Relationship between Employees's Participation and Their Organizational Commitment in Fars and Bushehr Regional Electric Company

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ABSTRACT: The aim of this study was to examine the relationship between employees' participation and their organizational commitment in Fars and Bushehr Regional Electric Company.Method: in a correlational study, 389 employees (340 men and 40 women) were selected via simple random sampling. Organizational commitment scale, a researcher–made scale for employee's participation and a number of questions for acquiring demographic information were administered to the participants. Data analysing methods included descriptive statistics and stepwise multiple regression. Results showed that employee's participation was related positively to their organizational commitment. Level of education had negative relationship with emotional and normative commitment. Work experience had negative relationship with normative commitment. None of the independent variables had significant relationship with continuance commitment and employee's participation can enhance their organizational commitment.
Keywords: Participation, Organizational Commitment, Regional Electric Company, Employees and Fars and Bushehr provinces.

INTRODUCTION

Commitment refers to accept and get a job, assume, hold, pledge and promise is. Porter et al. belied that organizational commitment is the values and goals of the deep acceptance and willingness to expend effort to achieve the goals of the organization. Cooke et al., have defined organizational commitment to the goals and values of the organization and a sense of attachment and attachment to the organization for its own sake and not for instrumental objectives [1].

In accordance with the model of Allen and Meyer used in this study, three dimensions of organizational commitment, affective, continuous and normative that affective commitment refers to employees' emotional attachment. Employees who have high emotional commitment, self (goals, desires and efforts) to align with organizational goals tend to remain in the organization. Continued commitment of the organization to understand the costs and negative consequences of withdrawal. In this case, the person is committed to the organization because of the high costs of leaving the organization (economic costs, social, etc.) is sent. Normative commitment to the organization and a sense of duty and responsibility towards employees tend to stay later in the notes. For example, it is possible for organizations to invest in training an employee and that he felt obliged to apply all your efforts in order to do his duty towards the organization. The inner state of a person can be committed prior to joining the organization, through family or community has learned. Such as the belief that people should be loyal to their organizations.

Research evidence indicates that one of the important factors affecting the organizational commitment of employees' behaviors, including absenteeism, turnover, and so is. Employees who have high organizational commitment to achieving the organization's objectives facilitates activities that pay more than the minimum specified in these efforts show. Moody et al., argue that organizational commitment and active participation of the individual in the organization, willingness to continue working with organizations to increase and ultimately to improve her job performance is [2].

Thus, the identification of organizational commitment and satisfaction, managers can improve organizational effectiveness and employee to be followed. According to studies, employee participation in organizational

processes and the factors influencing organizational commitment, job satisfaction and other positive organizational outcomes. In most definitions, are called to participate as a process that can influence the employees in the organization of the administrative hierarchy levels are unequal, then the distribution. However, new approaches to participation, such as give meaning to work, ability to do self-determination and influence the work behaviors are also outcomes or results. In many cases, supposedly distinct conceptualizations are three ways to participate: participative management, employee involvement and empowerment [3].

Collaborative management (co-decision), including participation in the processes of managers and employees in the field of information processing, decision making and problem solving are balanced. Employee involvement is critical four elements: access to information, education, decision-making and reward. The newest approach to participation and empowerment of the previous approaches have been developed. The main distinction between empowerment with previous approaches, the employee shall be subject to the power. Unlike previous approaches enabling, do not create real change in personnel strength. But empowerment enables decisions regarding their job responsibly adopt a [4].

Management and organizational theorists and researchers generally basic and essential element of employee participation to improve the effectiveness and quality of staff know. Participation in decision making through the incentive mechanism to increase organizational commitment. Evers has suggested that the result of increased employee commitment, participation, and fun to be due to a sense of ownership of the ideas offered are different. The studies generally found a positive relationship between participation in decision making, organizational commitment and support [5, 6, and 7]. So based on the above evidence, it is expected that the regional power company employee participation and commitment of Fars and Bushehr positive correlations exist.

MATERIAL AND METHODS

The study was correlational studies in which the relationship between variables without manipulating them to be examined. The questionnaire was field-data collection procedure. The population included a regional power company employees, according to the Fars and Bushehr in 1388 included 664 persons. To select the sample, 389 subjects (340 males and 40 females) of the employee, the simple random sampling, using the list of performers who had been clerk was chosen. It should be noted that sampling was done separately for different groups of employees and the community in terms of variables such as gender and the like have to be maintained job.

Employee participation: In order to assess the level of employee participation, the existing literature on participation and attitudes of officials and representatives of the employees in the organization, a questionnaire was prepared and carried out some reforms after the experiment were used. The questionnaire included 14 questions about various aspects of the partnership. To evaluate the validity of the method of principal components analysis and varimax rotation was used. The results of this analysis indicate that the scale consisted of three dimensions: availability of platform sharing (which presumably welcome the involvement of managers and other organizational factors that foster employee participation are the), feel empowerment participate (having a sense of positive abilities for their participation and positive attitude towards participation) and willingness to participate in the discussion and comment. These three factors on the 95.51% of the variance were explained to participate in the questionnaire. Overall, the evidence relating to the validity appeared to be satisfactory. Table 1 shows the results of factor analysis for the questionnaire participants.

Table 1. Results of factor analysis of questionnaire participants

1-the availability of bed sharing		2-Feeling ability to participate		3-Willingness to participate in the discussion and comment	
Item	factor loading	Item	factor loading	Item	factor loading
3	0.76	10	0.72	1	0.75
4	0.78	11	0.77	2	0.65
5	0.79	13	0.80	7	0.70
6	0.83	14	0.62	8	0.59
12	0.72				
Eigen value	3.47	Eigen value	2.82	Eigen value	2.54
Total variance percent	20.42	Total variance percent	16.57	Total variance percent	14.96

The reliability of the questionnaire was assessed using Cronbach's alpha coefficient. Table 2 shows the results of acceptable reliability and scale questionnaire was involved.

Table 2. Cronbach's alpha coefficients for the questionnaire participation

Component	Number of questions	alpha coefficient
Availability of bed sharing	5	0.86
Feel ability to participate	4	0.79
Willingness to participate in the discussion and comment	4	0.73
The total contribution	14	0.84

Organizational Commitment Scale: This scale by Allen and Meyer prepared by shokrkon, it has been translated into Persian. The scale contains 20 items and three subscales: affective, continuous and has norm. Some items such as the grading scale is reversed. Many internal and external evidence indicates acceptable reliability and validity of measures of organizational commitment [8]. The present study aimed to investigate the validity of the method of principal components analysis and varimax rotation was used. Table 3 shows the results of this analysis were consistent with the organizational commitment scale has 3 subscales: affective, normative and continuous on the 17.53% of their total variance. Overall, the evidence for its validity appeared to be satisfactory.

Table 3. Results of factor analysis of organizational commitment

affective commitment		normative commitment		continuous commitment	
item	Factor loading	item	Factor loading	item	Factor loading
5	0.67	1	0.70	2	0.63
6	0.57	3	0.69	8	0.57
7	0.62	4	0.67	12	0.68
10	0.70	9	0.61	18	0.52
11	0.63	15	0.47	20	0.55
13	0.51				
14	0.71				
16	0.60				
17	0.76				
18	0.66				
Eigen value	4.72		3.70	2.21	
Total variance percent	23.60		18.51	11.06	

Organizational commitment questionnaire was assessed using Cronbach's alpha coefficient. Table 4 shows the results obtained with acceptable reliability and dimensions of organizational commitment questionnaire.

Table 4: Cronbach's alpha coefficients for the scale of organizational commitment.

component	number of questions	alpha coefficient
affective commitment	10	0.90
normative commitment	5	0.75
continuous commitment	5	0.62
total contribution	20	0.89

Data were analyzed using SPSS software and descriptive and inferential statistics were performed in two parts. In cross section, the mean and standard deviation were used to describe variables. The analytical part of the Pearson correlation and stepwise regression was used to examine the relationship between variables.

RESULTS

Table 5: Mean and standard deviation of the variables indicate respondents' gender. Participation and commitment in the table of scores on each dimension were divided into a number of questions to provide a comparison of average dimensions. Consistent with the results in the table, the mean age of male employees 47.44 years of working experience 67.19 years. The average age of female employees 54.35 years of working experience 54.11 years. The dimensions of participation, mean 'providing context' participation 'is lower than the average of the other two dimensions. In terms of emotional commitment, respectively, of the respondents, affective, continuous and normative have achieved the highest scores.

Table 5. Mean and standard deviation of variables according to gender

variables	male			female			total		
	$\overline{X}$	SD	N	$\overline{X}$	SD	N	$\overline{X}$	SD	**N**
age staff	44.7	8.21	322	35.54	8.60	41	43.49	8.70	**373**
experience	19.67	7.95	335	11.54	8.13	41	18.78	8.35	**376**
availability of bed sharing	2.65	0.95	316	2.36	0.79	39	2.62	0.93	**355**
Participate feel ability	3.45	0.81	311	3.51	0.65	39	3.46	0.79	**350**
Willingness to participate in the discussion and comment	3.51	0.82	316	322	0.69	40	3.48	0.81	**356**
participation total	2.95	0.64	290	2.78	0.46	37	2.93	0.62	**327**

affective commitment	3.84	0.75	293	3.28	0.72	39	3.77	0.77	**332**
normative commitment	3.54	0.83	314	3.32	0.74	36	3.52	0.83	**350**
continuous commitment	3.62	0.78	229	3.55	.0.74	34	3.61	0.78	**333**
total commitment	3.64	0.65	336	3.27	0.58	42	3.60	0.65	**378**

Table 6 shows the correlation matrix of variables. As seen in the table, background variables such as gender (male: 1, female 2), age, work experience and education have a significant relationship with each other. Further aspects of participation are also significantly correlated with each other. Therefore, to obtain more accurate results about the relationship between control and overlap between predictors, stepwise regression was used. To identify the most important predictor of organizational commitment.

Table 6. Correlation matrix of variables

variable	1	2	3	4	5	6	7	8	9	10	11	12
Gender (1,m, 2,f)	1											
Age	-0.32**	1										
experience	-0.30**	0.88**	1									
education	0.27**	-0.45**	-0.54**	1								
salary	-0.02	0.10	0.05	0.22**	1							
affective commitment	-0.23**	0.22**	0.25**	-0.29**	-0.08	1						
normative commitment	-0.08	0.02	0.02	-0.19**	-0.09	0.70**	1					
continuous commitment	-0.03	0.04	0.04	-0.04	-0.03	0.36**	0.24**	1				
total commitment	-0.18**	0.15**	0.17**	-0.22**	-0.04	0.91**	0.81**	0.59**	1			
availability of bed sharing	-0.10	-0.05	-0.10	0.13*	-0.05	0.32**	0.30**	-0.02	0.28**	1		
Participate feel ability	0.02	-0.06	-0.08	0.35**	0.10	0.32**	0.23**	-0.03	0.24**	0.32**	1	
Willingness to participate in the discussion and comment	-0.11*	0.09	0.05	0.03	0.14*	0.52**	0.36	0.12	0.44	0.44	0.47	1
total commitment	-0.09	-0.02	-0.07	0.20**	0.06	0.49**	0.37**	0.02	0.40**	0.83**	0.71**	0.79**

** $P < 0.01$ * $P < 0.05$

Table 7 shows the regression results for the prediction of organizational commitment in the footsteps of the background variables (gender, age, job experience, education, salary and benefits) and the participation of shows.

Table 7: Regression step for predicting the demographic dimensions of organizational commitment and participation

Predictors factor	predictors	B	ß	R	R2	T
Organizational commitment (total)	Willingness to participate in the discussion and comment Education Feel ability to participate	1.31 -2.87 0.51	0.34 -0.32 0.13	0.49	0.24	5.66** -5.57** 1.97*
affective commitment	Willingness to participate in the discussion and comment Education	0.85 -2.45 0.57	0.36 -0.44 0.23	0.62	0.38	5.14** -7.83** 3.68*

	Feel ability to participate					
normative commitment	Willingness to participate in the discussion and comment	0.27	0.22			3.34**
	Education	-0.98	-0.33	-0.41	0.17	-4.80**
	Availability of bed sharing	0.14	0.16			2.40*
	The amount of work experience	-0.07	-0.15			-2.20*

** $P < 0.01$ * $P < 0.05$

The results in the table above

A: The relationship between predictor variables (variables and dimensions involved) only Dimensions 'willingness to participate in the discussion and comment', education and the "feeling of empowerment for participation" were a significant predictor of organizational commitment. In this regard education as negative and positive for the other two variables were predictive of organizational commitment. In other words, an increase in the degree of commitment and increases with the decrease in size was noted replication participation by increasing the organizational commitment. These three variables on the organizational commitment of 24% of the variance were explained.

B: The same pattern was observed in relation to affective commitment. Except that a greater proportion of the variance in affective commitment (38%) was explained by the predictor variables.

C: The normative commitment, the results showed that the dimensions of the variables involved, the variable 'intention to participate in the discussion and comment', 'education' participation in providing litter "and work history, respectively, before the significance of this later and were included in the regression equation. Among these variables, education and work experience, and a negative predictive variables' willingness to participate in the discussion and comment "and" engagement platform providing "positive predictor of normative commitment. In other words, an increase in education and work experience, with reduced normative commitment to increasing the participation of the foregoing was associated with an increase in normative commitment. 17% of the variance on the variables mentioned anomalies were explained.

D: None of the variables and the continuous commitment of participation were not significant predictors for the constant (results not reported).

DISCUSSION

Based on the findings described in terms of time, staff participation was a significant positive relationship with organizational commitment and its dimensions. Staff education was significantly negative correlation with organizational commitment and its dimensions. The work experience of employees had significantly negative correlation with normative commitment dimension and finally, none of the variables involved, were not significant predictors of continuance commitment. In partnership relationship between organizational commitments, the results were consistent with previous replication research [8, 9, and 10].

In this study, the "desire to participate in the discussion and comment 'overall organizational commitment, affective commitment and normative aspects of it. Simply 'willingness to participate in the discussion and comment "of interest to the organization (affective commitment) and a sense of responsibility towards its employees was increased (normative commitment). The following areas are likely to provide for the participation and interaction, provides the opportunity for individuals to become familiar with the goals and policies of the organization. Serious and important issues are to the organization, which in turn can increase the likelihood matched with the values and objectives of the organization. As a result, the influence of organizational commitment. On the other hand, participate in group discussions can provide feedback about the capabilities of the professional staff and their commitment to act as a psychological reward for the increase. Finally, social support can participate in discussions and feedback from colleagues and supervisors on organizational commitment of the person and thereby can arouse.

Also, expected to contribute positively to the overall feeling of empowerment and organizational commitment and emotional commitment. Sense of empowerment to participate, the assumptions underlying the symptoms in a person who has authority and power enough to influence organizational processes. Therefore, to align their interests with the goals and objectives of the organization's expectations and interests. Hence, an increase thus increasing the organizational commitment "to contribute to a sense of empowerment," it is reasonable and justifiable. So Mirkamaly et al., found that employee empowerment, will increase their commitment.

Furthermore, as was observed, providing the normative framework of participation only after he predicted. It seems the managers, have provided fertile ground for employee participation, the message they convey the view that the decision of their demands had been emphasized. Thus, a sense of responsibility to raise them and this is reflected in their normative commitment. According to Eisenberger et al., organizations that want to increase the commitment of their employees, they must first prove their commitment to support their work. Recent findings in the present study also confirmed the same [4].

Another noteworthy finding of the present study was the inability of the independent variables in predicting continuance commitment. Meyer et al., in their meta-analysis on such antecedents, correlates and consequences of organizational commitment and found that a high correlation exists between affective and normative commitment and affective commitment relationship variables, which were often the same as the relationship between commitment to the poor were the norm. However, most of these variables were not consistently significant relationship with, or after the relationship was reversed. Should be noted that research continues to define the external factors such as availability of skills transferable to other options or other organizations recognized. However, even with the amount of investment in the organization's commitment to continuous rather have a relationship with affective and normative commitment to the relationship. The job experiences and related organizational affective commitment and normative (e.g. involvement) could have a role in the development of continuance commitment [4].

The demographic variables, education (despite the ability to contribute positively related to participation, especially with feeling) with affective and normative commitment and overall organizational commitment had a significant negative relationship. The experience had a significant negative correlation with normative commitment. Whereas other variables (gender, age, salary and benefits) had a significant relationship with organizational commitment dimensions. Mathew and Zajak and the results of more than two hundred research studies have found that organizational commitment is negatively correlated with education. Internal investigations often negative correlations (weak to strong) found between educational level and organizational commitment [9]. It seems that people with higher education, higher expectations are not met the expectations of the organization and make them break out of their commitment to the organization and reduce. In terms of work experience, research and Zajak Mathieu have shown that with increasing experience, or position in the organization, the level of commitment increases. The history of research on the relationship between work and commitment has led to conflicting results. Some studies have found a positive correlation between the experience and organizational commitment. Some significant relationship between the experience and commitment have not. Some have found a negative relationship between the experience and organizational commitment Depending on the organization of the internal investigation, it seems that the relationship between work experience and organizational commitment in addition to the influence of the processes within the organization, depending on the nature of the organization's. The organizations goals and organizational missions, values, and higher social status (such as education and health care), people may have more time to do replication with organizational goals and values. Strengthen the social elements out of the process. But the organizations that produced them is not of much interest (such as refinery, gas and electricity companies and similar organizations), this relationship may be weak or negative. The sample time employees may feel that they are compared to the outputs is insufficient. The sense of responsibility toward the organization, especially in the absence of external reinforcement, has decreased over time. In all variables except education and employment history, to some extent, other variables, no significant role in explaining the variance in organizational commitment, Bushehr, Fars Regional Electric Company had a. Meyer et al., found in their meta-analysis of quantitative variables, the share of the variance of organizational commitment. They believe that no job experience or background characteristics, the main determinant of organizational commitment. However, evidence indicates the importance of employee participation in increasing their organizational commitment, solidarity often studies should consider the possibility that organizational commitment can also cause them to be more involved. Thus, at least in part be due to shared variance between the involvement and commitment of employee commitment, participation is increasing. The causal explanations and organizational decisions should be cautious. Based on the findings, several recommendations for future research are presented: the variables in this study is not a commitment to continuous prediction, is proposed to identify predictor variable the later, more research is needed in future research, to predict the next , variables other than the variables related to occupational and organizational experience, will be considered. Also, as is likely, then continuously compared with the other two dimensions may lead to different outcomes, different outcomes of organizational commitment can also be a good research topic. Social status as a moderating variable that can influence factors on organizational commitment and job experience is. Comparative study of variables affecting organizational commitment among organizations can be a good research topic. Based on these results, recommendations for improving regional energy managers, organizational commitment was given. It should be noted that the cost of this project was provided by the Electricity Company of Fars region [11].

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