The Role of Psychological Empowerment and Internal- External Source of Control in Prediction of the Organizational Commitment

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ABSTRACT: The aim of present study is to determine the share of psychological empowerment and internal- external source of control in the prediction of organizational commitment. The research method is correlation and a total of 150 education personnel were selected via simple accidental sampling method. Data collected by organizational commitment Inventory, psychological empowerment questionnaire and internal- external source of control scale. Then data analyzed via Pearson correlation and multiple regression analysis. Results showed that organizational commitment has a positive significant relationship with psychological empowerment and internal source of control. They also showed that there is a negative significant relationship between external source of control and organizational commitment. Results of regression analysis showed the combination of psychological empowerment and internal- external source of control could significantly predict the variance of organizational commitment and predict 36 percent of the variance of organizational commitment. There was a meaningful relationship between psychological empowerment and source of control and organizational commitment and personality variables influenced organizational commitment of education bureau personnel.
Keywords: Organizational Commitment, Psychological Empowerment, Source of control.

INTRODUCTION

Human resources are the most important and strategic asset of Today organizations. The higher the quality of this asset, the higher the possibility of success, achievement and survival is predictable for an organization. Hence, improving the quality of human resources in the organization should be a top priority for an organization, because this action is a win - win strategy. Obviously this action will not only include specialized training and knowledge and ability dimensions, but also the improvement of the attitudes, beliefs and values is included too. One of the most important attitudes here, is organizational commitment. The Term of commitment has repeatedly been emphasized in psychology and organizational behavior passages. Organizational commitment is the process through which individual interests and behavior patterns or in other words is the relative power of individuals involved in organization rules which include three dimensions, linked to the organization (Meyer and Allen, 1997). 1) Emotional commitment: Emotional commitment is diagnosed by the presence of an emotional attachment to the organization which is effectively matched with personal commitment, involvement and membership of the organization. 2) Normative commitment: is the result of commitment for the job guarantee in a special organization. People with these commitments consider the organization's activities as their main task. 3) Continuous commitment: commitment to continuous awareness of the cons and pros associated with leaving the organization and staff

that joined the organization by taking the oath of continued commitment, should stay there. The Increase in this type of commitment is based on self-interest. Organizational commitment has been studied extensively in Western management researches and this issue is vital for managers. Analysis showed that when there is a stronger organizational commitment, behaviors such as absenteeism, turnover and mobility decreases and the outputs such as job satisfaction, organizational citizenship behavior and job involvement increases significantly (Banai et al., 2004). Nowadays empowering is regarded as a very important concept because it implicitly influences the outputs of personal and organizational performances. Beside that. By controlling over work processes and organizations policies, it develops and improves the organizations as well (Han et al., 2009). Literature of research obviously reveals positive outcomes of empowerment. Applying empowerment as a management tool accelerates decision-making processes at the operational level and can improve customer serving (Fulford and Enz, 1995). Thomas and welthous in their article "An analytical model of intrinsic job motivation, the Cognitive element of empowerment" considered psychological empowerment as a multidimensional concept and it is defined as the process of increasing intrinsic motivation to perform the task. by completing their motivational model" Conger and Congo", they define the concept of empowerment not only the increase in motivation but also define it an increase in intrinsic job motivation and provide a better definition for psychological empowerment as a set of cognitive

stimulation domains which in addition to efficacy, the right of the election (autonomy), meaningfulness and effectiveness are also included. Worthiness, refers to the degree which and staff do the job duties skillfully. The right of the election refers to the freedom and independence of activities in ascertaining the employee's job duties. Effectiveness, or according to Thomas and Welthous, "accept personal results" is the level that the staff can have influence on strategic, administrative and operational outcomes of his/her job. Meaningfulness is an opportunity for the people to feel that they follow the valued and important goals of their career, and feel they are driving on a road that their time and energy consumption is worthy. Despite the efforts of organizations to motivate employees, the motivation of some of them are not increased and are often dissatisfied with the job even when they are given responsibility and authority, , This phenomenon indicates a weak organizational commitment and is defined as the relative individual's strength in assimilation with an organization(Ergeneli, 2007; Chung, 2009). Various theories of organizational commitment, have considered the case that why people remain in poor jobs; Meyer and Allen have described this phenomenon as "ongoing commitment", this concept make employees to pay attention to the costs and consequences associated with leaving the organization, And when the costs exceed the benefits, make a decision to stay or leave the organization, despite the fact that they perceive their job doesn't have the preferred utility, (Meyer and Allen, 1997; Han, et al., 2009). Employers motivate employees to avoid the negative consequences in organization. To this end, scholars such as "Blue and Spector" considered the personality variables to describe why there is a better match between some people and their jobs. They found that the source of control moderates the relationship between job outcomes such as the job satisfaction and turnover (Chen and Wang, 2007). So when psychological needs are not met, employees will never be fully committed to the organization. Other discussed variable in this study is the source of control. Source of control is a psychological concept that is related to the people's personal belief about their personal control over everything that happens to them. Such beliefs are the key elements in understanding how people live in this world. Source of control is a personality variable that determines the ability to control. In other words, what kind of impact a person has on his/her life. Some believe that they are responsible for their successes and failures and some believe that it is luck, fate or other forces that determine their lives (Imholt, 2009). Work behavior can be explained by using source control, as the work of employees perceived under their control inside or outside. Employees with the internal control feel that they can directly effect on the results of their work through the power of their own skills and efforts. Employees with the external control feel that their results are beyond their control, they feel that external forces control their results. The important point is that the perception of source control, may have different effects on their performance and satisfaction. For example, a study conducted by Ratter and colleagues indicates that skill in favorable environments affect behavior in two different ways. In recent years, studies have been conducted on the working conditions to test the model of documents - source control. One of the studies concluded that internal control over employees are generally yielded to more job satisfaction in comparison with those who are controlled from outside., they are more likely to be put in leadership positions, and are satisfied of the participatory management (Ajay et al., 2008). Organizational empowerment is focused on structures, procedures, and cooperative participation of employees in achieving organizational objectives. It is also a new technique to increase productivity by enhancing employee commitment to the organization and vice versa (Choi, 2006). The nature of the jobs has been changed because of the revised organizational structure. Empowerment was considered to apply new job affairs. Sometimes in this process people are given responsibilities beyond their expected level of tasks. They also may face with low support of their boss. Staff may not be able to do the work and cope with stress in this process, and their performance and job satisfaction may be undesirable, seeing themselves on control of the external sources (Lock and Lathman, 2009). So when some people do feel aversion, it causes apathy. On the one hand, customer service and organizational effectiveness is reduced. And on the other hand, productivity is reduced, resulting in reducing their commitment to the organization and increase in error rate and absenteeism and turnover. So according to what was said, the aim of this study is to determine the contribution of psychological empowerment and source of control in predicting the organizational commitment.

MATERIAL AND METHODS

This study is a descriptive correlation one. The study sample is consisted of education staff Nourabad city who were employed in these organizations in 2013-2014. After compiling a list of all employees, 150 of them were selected by random. The survey questionnaire was distributed among them and finally, 138 questionnaires were collected.

Data Collection Tool:

1) Psychological Empowerment Questionnaire: This questionnaire consists of 12 items and four subscales which are included: significance, competence, autonomy and influence. Three items have been considered for each subscale, every item has a 5 degree of response, from "completely disagree" to "completely agree" that it is graded from 1 to 5. The Scope of the questionnaire is from 66 to 88% using both Cronbach's alpha and split up methods, which shows appropriate validation.

2) Organizational Commitment Questionnaire: This questionnaire has three subscales: emotional commitment, continuance commitment and normative commitment. The validity of this scale for overall dimensions of organizational commitment, affective, normative and continuous, is obtained respectively 88%, 77%, 79% and 61%, indicating an acceptable level of reliability. In addition, the reliability by using Cronbach's alpha for the mentioned dimensions is calculated 71%, 76%, 76% and 64%. The reliability coefficient of the questionnaire was calculated using Cronbach's alpha for the total, emotional, normative and continuous commitment, is obtained respectively, 82%, 60%, 70% and 42%.

3) Rutter Scale of External and internal control: This scale has 29 items and each item has 2 statements that students must choose one of them. Lots of researches have been done on the validity and reliability of this scale and the results indicate high stability of this scale. Initial reliability coefficient of the scale is reported 73%, using the formula Kvdr - Rychadsvn and a sample of 100 students of Ohio State University, USA. with internal consistency estimation of 79%- 65% and, the reliability coefficient for this scale and the test-retest coefficient in Iran , is reported 75% and 81% respectively., Cronbach's alpha reliability coefficient of the questionnaire of the study is obtained 87%.

RESULTS

In order to analyze the survey data, both descriptive and inferential statistical methods were used. Descriptive characteristics of variables are presented in Table 1.

Table 1, shows the Mean, standard deviation and standard error variables of psychological empowerment, internal and external source control and organizational commitment.

Table 2 deals with Correlation matrix of psychological empowerment, internal source control, external source control and organizational commitment variables. As the results of Table 2 shows there are positive and significant relationship between psychological empowerment and organizational commitment (r= 45%, p<0.01), internal source control and organizational commitment (r =38%, p< 0.05) and negative significant relationship between external source control and organizational commitment. (r= -28%, p<0.01).

In this section, to determine the effect of each variable of psychological empowerment, internal source control and external source control on the variance of organizational commitment, these variables were simultaneously entered into the regression equation. Results of regression analyzes are presented in Table 3.

Table 1. Descriptive characteristics of variables

Variables / Statistical Indicators	The number of variables	Average	Standard deviation	Standard error
Psychological Empowerment	138	15.48	69.7	7.0
External Source control	138	16.61	81.12	3.1
Internal source control	138	60.49	85.8	91.0
Organizational commitment	138	92.36	78.5	42.0

Table 2. Correlation matrix of, psychological empowerment, internal source of control, external source of control and organizational commitment variables

Variables	1	2	3	4
Psychological empowerment	1			
Internal locus of control	0.29**	1		
external locus of control	0.03	-0.14	1	
Organizational commitment	0.45**	0.38*	-0.24**	1

P<0.01**; P<0.05*

Table 3. Simultaneous regression analysis for organizational commitment and predictor variables

Predictor variables	B	B	t Value	Significant
Constant	173.241		22.467	0.000
Psychological Empowerment	0.145	0.291**	2.461	0.005
Internal source control	0.317	0.267**	2.221	0.002
External source control	-0.243	-0.173**	-2.633	0.009
	R=0.625	RS=0.386	ARS=0.361	

P<0.01**; P<0.05*

Significant model was achieved, Using regression models (P > 0.0005 and F6, 91 = 4.930). Based on the results shown in Table 3 and t with about 36% of organizational commitment by the variables of psychological empowerment, internal source control and external source control is explained. So with respect to the Beta and significance level, respectively Psychological Empowerment (Beta = 0.291), internal source of control (Beta = 0.267), and external source of control (Beta = -0.137) are able to predict the employee's commitment in education staffs. Also, the predictor variables were analyzed by stepwise regression equations, which the results are reported in Table 4.

As can be seen in Table 4, according to the results of stepwise regression analysis, psychological empowerment, internal source of control and external source of control variables are significant predictors of employee's organizational commitment in education staffs. Linear combination of three predictor variables,

On average explains as 35% of the variance in organizational commitment. The specified weights to psychological empowerment, internal source of control and external source of control, respectively equal to 0.45, 0.57 and 0.59 as can be seen in Table 4. Statistically are significant in P<0.01 level.

Table 4. Results of regression analysis of predictor variables with the criterion variable by step by step method

Variable criteria	Indicators Predictive variable	MR	RS	F P	Regression coefficients 1	2	3
Organizational Commitment	Psychological Empowerment	0.45	0.21	36.59 P<0.001	β=0.455 t=6.046 P<0.001		
	External locus of control	0.75	0.31	31.066 P<0.001	β=0.480 t=6.620 P<0.001	β=-0.319 t= -4.52 P<0.001	
	Internal locus of control	0.59	0.35	25.315 P<0.001	β=0.40 t=5.528 P<0.001	β= -0.284 t= -4.097 P<0.001	β=0.23 t=3.139 P<0.002

DISCUSSION

The purpose of this study was to determine the contribution of psychological empowerment and source control (internal and external) in predicting organizational commitment of employees in education bureau of Nourabad city. Results of regression analyzes showed that, there is a significant positive relationship between psychological empowerment and organizational commitment (r= 0.455, P<0.01). This variable has a meaningful contribution in predicting the organizational commitment. These finding are consistent with the findings of Bordin and Timothy (2007), Meyerson et al. (2007), Aube, Rousseau and Morin (2008). In explanation of the above findings, it can be stated that, when employees are psychologically functional and with high capacities, their job motivation and job satisfaction are consequently increased. That is because their goals meet the organizational goals, and they see their desires along the organizational goals and so increase their commitment to the organization. Therefore, the more independency and freedom in determining the activities necessary for performing job duties, the more commitment to the organization will be obtained; and also the more worth stating attitude toward the job, the more commitment to the organization will be obtained(Henkinet al., 2009; Chen, 2006). In other words, when employees are empowered, they feel self-efficacy, or they feel they

have the ability and expertise to perform their job successfully .Not only do they feel merit, but also feel confident that they can do the job efficiently.

Finally, employees who are psychologically empowered have the sense of trustfulness and are confident that they will be treated fairly and equally. Usually, it is meant for them to feel confident that chairmen and authorities won't damage their feelings and treat them impartially.

The Results of regression analysis indicated that there is a significant positive relationship between internal source of control and organizational commitment (r=0.388, p< 0.05), and this variable has the ability to predict organizational commitment. These results are consistent with the findings of Aremu al. (2009) reports a positive relationship between internal source of control and higher levels of commitment. Also, the study by Chen and Wang (2009), that the internal source control are consistent with emotional and normative commitment that the view of Meyer and Allen (1997) is the highest level of commitment to the organization. In explaining these finding, it can be said that people with internal source of control are more likely to focus on their abilities and capabilities and are highly motivated to work. They feel identified with their organization, this will lead to emotional commitment to their organization. In addition, people with internal source of control are less likely to experience the thrill and delinquency. And will cope better with stress and social pressure.

In other words, if employees believe that they are responsible for their own actions; And their success and failure is a result of their performance, not the result of chance and to power other factors, their participation and performance will be better organized. Also, the results of the regression analysis showed that external source of control and organizational commitment (r=-0.244, p< 0.01) has a significant negative relationship and is able to predict organizational commitment. These findings have also been reported in studies by Daniels (2009), Erbin-Roesemann and Simms (2007) and O'Brien (1990). In respect of this, it can be stated that individuals with external source of control have lower commitment to their organization; because they believe they aren't able to control occupational outcomes and most are suitable for jobs with simple nature. People, who are externally oriented, have low self-esteem. And will be confused when facing with stress and work pressures, and do not apply their ability to cope with job requirements. They soon decide to leave the organization Compared with people who have internal source of control, largely remain committed to the organization due to their benefits and health needs.

Because of the fact that the organizational environment is changing constantly. And competitive advantage is one of the main features of today modern organizations, organizations need commitment and loyalty of their employees to be able to survive in such a competitive environment. Finally, it is recommended for them to increase their financial resource allocations in this area to optimize the use of resources to implement the components of psychological empowerment. They should deploy an educational system which is harmonized with their human capitals and also should increase the interactions between different sectors to share knowledge and experience. Organizations should create an atmosphere based on cooperation and partnership to improve organizational commitment and psychological empowerment, and also look more after the personality and psychological properties of their personnel.

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