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# The relationship between empowerment and organizational health and organizational commitment and the role of national bank branches in the city of Gorgan

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## ABSTRACT

**Objective:** The aim of this study was to examine the relationship between organizational health and empowerment and the role of organizational commitment in the National Bank branches in Gorgan. The research methodology was descriptive, correlational research is survey. **Methodology:** The target population included all employees of National Bank branches in the city Gorgan to 300 people. The sample proportional to the number of people using Morgan table 196 and was selected by simple random sampling. The data were collected by library and field methods and tools used standard questionnaires respectively. The reliability of the questionnaires used The content of alpha and confirmed the validity of the method have been. Also, one can analyze the data for structural equation modeling using LISREL software is used. **Results:** The results show that, between empowerment and organizational health and organizational commitment and the role of national bank branches in the city of Gorgan, there is a significant relationship. **Conclusion:** The researchers recommended that a comparative study of employee empowerment and organizational commitment to pay in other public and private organizations.

## 1. Introduction

The first definition of the term empowerment history dates back to 1788 where empowerment as delegation of authority in their own organizational role That this discretion should be granted to a person or organization as he is seen. This means empowering the individual to take responsibility enthusiasm was the first official word was interpreted to mean accountability (Sajjadi and Jaafari, 2007). Argyris and Schön, (1997), to common dictionary definitions of empowerment Notes that the delegation of legislative power, entrusting the mission of enabling and empowering. Gandz (1990) conceptualized by delegating decision-making to employees, Allen and Meyer (1996), refers to negligence and failing to provide a definition of it and believes When definition of empowerment is that it is easy regardless of terms such as "helpless", "powerlessness" and "Alienation" we consider and And if we define it according to different people is very difficult. Employee empowerment is one of the most effective techniques to increase employee productivity and optimal use of the capacities and capabilities of individual and group them in line with organizational goals. Empowerment process In other words, develop a strategy enabling an organization (Tehrani et al., 2012).

In this, study a practical approach to the concept of empowerment to explain this concept to be explored. Definitions, characteristics, organizational ability, the factors affecting the achievements and obstacles in the organization's empowerment issues that are addressed in this article. In this study, we have tried to avoid arguments with sporadic and marginal for enterprises It is intended to improve the management capabilities of our employees, frameworks and

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methods to achieve this goal is to be explained. Today's organizations are influenced by factors such as increased global competition, rapid changes, the need for quality and service After-sales and limited resources and are under intense pressure. After many years of experience, the world has concluded that if an organization wants to be a pioneer in the economy and their business affairs and Must not fall behind in the competitive arena of skilled, creative and motivated is high (Beischel, 1995).

Human resources constitute the real wealth of an organization. There is a direct relationship between human capital and productivity in organizations. The major concerns of successful businesses, raising capital is the human intellect and wisdom that can change in Mtlqnd organization they are. A successful organization is composed of a series of organizational cultured people, ideas and common goals that teamwork in the Flexible organization, your experience and knowledge with love to the development of the organization are in their administrative privileges. So each person in the organization and the task is done, will feel ownership. The use of human resources potential is considered huge advantage for any organization. In personal productivity, organization of a series of individual talents and potential to improve the organization and the actual Removing the tremendous potential and talents to improve the construction and alignment with the will Panaccio and Vandenberghe, (2009). Therefore, a prerequisite for achieving organizational objectives, effective management of these valuable resources. In this context, growth, progress, prosperity and enhance the capabilities of employees in recent years as the empowerment of interest to scholars and experts in human resources management is located. As organizations deal with the organizational challenges arise, continuous improvement a priority Have a greater need to support and commitment of employees and engage them in work is necessary (Zhou et al., 2010). Empowerment and effective new technique to improve organizational productivity by benefiting from the employees. Staff through knowledge, experience and motivation are latent power and the empowerment freeing the power. This technique originated in man's ability to exploit the potential capacities of the to be complete, and in a healthy environment organization provides a balanced approach between complete freedom to exercise full control of the management and staff suggests. In the discussion of these issues will be examined empowerment. The main research question is whether between empowerment and organizational health due the role of organizational commitment among the branches of the National Bank of Gorgan, there is a significant relationship?

### **1.1 Literature**

Beischel (1995) study entitled the relationship between organizational health information technologies adoptions in manufacturing organizations in India have done. The results suggest that there is a positive relationship between information technology and organizational health. The quality of information and support senior executives, attitude The use of IT and the actual use of IT substantial direct effect on organizational health and production companies have been And the key to increased health organizations improve the attitude of administrators, IT operations managers to institutionalize a positive mental norms for the use of information technology, top management support is considered essential in this regard.

Hasani (2009) in a study examining the relationship as the relationship between psychological empowerment and organizational commitment of the nursing staff's hospitals in Bangkok. This study was a descriptive correlational The stratified random sampling method 165 questionnaires nursing staff of two hospitals in various work shifts were distributed 18 questionnaires were ultimately due Lack of information or defects, to collect data in this study, three questionnaires:

- 1) study demographic questionnaire
- 2) Spreitzer (1996) psychological empowerment questionnaire
- 3) organizational commitment questionnaire of Allen and Meyer (1996).

To determine the reliability of the questionnaire answering coefficient Obtained using the coefficient was 82.0 for both questionnaires and 79/0 respectively. lisrel (version 14) was used. 68/75 average commitment of nursing staff, who showed the commitment is relatively favorable. 2) 91/57 Average psychological empowerment was to show the strength is high. 3) Results The correlation coefficient showed a significant relationship between psychological empowerment and organizational commitment of nurses there. 4) Multiple regression analysis showed that the relationship between psychological empowerment felt only variable significantly associated with changes in organizational commitment scores a meaningful relationship.

Dodgson, (1993) explores the relationship between organizational health and organizational commitment pays Research Methodology The study was descriptive type Using Cochran formula and then randomly selected sample of 188 people to analyze The results of the study using the statistical software SPSS, multivariate analysis of variance, Pearson correlation coefficient and regression analysis were used. The results show a significant relationship between organizational health and organizational commitment there as well as on organizational health can be predicted organizational commitment.

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## **2. Materials and methods**

The study of the nature and objectives of the research are applied. Applied research and scientific problems is an attempt to respond to a problem that exists in the real world (Dekoulou and Trivellas, 2015). As well as the method of data collection is descriptive. And considering the relationship or correlation assumptions used are as In which the relationship and the correlation between the variables considered, the research method is descriptive / survey and correlation.

### **2.1 Data collection**

Library and field data collection is done in two ways.

**2.1.1 The data collection tool**

In this study, given the subject matter and methodology of the survey Questionnaire used as research tools. In this study, a standard questionnaire was used to measure the research variables. Empowerment of standard questionnaires to measure empowerment (Spreitzer, 1996), for Organizational Health Assessment Questionnaire health organization and organizational commitment questionnaire to measure organizational commitment (Allen and Meyer, 1996) was used.

The method of analyzing information.

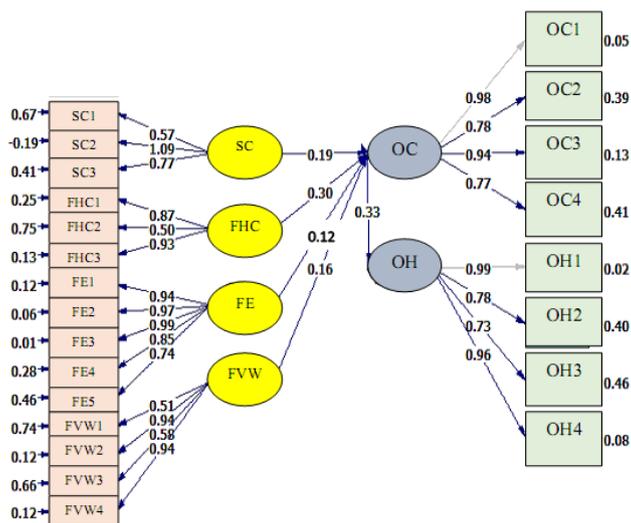
**2.2 Data analysis in this study are the following:**

1. Descriptive statistics for evaluation of central and statistical frequency distribution table is set.
  2. In order to test the research hypotheses, structural equation modeling software is used Lisrel. The population and sample size
- The population in this study, all employees of National Bank branches in Gorgan an important loss of 300 people. Since the probability of return to the questionnaire, 20% more so that the number of 200 questionnaires were distributed.

**3. Discussion and results**

**3.1 Test hypotheses**

In this part of the test hypotheses using the software Lisrel pay. To estimate the model using maximum likelihood ratio chi-square test to determine the model of two degrees of freedom the comparative fit index (CFI), fit index (GFI), adjusted index of fitness (AGFI), soft indicator of fitness (NFI), soft index's loose fit (NNFI), and root mean square error of approximation (RMSEA) was used.



Chi-Square=1013.62, df=344, P-value=0.00000, RMSEA=0.073

**Figure 1. The relationship between the sense of competence and commitment of Bank Melli in Gorgan**

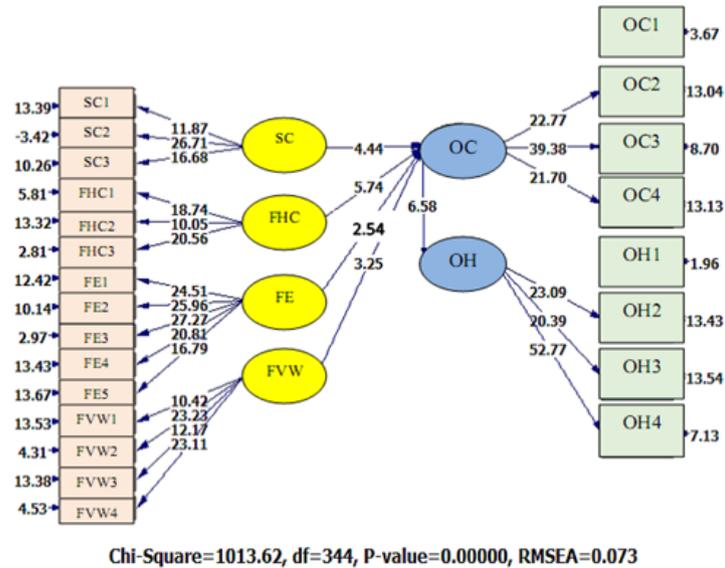


Figure 2. The relationship between effectiveness of the organizational commitment of Bank Melli in Gorgan

### 3.2 The results of the research hypotheses

#### 3.2.1 Hypothesis 1

The sense of competence and commitment of Bank Melli in Gorgan, there is a significant relationship. As is clear from Figure 1, the path coefficient of 0.19 is achieved competence and organizational commitment. T higher than the threshold value is significant for the relationship 4.44 and the 96/1 is obtained. Based on the above it can be concluded between organizational commitment meaningful sense of competence. The first hypothesis of this study was to verify the screw.

#### 3.2.2 Hypothesis 2

The feeling of having the right to choose a commitment National Bank branches in Gorgan, there is a significant relationship. Fitted model shows the path coefficient of 0.30 is the feeling of having the right organizational commitment. Since the value for this ratio, 5.74, and its value is higher than the 96.1 threshold meaningful has been obtained, it can be concluded that the obtained coefficient is the MnaDar. In other words the feeling of having a positive relationship with organizational commitment and meaningful is the right choice. The second hypothesis is an approved research.

#### 3.2.3 Hypothesis 3

The sense of the effectiveness of the organizational commitment of Bank Melli in Gorgan, there is a significant relationship. According to Figure 2 can be said to be effective path coefficient feel the relationship between organizational commitment is 0.12. T for this coefficient is 2.54, and higher screw the verge of a significant amount of 1.96 is obtained. So effective is the organizational commitments meaningful. The research confirmed the assumption placed third.

#### 3.2.4 Hypothesis 4

Between feel valued working with the commitment of Bank Melli in Gorgan, there is a significant relationship. Fitted model shows the value of the relationship between organizational commitment and feel valued by 0.16. T for this coefficient is 3.25 and its value is higher than the 96.1 achieved a significant threshold. In other words, feel valued and significant positive correlation with organizational commitment. It placed fourth hypothesis confirmed.

#### 3.2.5 Hypothesis 5

National Bank branches between organizational commitment and organizational health workers in Gorgan, there is a significant relationship. Fitted model shows the value of the relationship between organizational commitment and organizational health is 0.33. T for this coefficient is 6.58 and its value significantly higher than the 96.1 threshold is achieved. In other words, organizational commitment with organizational health is a significant positive relationship. The study also confirmed the assumption placed fifth.

## 4. Conclusion

The researchers recommended that a comparative study of employee empowerment and organizational commitment to pay in other public and private organizations.

The researchers recommended on other models and components of employee empowerment and organizational commitment investigate. It is recommended that research be done on other factors affecting empowerment. In this study, empowerment is used as the independent variable. It is recommended to other researchers in their study were used as the dependent variable.

### 4.1 Research limitations

1. mhdvyt inherent questionnaires always makes the likely respondents think your true not present.
2. payyn paucity of information in relation to the other limitations that the researchers faced was, however, to demystify research before distributing questionnaires briefing they have been held.
3. dm generalize the results to other organizations.

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