

**IMPACT ON IMPROVING PHYSICAL HEALTH AND PSYCHOLOGICAL EMPOWERMENT  
BANK'S COMMITMENT**

**Leila Dabbaghian<sup>1\*</sup>, Zinat Nik Aeen<sup>2</sup>, Seyed Hamid Sajadi Hazaveh<sup>3</sup>**

Faculty of Physical Education, Tehran-Central Branch, Islamic Azad University, Tehran, Iran<sup>1\*</sup>,  
Faculty of Physical Education, Tehran-Central Branch, Islamic Azad University, Tehran, Iran<sup>2&3</sup>.

**ABSTRACT**

One of the advantages of a sustainable competition for each organization particularly for banks is individuals and their role for organizational achievements. This can be achieved by empowering and engaging employees and improving their health and well being. This study aims to assess the effects of health and psychological empowerment on organizational commitment among Saderat bank employees in Iran. Sample size was 200 employees who were randomly selected. Data were analyzed by Kolmogorov-Smirnov statistical models, multivariate regression using SPSS21 software as well as structural equation modeling using Lisrel software. Multiple correlation results showed a positive significant relation between physical health indicators and organizational commitment ( $r=0.388$ ,  $p<0.01$ ). Also a positive significant relation revealed between physical health indicators and psychological empowerment ( $r=0.729$ ,  $p<0.01$ ). Furthermore, positive significant relations explored among physical health indicators, psychological empowerment and organizational commitment ( $r=0.291$ ,  $p<0.01$ ). Values of all indicators were acceptable and perfect fit for conceptual model of the study ( $AGFI>0.9$ ,  $GFI>0.9$ ). So consistency of conceptual model with collecting data has confirmed based on research conceptual pattern's perfect fit.

**KEYWORDS:** empowerment, organizational commitment, physical health, Saderat bank employees

**INTRODUCTION**

In today's changing world, human resource is the main factor of development in societies (Mosayebian & Jafari, 2014). Organizational commitment is one of the most important motivational issues in industrial and organizational psychological researches in western countries. Organizational commitment along with job satisfaction as one of its results will generate useful and effective individuals within an organization (Mirzapour, 2010). While organizational commitment is leading to motivation and job satisfaction (Pool & Pool, 2007) those human resource managers who are familiar with that would be able to improve organizational objectives (McMurray et al, 2004). When an employee is willing to stay within the organization commitment is there. Such employees have strong believe and compliance with organizational goals and values (Ramli & desa, 2014). Therefore one of the advantages of a sustainable competition for each organization particularly for banks is individuals and their role for organizational achievements. It is shown through several studies that empowerment improves organizational commitment and trust, learning opportunity, job satisfaction, productivity, participation in decision making, high quality services, self-sufficiency, independence, self-confidence, responsibility, work control, organizational cost effectiveness and occupational stress and depersonalization (Mok & Yeung, 2002). Indubitably, the main responsibility of managers is not only restricted to productivity and paying more attention to financial resources but also effective management is not possible without man power and meeting its physical needs. For bank managers is also necessary to design comprehensive health promotion program. When an employee works with peace of mind in such stress free environment dealing with clients will be assured.

**Theoretical fundamental and research history**

**Functional definitions:**

Physical health: The state of being free from illness or injury (Oxford dictionary). Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity (WHO, 2012).

Physical aspect: good and natural appearance, weight, body, coordinated body movements, natural pulse and blood pressure and functional organs.

Mental aspect: adaptability with itself and others, relatively accurate judgments in dealing with problems, a spirit of criticism, good performance while problem facing.

Spiritual aspect: faith, purposeful life, moral adherence, cooperation, good thought, more attention to spiritual issues.

Social aspect: healthy relationship within the society, family, school, business environment and community health.

### **Operational definition:**

In this study physical health has considered within 10 dimensions including physical health, sport and fitness, nutrition and weight control, disease prevention, psychological health, spiritual health, social health, drug avoidance, injury prevention, environmental health. These all will be evaluated by a questionnaire.

### **Psychological empowerment**

#### **Functional definition**

According to Kanjer & Kangoo each strategy or managerial technique related to determination and self-adequacy among employees will lead to their empowerment (Azardashti, 2007).

There are many different definitions for empowerment. In general it is a set of practices and measures that can change staff behaviors and make them able to take the best decision and move toward organizational productivity (Pavel, 2000).

#### **Operational definition**

In this study psychological empowerment will be evaluated by Spritzer questionnaire (1995) which contains 19 questions and five dimensions of meaningfulness about job, competency, right to choose, being effective, sense of participation.

### **Organizational commitment**

#### **Functional definition**

Porter et al (1974) defines it as matching process

Believe in organization and accepting its objectives

Readiness for more efforts

Interest to be part of organization

Strong desire for staying and membership in organization

#### **Operational definition**

In this study Allen and Meyer's questionnaire (1990) will be applied having three commitment dimensions including affective, normative and continues commitment.

Maleki et al (2013) showed a direct relationship between sense of being competent and organizational commitment. Aghdasi and Norouzadeh (2013) concluded that participatory management was the most effective factor on human recourse empowerment. It is necessary for managers to provide some possibilities for human resource participation in their own filed in this case they need to pay more attention to emotional excitation , support, modeling, reward system in workplace. Mirkamali et al(2009) showed that empowerment and in its subscales including meaningfulness, self determination, competency had a positive significant with job satisfaction. Also they found all subscales empowerment components –excepting competency- had positive significant relations with organizational commitment. Ghorbani and Aghaverdi (2013) concluded that psychological empowerment had significant effect on organizational excellence and if there is homogeneity between organizational objectives and staff goals, values, and standards, staff will be involving more in organizational activities. Rowat (2011) suggested in case of high competency amongst employees they definitely have more motivation for working in organization. It means high psychological empowerment leads them to having elevated organizational commitment. Yun Fook et al (2011) through a study on Malasian high school managers concluded that empowerment component including self determination had positive significant correlation with occupational motivation.

Kolpo et al (2013) showed that job satisfaction and organizational commitment are basic components of organizational effectiveness and performance, impartibly. Hamzelouei et al (2013) studied role and function of organizational cultural development on organizational commitment and explored that 7.40 percent of commitment variance was related to organizational culture. Mosayebian and Jafari (2014) found a positive significant relation between organizational commitment and job security. Ramli and Desa (2014) showed a significant relation between leadership and organizational commitment.

Anbari *et al.*, (2012) concluded that public sport improves fitness and body mass index among male employees. Fakourian et al (2012) showed that a period of military preparedness had positive significant impact on aerobic, agility

and muscular endurance performances. Ahmadi and Yousefi (2012) in their study examined leisure time physical activity's effect on quality of life and life satisfaction. Results showed that there was a significant correlation between physical activity and quality of life components (physical and mental health). Farrel et al (2013) showed that there was a relationship between lack of physical activities and important aspect of social and economic situation. Razmus (2013) stated that sport could create happiness and anticipate moral and mental positive characteristics.

## **MATERIALS AND METHODS**

### **Methodology**

This study is a descriptive survey and type of that is applied research. Data are collected through field work. Statistical population is 1000 individuals Saderat bank employees in Tehran which are selected by cluster randomization. Five different regions in Tehran including north, west, south and east and center have clustered. Amongst all bank branches in these mentioned regions some are selected randomly. Forty individuals have taken from each region and based on Morgan's table totally 200 sample have included in this study.

### **Research variables**

Independent variable: physical health and its components such as physical health, sport and fitness, weight control and nutrition, disease prevention, psychological health, spiritual health, drug avoidance, injury prevention as well as psychological empowerment are considered as independent variables.

Dependent variable: organizational commitment is considered as dependent variable.

### **Data collection**

For this study two different method of data collection have used: library materials and filed method. Online and library have been used such as books, thesis, internal and external publications. Also in this study questionnaire has used which has got two main parts: first part contains demographical questions and second part includes question related to research variables and its conceptual model.

- a) Physical health questionnaire: *Ware & Sherbourne* questionnaire has used which includes 70 items and ten aspects including physical health, sport and fitness, weight control and nutrition, disease prevention, psychological health, spiritual health, drug avoidance, injury prevention. It has scaled based on Likert scale (1=very low, 2=relatively low, 3= moderate, 4= high, 5=very high). Its validity has been verified by Laali et al(2013) using Cronbach's Alpha measurement.
- b) Organizational commitment questionnaire: In this study Allen and Meyer's questionnaire (1990) will be applied having three commitment dimensions including affective, normative and continues commitment. This questionnaire had got three questions about normative commitment, four questions about affective commitment and two questions about continues commitment and was rated reversely. Responses were based on Likert scale which lowest ranked from 1 as very low and 5 referred to very high. Cronbach's Alpha for subscales (affective, normative and continues commitment) were reported 0.85, 0.77, 0.83 respectively according to Beck and Wilson (2000). Iranian sample these amount were reported 0.85, 0.83, 0.79 (Hoseini et al, 2005 & Sabaghian et al, 2006). Likewise reliability coefficient for whole questionnaire was 0.97 according to Ashrafi (2001). Based on Likert scaling it contained Highly Disagree=1, Disagree=2, No idea=3, Agree=4, Highly Agree=5)
- c) Psychological empowerment questionnaire: In this study psychological empowerment will be evaluated by Spritzer questionnaire (1995) which contains 19 questions and five dimensions of meaningfulness about job, competency, right to choose, being effective, and sense of participation. Reliability and validity of the questionnaire has been obtained and Cronbach's Alpha was 0.91 by Abdolahi(2005).

### **Reliability and validity**

Six faculty members and experts in sport management field had approved questionnaire with slight changes. Stability of questionnaire was assessed while preliminary research was conducting by 30 subjects for each questionnaire and possible ambiguities were resolved. In this case Cronbach's Alpha was used and their result has presented in Table 1.

**Table1. study the stability of questionnaire**

Cronbach's Alpha	Questionnaire
0.80	Empowerment
0.84	Organizational Commitment
0.80	physical health

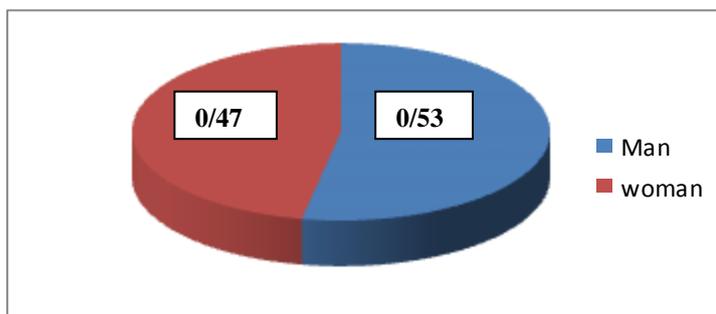
**Statistical methods**

Descriptive and inferential statistics were used in order to analysis the finding. Firstly, for descriptive analysis, mean, standard deviation, frequency table and graphs were used. Secondly, for inferential statistics Kolmogorov–Smirnov statistical models were applied, also multivariate regression using SPSS21 software as well as structural equation modeling by Lisrel software.

**RESULTS**

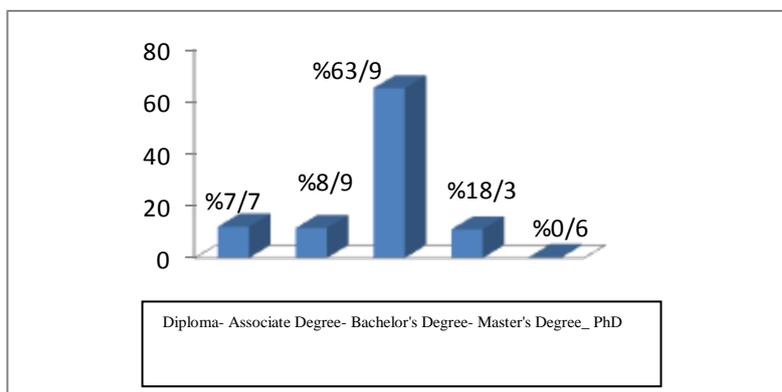
Descriptive findings (demographic characteristic)

Based on descriptive findings among 200 respondents, 106 were male (53%) and 94 were female (47%). Fig1



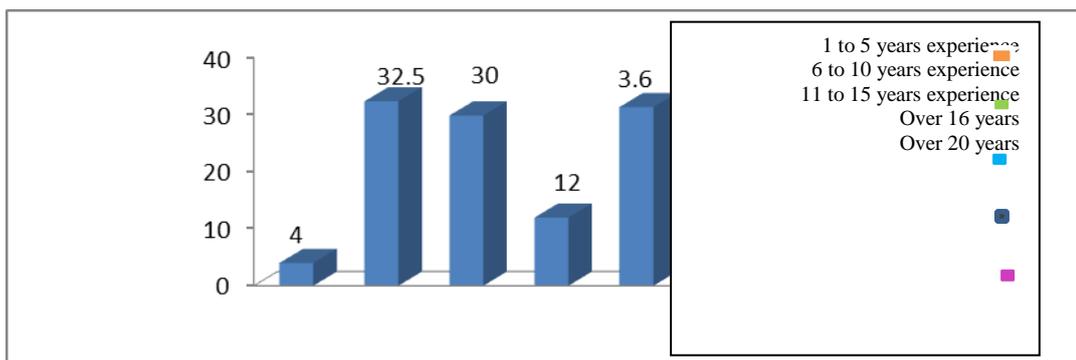
**Fig1. Frequency distribution of under study samples based on gender**

Also educational background among the respondents were included (12%) diploma, (11.5%) associated diploma, (65%)Bachelor degree, (11%) Master degree and (0.5%) with doctoral degree.



**Fig2. Frequency distribution of education level of under study samples**

Samples working experiences were under 5 years (4%), 5-10 years (22.5%), 10-15 years (30%), 15-20 years (12%), and more than 20 years (31.5%).



**Fig3. Frequency distribution of History of respondents**

As it is shown in Table 2, samples ages were including under30 years (17%), 30 to 40(56.5%), 40 to 50(24%), more than 50 (2.5%).

**Table2. Table of Frequency related to the age level in the study samples**

Frequency (%)	Frequency	Age
17	34	<b>Under 30 years</b>
56.5	113	<b>30 to 40 years</b>
24	48	<b>40 to 50 years</b>
205	5	<b>Over 50 years</b>
100	200	<b>total</b>

**Test of normality of data distribution**

Kolmogorov–Smirnov test was applied prior to statistical testing in order to understand whether or not parametric test might be required. Results have shown in Table 3.

**Table3. Kolmogorov–Smirnov statistics for normality of data distribution**

Row	Questionnaire criterion	Statistics		
		statistic	Significant level	distribution
1	Psychological empowerment	2.084	0.001	Unnatural
2	Organizational commitment	2.181	0.001	Unnatural
3	Physical health	2.118	0.001	Unnatural

**Inferential findings**

In this part inferential findings are reported in order to answer to assumptions.

Assumption1- Physical health aspects have effect on organizational commitment of Saderat Bank employees  
Regression analysis was used in terms of responding to this assumption. Multiple correlation coefficients' results (Table4) showed that there was a positive significant relation ( $r=0.388$ ,  $p<0.01$ ) between physical health aspects and organizational commitment. Also  $R^2$  coefficient determination-which shows the percent of determined changes made by dependent variables, on independent variable- revealed that 15 percent of organizational commitment variance was related to physical health components and other 85percent was related to other external elements.

**Table4- Multiple correlation results between physical health and organizational commitment.**

Regression model	number	Correlation coefficient	Determination coefficient	ANOVA	Level significance	of	Dorbin-Watson
concurrent	199	0.388	0.15	3.326	0.001		2.146

Results of multiple regressions showed that social health could predict organizational commitment among employees (t=2.062, p<0.05). Table 5

Therefore organizational commitment's regression equation according to physical health variables (social health) is as below:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 3.348 + 0.198 (x_1)$$

$$X_1 = \text{Social health}$$

**Table5-Regression analysis results between physical health aspects and organizational commitment**

Concurrent regression	Nonstandard coefficient		Standard coefficient	T value	Level significance	of
	slope	Standard error	Importance coefficient			
intercept	3.348	.211	-	15.876	.000	
Physical health	.139	.081	.199	1.718	.087	
Sport & fitness	-.076	.056	-.138	-1.349	.179	
Weight control & nutrition	.023	.066	.040	.347	.729	
Disease prevention	-.106	.112	-.182	-.947	.345	
Psychological health	-.121	.094	-.205	-1.292	.198	
Spiritual health	-.057	.093	-.109	-.612	.542	
Social health	.198	.096	.340	2.062	.042	
Drug avoidance	.039	.049	.087	.790	.431	
Injury prevention	.027	.092	.050	.295	.768	
Environmental health	.027	.087	.240	1.612	.109	

Value of organizational commitment (Y) per social health alteration (x1) would be changing according to above relation. In other words, part of employee's organizational commitment will be determined by social health directly.

Assumption2- Physical health aspects have impact on psychological empowerment of Saderat Bank employees  
Concurrent regression analysis was used in order to answer to this assumption. So, physical health aspects considered as predictor and psychological empowerment as criterion variables. Multiple correlation coefficients' results showed that there was a positive significant relationship between physical health aspects and psychological empowerment (r=0.729, p<0.01). Likewise R2 determination showed 53.1 percent of psychological empowerment was related to physical health aspects and 46.9 percent related to other external elements.

Normal P-P Plot of Regression Standardized Residual

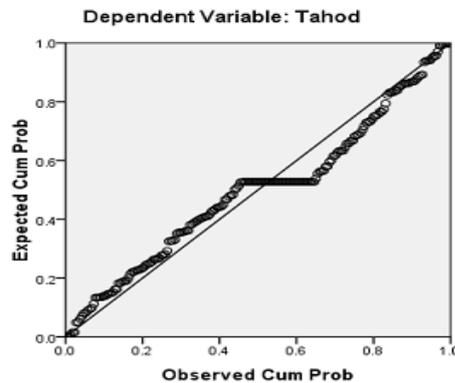


Fig4-dispersion of predictor and criterion variables in regression model of physical health and organizational commitment

Table 6. Multiple correlation results between physical health aspects and psychological empowerment

Regression model	number	correlation coefficient	Determination Coefficient	ANOVA	Level of significance	Dorbin-Watson
concurrent	199	0.729	0.531	21/301	0.001	1.829

Multiple regression results showed that weight control& nutrition ( $t=-2.818$ ,  $p<0.01$ ), psychological health ( $t=2.913$ ,  $p<0.01$ ) and social health ( $t=2.324$ ,  $p<0.01$ ) could predict employee's psychological empowerment. Also slope of regression line (B) results showed that there was inverse relation between weight control and nutrition ( $B= - 0.157$ ),

psychological health ( $B=0.232$ ) and social health ( $B=0.189$ ).  $\beta$  Benchmark index was also applied as relative importance of the variables. Thus it was revealed that among weight and nutrition ( $-0.241$ ), psychological health ( $0.343$ ) and social health ( $0.285$ ), psychological health had more importance in terms of predicting psychological empowerment alterations.

Table7. results of Analysis regression between physical health and psychological empowerment

Concurrent regression	Nonstandard coefficient		Standard coefficient	T value	Level of significance
	slope	Standard error	Importance coefficient		
intercept	1.457	.179	.179	.179	1.457
Physical health	.128	.068	.161	.068	.128
Sport & fitness	.078	.048	.123	.048	.078
Weight control & nutrition	-.157	.056	-.241	.056	-.157
Disease prevention	.040	.095	.060	.095	.040
psychological health	.232	.080	.343	.080	.232
Spiritual health	.143	.079	.238	.079	.143
Social health	.189	.081	.285	.081	.189
Drug avoidance	-.018	.042	-.035	.042	-.018
Injury prevention	-.119	.078	-.193	.078	-.119
Environmental health	-.014	.073	-.021	.073	-.014

Therefore psychological empowerment regression equation according to physical health (weight& nutrition, psychological and social health) is as below:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3$$

$$Y = 1.457 - 0.157(x_1) + 0.232(x_2) + 0.189(x_3)$$

X1=weight control& nutrition

X2= psychological health

X3=social health

Based on the above relation, value of employee's psychological empowerment(Y) would be changing per weight control(x1), psychological health(x2), and social health (x3).

Normal P-P Plot of Regression Standardized Residual

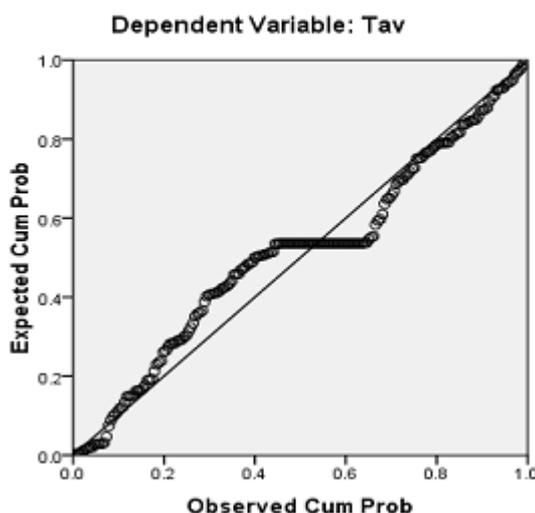


Fig5. Dispersion of predictor and criterion valuables in regression model of physical health and psychological empowerment

Assumption3-psycological empowerment aspects effect on Saderat bank employee's organizational commitment Regression analysis was used in terms of responding to this assumption. Multiple correlation coefficients' results (Table8) showed that there was a positive significant relation ( $r=0.235$ ,  $p<0.01$ ) between psychological empowerment aspects and organizational commitment. Also  $R^2$  coefficient determination-which shows the percent of determined changes made by dependent variables, on independent variable- revealed that five percent of organizational commitment variance was related to psychological empowerment components and other 95percent was related to other external elements.

Table8. Multiple correlation results between psychological empowerment and organizational commitment.

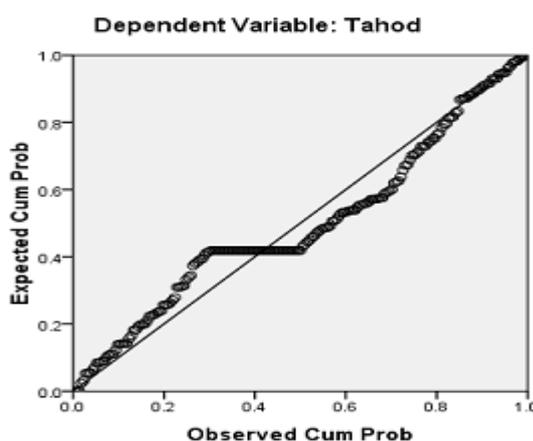
Regression model	number	Correlation coefficient	Determination coefficient	ANOVA	Level of significance	Dorbin-Watson
concurrent	199	0.235	0.055	2/844	0.025	1/989

Results showed that none of psychological empowerment component could predict employee's organizational commitment.

**Table 9. Regression analysis results between psychological empowerment aspects and organizational commitment**

Concurrent regression	Nonstandard coefficient		Standard coefficient	T value	Level of significance
	slope	Standard error	Importance coefficient		
<b>intercept</b>	3.496	.236	-	14.799	.000
<b>Competency</b>	.109	.068	.150	1.606	.110
<b>Right to choose</b>	-.009	.062	-.014	-.151	.880
<b>being effective</b>	.080	.071	.101	1.124	.262
<b>meaningfulness</b>	.028	.063	.043	.438	.662

**Normal P-P Plot of Regression Standardized Residual**



**Fig6. Predictor and criterion variable dispersion in regression model of psychological empowerment aspects and organizational commitment**

Assumption 4-physical health and psychological empowerment effect on Saderat bank employee's organizational commitment

Regression analysis was used in terms of responding to this assumption. Multiple correlation coefficients' results (Table10) showed that there was positive significant relation ( $r=0.291$ ,  $p<0.01$ ) between psychological empowerment aspects, organizational commitment and organizational commitment. Also  $R^2$  coefficient determination-which shows the percent of determined changes made by predictor variables, on independent variable- revealed that 8.5 percent of organizational commitment variance was related to psychological empowerment components as well as psychological empowerment and 91.5percent was related to other external elements.

**Table10. Multiple correlation results between psychological empowerment, physical health and organizational commitment.**

Regression model	number	Correlation coefficient	Determination coefficient	ANOVA	Level of significance	of Dorbin-Watson
<b>concurrent</b>	199	0.291	0.085	9.096	0.001	2.022

As Table11 show, employee's organizational commitment could be predicting by physical health ( $t=2.815$ ,  $p<0.01$ )

Table11. Results of Regression analysis between psychological empowerment aspects, physical health and organizational commitment

Concurrent regression	Nonstandard coefficient		Standard coefficient	T value	Level of significance
	slope	Standard error	Importance coefficient		
<b>intercept</b>	3.347	.237	-	14.142	.000
<b>Physical health</b>	.167	.059	.250	2.815	.005
<b>Psychological empowerment</b>	.052	.078	.060	.673	.502

Therefore organizational commitment regression equation according to physical health is as below:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 3.347 + 0.167(x_1)$$

And X1=physical health

Normal P-P Plot of Regression Standardized Residual

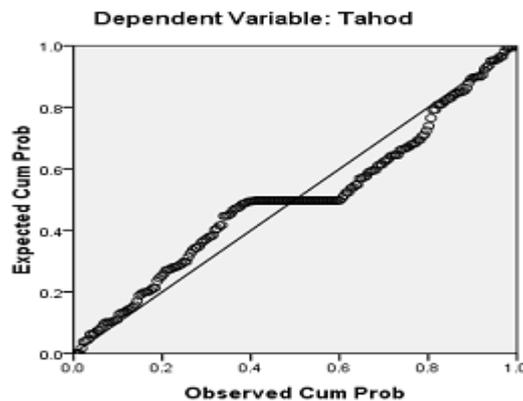


Fig7. Dispersion of Predictor and criterion variable in regression model of psychological empowerment aspects, physical health and organizational commitment

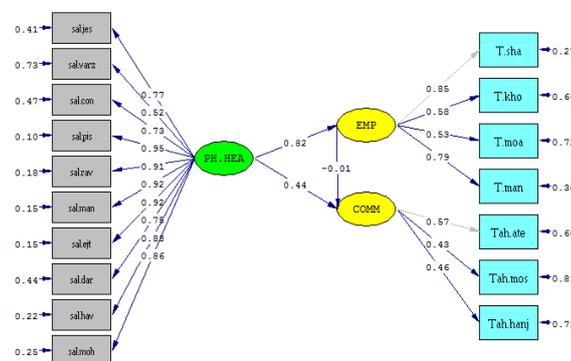


Fig 8- fitness result of research conceptual model

Based on the above relation, value of employee's psychological empowerment(Y) would be changing per physical health alterations(x1).

Assumption5- Saderat bank employee's organizational commitment could be predicted by physical health

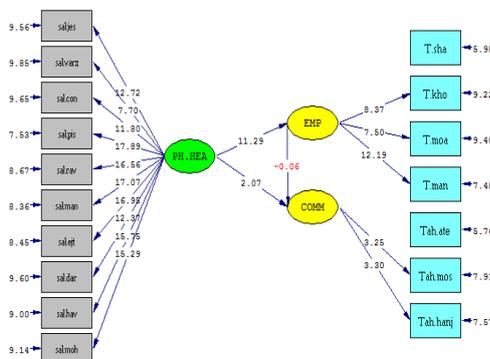
Structural equation modeling using Lisrel software is a combination of confirmatory analysis and multivariate regression. Overall model testing includes test and measurement model as well as structural model. Approval or rejection of any loading factor significance will be achieved through T-value significance. Relation is verified if  $-2 < t < 2$  and error level is 0.05. Kline believes those indicators with low loading factor ( $< 0.3$ ) or with statistic lower than absolute magnitude of two are weakness and will be rejected (Kline, 2002).

The most considerable point is the importance of disease prevention with 95 percent loading factor, meaningfulness with 85% and affective commitment with 75%. It can be acknowledged that many fitness indexes can be applied in order to model measurement. Different indexes have applied for fitness evaluation in this study as well (Table12).

**Table 11- The fitness evaluation of whole model**

Index values	fitness indicators of conceptual model
544.01	Chi- square
193	Degrees of freedom
0.013	Root Mean Square Error of Approximation (RMSEA)
0.93	Modified index of GFI for degree of freedom (AGFI)
0.94	Relative amounts of variance and covariance (GFI)
0.69	Standard score RMR

As Table 11 shows all value amounts exhibit perfect and acceptable fitness ( $AGFI > 0.9$ ,  $GFI > 0.9$ ). So the consistency of conceptual model pattern with collected data of the research is admitted.



**Fig 9- Result of conceptual model test of research**

The ultimate model of the research showed that physical health had most important role in developing psychological empowerment. Predictability amounts of physical health for psychological empowerment and organizational commitment were 11.29, 2.07 respectively. In this model competency and affective commitment have eliminated according to their incompatibility with model information.

**CONCLUSION**

Based on descriptive findings among 200 respondents, 106 were male (53%) and 94 were female (47%). Also educational background among the respondents were included (12%) diploma, (11.5%) associated diploma, (65%) Bachelor degree, (11%) Master degree and (0.5%) doctoral degree. Samples working experiences were including less than 5 years (4%), 5-10 years (22.5%), 10-15 years (30%), 15-20 years (12%), and more than 20 years (31.5%). Presented results (Tables1-4) revealed that there is a positive significant relation among physical health component and organizational commitment( $r=0.388$ ,  $p>0.01$ ). Results also show positive significant relations between physical health aspects and psychological empowerment ( $r=0.279$ ,  $p<0.01$ ), psychological empowerment and organizational commitment ( $r=0.235$ ,  $p<0.5$ ) and physical health aspects and organizational commitment ( $r=0.291$ ,  $p<0.01$ ). All indicator amounts exhibit acceptable and perfect fitness of research conceptual model ( $AGFI > 0.9$ ,  $GFI > 0.9$ ) so consistency of conceptual pattern with collected data is admitted.

## REFERENCES

- Ashrafi B. (1995).** Assessment of effective factors on east Alborz coal company employee's organizational commitment. Master thesis in management. Tehran. Modares University.
- Aghdasi S. and Norouzadeh R. (2013).** Effective factors on human resource empowerment.
- Hamzelouee N., Shahlae J., Honari H. and Afshari M. (2012).** Role and function organizational culture development on sport education employee's organizational commitment. *Sport Management Physical Activity Res.* 2(4): 96-83.
- Maleki Avarsian S, et al. (2013).** Psychological empowerment relation and organizational commitment in high school teachers, Maragheh.
- Abdollahy B. (2005).** Employee's organizational commitment: Aspects and accreditation based on structural model equation. *J. Res. Planning Higher Edu.* 36: spring and summer.
- Laali M., Abedi A. and Kajbaf M.B. (2013).** Construction and validation life style questionnaire(LSQ). *Psychological Researches.* 15 (1):
- Mirzapour A. (2010).** Relationship between motivation and commitment in volunteers of 10<sup>th</sup> sports cultural Olympiad, Mazandaran University.
- Mirkamali S.M. et al. (2009).** Assessment of psychological empowerment relationship with job satisfaction and organizational commitment among Tehran University employees. *J. Shahed Univ.* 16(39).