
***Relationship between employees empowerment with organizational
commitment in employees of Khorasan Razavi sport and youth
administration***

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Received: 18, April 2013 Accepted: 01, July 2013

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Abstract

Background: The purpose of this research was A Relationship between employee's empowerment and organizational commitment in employees of Khorasan Razavi sport and youth administration.

Materials and Methods: The research method was descriptive and survey. Rapid changes of or environment make them to use different Managerial approaches in order to up with these changes on the other hand based on rapid changes in organization Managers are seeking employees with higher organizational commitment, to achieve organizational goals. For this purpose 52 employees responded to empowerment Spreitzer (1995) and organizational commitment Allen and Meyer (2004) Questionnaires, statistical analysis was performed by using Pearson is correlation on test to test in independent groups, multiple regression test.

Results and Discussions: The results showed that there were significant relationship between empowerment and organizational commitment ($P=0.000-r=0.996$). There were no significant differences between male and female employees regarding degree empowerment and organizational commitment ($P=0.34-t=0.954$).

Conclusion: Competitive world of business empowering of employees is an integral part organizational policies. By increasing this quality in employees their commitment to organization they see themselves as important members of organization and do their best for organization.

Key Word: Employees Empowerment, Organizational Commitment

Introduction

Rapid changes of or environment make them to use different Managerial approaches in order to up with these changes on the other hand based on rapid changes in organization Managers are seeking employees with higher organizational commitment, to achieve organizational goals. Today, organizations are faced with new competitive environment in which issues such as: There are Complexity, rapid change, new technology, change in management, global competitiveness, dynamic environments, a variety of customers and etc. So in this work environment, employees must be flexible, self employment, entrepreneurship, responsibility, initiative called and freedom of action. It is important to realize that the staff empowerment (Allen, 1990).

Today, more organizations are looking to survive more and better staff and customer service. This will be achieved the managers do share staff the elements of information, knowledge, power and premium, That this do makes in turn increases the Organizational commitment and job satisfaction. Shall endeavor capable and committed staff and adhere to the principles and values, Provide more and better services to customers (Berry, 2008).

Somech & Bugler (2004) in a study entitled "The impact of empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools, they" came to the conclusion that if level of empowering is greater than each of the dimensions of empowerment, would be high organizational commitment (Henry, 2010).

Marks (1999) in a study entitled "Study empowerment teachers and school capacity for organizational learning" concluded the relationship between these two variables is strong and powerful (Marquard, 2002).

Haris et al (2009) in a study entitled " Evaluate the Empowerment effect in moderating the relationship between job performance and organizational citizenship behavior" Concluded the in general empowerment is improve job performance, organizational citizenship behavior (Henry, 2010).

Materials and Methods

The present research is applied research with respect to its purpose and from methodological viewpoint, it is descriptive-survey carried out as field study. 52 male and female managers were included in the sample.

The population of the research consisted all employees of Khorasan Razavi sport and youth administration, totaling 112 males and females. The materials included two questionnaires: in measurement form 2 questionnaires were used, on relating to empowerment Spreitzer (1995) (20 question) and the other to organizational commitment Allen and Meyer (2004) and their validity was determined by alpha kronbach (0.85). Moreover, Kuder-Richardson formula was used in order to assess the reliability of the organizational commitment Questionnaire. Kuder-Richardson method (a measure of internal consistency) emphasizes on the consistency of items or parts that make up a test. Using Kuder-Richardson formula, the reliability coefficient of this questionnaire ($\alpha = 0.87$) was deemed to be acceptable. Descriptive statistics were used to organize the collected data into frequency, means, percentages, and computation of central indexes presented in tables. The required data were collected in person and were analyzed using SPSS 18 and Excel as well as t-test and Pearson's correlation coefficient.

Results and Discussions

Statistical description of the data

Demographic data describing:

- 1- Description of Respondents by Gender (Figure 1)
- 2- Description of Respondents by Age (Figure 2)
- 3- Descriptions in terms of respondents' work experience (Figure 3)

Figure 1. Description of Respondents by Gender (Total: 52)

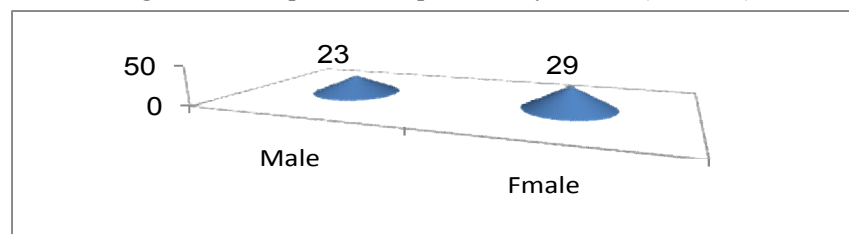


Figure 2. Description of Respondents by Age (Total: 100%)

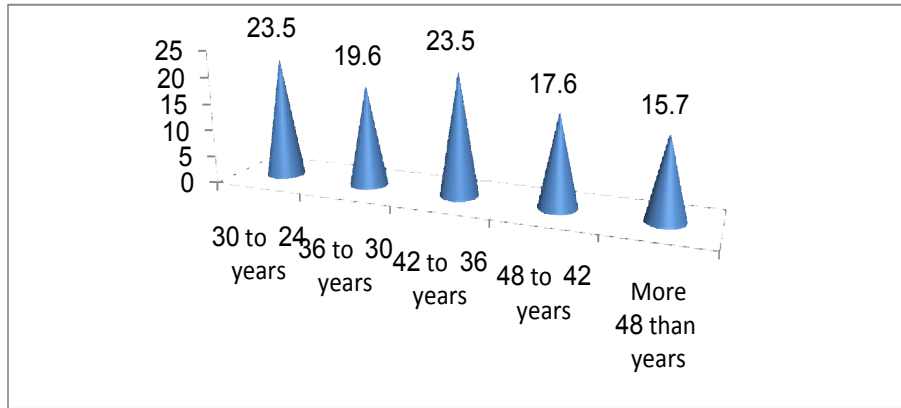
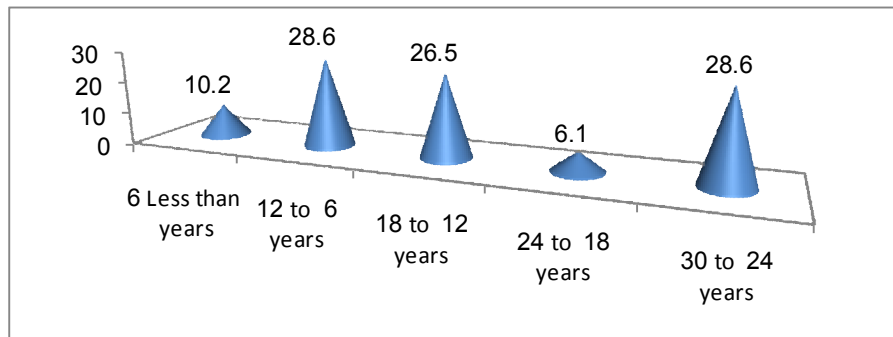


Figure 2. Descriptions in terms of respondents' work experience (Total: 100%)



Results showed that there was significant relation between employees empowerment with organizational commitment in employees of Khorasan Razavi sport and youth administration (P=0.000) (table1).

Table 1. Relation between employees empowerment with organizational commitment

Variable	Organizational Commitment	
	R	P Value
Employees Empowerment	0.996	0.000

Results showed that there was no significant relation between feelings of competence with organizational commitment in employees of Khorasan Razavi sport and youth administration (P=0.2) (table2).

Table 2. Relation between feelings of competence with organizational commitment

Variable	Organizational Commitment	
	R	P Value
Feelings of Competence	0.276	0.2

Results showed that there was no significant relation between feelings of effective with organizational commitment in employees of Khorasan Razavi sport and youth administration (P=0.33) (table3).

Table 3. Relation between feelings of effective with organizational commitment

Variable	Organizational Commitment	
	R	P Value
Feelings of Effective	0.315	0.33

Results showed that there was no significant difference between male and female employees empowerment in employees of Khorasan Razavi sport and youth administration (P=0.34)(table4).

Table 4. Difference between male and female employees empowerment in employees

Source of Variance	Groups	F	P Value
	Female		

Conclusion

The findings study showed that most respondents were female (54%). Most respondents were aged between 24 to 30 years. Most respondents are between 6 to 12 years work experience.

Results achieved on the basis of the assumptions Descriptions below will be offered:

There was significant relation between employees empowerment with organizational commitment in employees of Khorasan Razavi sport and youth administration ($P=0.000$). With research Chen and Chen (2008) and Chang et al (2009) are consistent (Chen, 2008; Chang, 2009).

There was no significant relation between feelings of competence with organizational commitment in employees of Khorasan Razavi sport and youth administration ($P=0.2$). With research Thomas and Wilkinson (1993) are consistent and With research Wright (2010) are not consistent (Wilkinson, 1993; Wright, 2010).

There was no significant relation between feelings of effective with organizational commitment in employees of Khorasan Razavi sport and you administration ($P=0.33$). With research Chen and Chen (2008) and Waldman (2010) and Skinner (2010) are consistent (Chen, 2008; Waldman, 2010; Skinner, 2010).

There was no significant difference between male and female employees empowerment in employees of Khorasan Razavi sport and youth administration. ($P=0.34$). With research Bergman (2012) and Berry (2011) are consistent and with research Blanchard (2010) are not consistent (Bergman, 2012, Berry, 2011, Blanchard, 2010).

Today's empowerment is a necessity for organizations. With the increase in staff empowerment their commitment to the generation increased And they consider themselves as members of a team and the success of your efforts are doubled (Angle, 1997). The results of this study that there is a significant positive relationship between empowerment and organizational commitment is recommended in the Department of Youth and Sports in Khorasan Razavi to enhance and improve organizational commitment, Managers must the ability to use the techniques In order to increase the elements of a meaningful Feelings of, Feelings of competence, Feelings of effective and trust employees to take steps.

Acknowledgments

This work was financially supported by research deputy Ferdowsi University of Mashhad, Iran. Tel: +98 511 882 95 80

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