
Comparative fitness index (CFI)	0.97
Incremental fitness index (IFI)	0.97
Tucker-Lewis index (TLI)	0.97
Root mean error of approximation (RMSEA)	0.06

DISCUSSION

Obtained results prove that there is a significantly positive relationship between psychological components and job motivation. These results conform to the past studies results^{12, 13}. In these research a significantly positive relationship was reported between empowerment and job motivation. Psychological empowerment and its components have an important role in motivating the employees. For example Thomas and Velthouse¹ defined empowerment based on cognitive variables that determine motivation in employees. They believe that empowerment is a multilateral topic and consider it as a process of increased job internal motivation including efficacy, competency, meaningfulness, and the right to choose. One of the models that can help explain this finding is the human relations model. According to this model, humans are motivated with other factors in addition

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to money. Repeated and boring jobs reduce employee motivation but social behavior increases motivation and efficiency of employees.

Obtained results show that there is a significantly positive relationship between psychological empowerment and its components and organizational commitment. Organizational commitment is the result of important organizational factors which deserve attention. Reviewing texts of organizational commitment shows that commitment is a function of personal characteristics and situational factors related to work place. An explanation about such relationship can be presented with regard to the theory of Allen and Mayer. Their total discussion was that commitment connects the individual to organization and hence, this connection will reduce the probability that the employee may leave his/her job .

Obtained results show that there is a significantly positive relationship between organizational commitment and job motivation. This result conforms to the studies of Liu et al. and Katherine et al.^{12, 13}. There is a very close relationship between job motivation and organizational commitment because it is presumed that a high level of motivation has psychological consequences such as job satisfaction and organizational commitment. In a research on the employees of ministry of culture and higher education it was found that there is a direct relationship in job satisfaction of employees .

Obtained results showed that there is a significantly positive indirect relationship between empowerment and its components and job motivation. In other words psychological empowerment of employees can increase the employees' job motivation by creating and promoting organizational commitment. Such an influence can be explained on the strength of Bandura's opinion¹⁴. Wood and Bandura¹⁵ refer to the concept of self-efficiency as "believing individual empowerment in order to stimulate motivation, bibliography, and periods of activities needing to face situational demands". According to the opinion of Bandura self-efficiency could lead to choosing a set of behaviors and attempts in relation with innovation .

Such endeavor along with other components of empowerment such as meaningfulness, autonomy, and efficiency can be regarded among the sources of creating organizational commitment. Empowered employees can use the aspects of empowerment to save the organization from crisis and prove their loyalty to organization via creating golden chances in business. Loyalty can increase their organizational commitment. On this basis, results of research can help authorities and planners of organizations and companies particularly gas company to increase empowerment as well as motivation and organizational commitment in employees.

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