

CASE STUDY

Investigating the relationship between employees' empowerment and organizational commitment with organizational health mediation in Tehran Municipality, Revenue Recognition and Collection department

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ABSTRACT: In today's leading organizations, employees' empowerment is considered as a significant issue in human resource management cycle and it has become a central theme of management functions and practices. The present study aimed to investigate the relationship between empowerment of staffs and organizational commitment with organizational health mediation. The results showed that there is a relationship between staffs empowerment and organizational commitment, and the aspects of empowerment (competence, effectiveness, autonomy, trust, choice right) are also associated with organizational commitment and that the variable of organizational health plays a mediation role in the relationship between staffs' empowerment and organizational commitment in the office of revenue recognition and collection in Tehran Municipality. This research is of descriptive type. To analyze the data, initially the normality of data was examined by using Kolmogorov-Smirnov test, and then assumptions were evaluated by using the model of structural equations and LISREL software.

KEYWORDS: *Tehran municipality; organizational commitment; organizational health; Staffs' empowerment*

INTRODUCTION

Organizations move to achieve their goals and objectives by using various sources such as financial, information and human resources. Among them, human resource is the most important resource that constantly drives the wheel of organizations and makes longer the life of organizations and the progress and continuity of organizations depend on their capabilities. Especially in today's business and service environment, there is increasing competition between companies, institutions and organizations, and the quality of goods and presented services and satisfying the needs of the customers and keeping them loyal to the organizations are very important, therefore in this regards, staffs' cooperation and participation seems essential. In this

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century, the main source of competitive advantage is not merely new technology, but it is going to be innovation in attracting the staffs' support and participation and commitment which will be obtained in the light of empowerment. As commitment level increases, self-control, self-motivation forces will increase in staffs and effectiveness and efficiency will increase too.

Staffs that do not have a sense of interest and commitment and attachment to their organizations, don't work continuously and effectively and will damage the organization in long-term period. On the other hand, costs reduction, achieving economic advancement, higher competition, sale, effective services to customers are all goals and positive outcomes which will be obtained due to providing

proper and healthy environments. Whether the organization is a state or private, is it closed or open, it is important that a healthy organization provide a background for healthy and strong human resources, and capable human resources create effective and efficient organization. (Niknami and Zare, 2014).

Employees with strong organizational commitment are likely to develop emotional attachment to their organizations and feel happy with greater aspirations to make meaningful contributions. Sahoo *et al.* (2010) demonstrated that an employee who is committed to his or her job and career has less intention to take leave or quit and tend to feel satisfied about the job, and has higher intrinsic motivation.

Today, organizations are experiencing rapid and unpredictable changes in their environment. Increasing global competition, the development and spread of information technology and changes in demographic features of human resources and customers are at the heart of these changes.

In such circumstances, managers do not have enough time to control employees and must spend most of their time and energy in identifying the internal and external organization environment and assign other daily tasks to their staffs. Organizational commitment has been widely accepted to be advantageous for both the organization and its employees as it can reinforce the feelings of belongingness, security of the job, career development, improved compensation, and higher intrinsic rewards (Azeem and Akhtar, 2014).

The most important source of competitive advantage for organizations is committed, motivated and expert staff, but unfortunately their potential talents are often not recognizes in organizations. Therefore, the empowerment is referred as the most important challenge of managers at the present time. As a result of these challenges, managers should prepare the organizational conditions in a way that everybody can be empowered since committed and capable human resources, are the necessary and essential condition for the effective performance in modern organizations.

Empowerment is an instrument to give authority to the employees in such a way that they can act for whatever they think is the best without having any fears of their act being rejected or approved by their managers. Capable staffs will be able to save the organization in crisis through empowerment aspects

and they will show their commitment and loyalty to the organization through creating golden opportunities. Despite the increasing attention to the staffs' empowerment, there is a limited knowledge and understanding of the concept and there are few scientific studies about the relationship of business empowerment with organizational variables.

Research theoretical principals

Empowerment

According to Fox (1998), "Employees' empowerment is a process through which a culture of empowerment is developed in which the goals, objectives, decision-making boundaries and the result of their effects and efforts are shared throughout the organization. In such a culture, resources and competitions are provided and supported for achieving the required resources to enhance the effectiveness of their activities. In fact, empowerment is a fundamental and important aspect for successful achievement, productivity, and growth in any business (Hunjra *et al.*, 2011).

Replacing hierarchy with self-managing teams plays a significant role in empowerment process. The advantages of self-managing teams include providing job satisfaction, change the attitude, job commitment, better communication between employees and managers, and more effectiveness of decision-making processes, improvement and enhancement of operations, reducing costs and higher efficiency of the organization (Rajaepoor, Jamshidian, & Naderi, 2007).

As the empowerment program aims to give power and authority to employees through managers to share the responsibility with them, this will eventually help empowered employees in improving their recognitions and status. Such employees would develop positive thinking and tend to do their best to perform well at the workplace (Wadhwa and Verghese, 2015).

Employee empowerment is mostly understood by sharing knowledge, improving intellectual capability, and autonomy during decision making (Karim and Rehman, 2012). Wellins *et al.* (1991) established that an organization which provides higher levels of empowerment to its employees would have better strengths to ensure its long term survival and face any challenges. Similarly, Rochon (2014) regarded teamwork as a key success factor for employee

performance and described it as a group of employees who work together in order to achieve a certain goal.

Commitment

According to KLIPS, organizational commitment shows the individuals behaviors along the organizations' values and goals based on normative and legal organizations of its members. [Mowday et al. \(1979\)](#) believe that their commitment is composed of three parts:

- Accepting the values and goals of the organization
- Willingness to considerable effort for the organization
- Abundant desire and enthusiasm to survive and membership in the organization.

Committed employees also work harder to achieve organizational goals and they tend to accept its values positively ([Buchanan, 1974](#)). In this context, it can be said that several desirable behavioral outcomes can be linked with employee commitment such as higher employee retention, engagement, productivity, work quality, and willingness to make sacrifice for the purpose of enhancing organizational image and performance ([London, 1983](#); [Randall, 1990](#)). Previous studies reported that employee engagement has a significant positive effect on organizational commitment ([Agyemang and Ofei, 2013](#); [Geldenhuis et al., 2014](#); [Imam and Shafique, 2014](#); [Khalid and Khalid, 2015](#); [Shoko and Zinyemba, 2014](#)). Engaged employees put greater efforts to work hard, are likely to go beyond their required and expected amount of work tasks ([Lockwood, 2007](#)).

[Rezaeian \(1995\)](#) states that managers in a complex organization have agreement about following points:

- Commitment to customers or clients
- Commitment to the organization
- Commitment to itself
- Commitment to individuals and work group
- Commitment to work.

Organizational commitment has traditionally been measured as a one-dimensional construct ([Mowday et al., 1982](#)). However, [Meyer and Allen \(1991\)](#) identified three forms of organizational commitment. According to their study, the three-component model captures the affective commitment, continuance commitment, and normative commitment. They explain affective commitment as an employee's emotional attachment to, identification with, and involvement with the organization as well as enjoyment of being a member

of the organization. Continuance commitment is described an individual's need to continue working for the organization based on the perceived costs associated with leaving, and normative commitment is the feeling of obligation to remain with an organization ([Meyer et al., 2002](#)).

Moreover, [Rae \(2013\)](#) thought about organizational commitment as a desire to maintain the affiliation with an organization and is reflected through the willingness to exert high level of effort to achieve organizational goals. Overall, organizational commitment can be defined as the degree to which an employee develops a feeling of belongingness to his or her organization ([Wadhwa and Verghese, 2015](#)). It is also the main responsibility of the management to provide training programs about self-monitoring and the skills to improve the personality characteristics of employees through appropriate channels ([Danish et al., 2013](#)).

Organizational Health

[Miles \(1969\)](#) defined organizational health in 1969 and proposed a plan to assess organizational health, and noted that the organization will not be always healthy. He thought that organizational health leads to survival of the organization in its environment and its adaptation to the environment and upgrade and expand of its capability to compromise more.

Features of an organization that have healthy environment are as followings:

- 1) It is reliable in information exchange
- 2) It has the flexibility and creativity to create
- 3) It has obtained required changes based on the information
- 4) It has unity and commitment to the organization's goals

It provides internal support and freedom from fear and threat, since threat damages a good and healthy relationship, it decreases flexibility and motivates self-protect instead of loyalty to the whole system ([Heidari et al, 2011](#)).

Research background

[Moughlee et al. \(2009\)](#) investigated the relationship between empowerment and organizational commitment in staffs of Education organization in 19 districts of Tehran city and achieved these results:

In the first hypothesis, relationship between empowerment and organizational commitment of staffs and its subsidiary hypothesis, the relationship between

empowerment aspects (competency, job meaningfulness, feeling to be effective, having trust in colleagues and feeling of having choice rights) and organizational commitment were studied.

The results show that there is no relationship between empowerment and organizational commitment, and sub-hypotheses related to it other than feeling of being effective, and having communication trust. Also, the capability of staffs was higher than average level and the staffs' organizational commitment was lower than average level.

Madani and Zahedi (2006) analyzed the relationship between psychological empowerment and organizational commitment and achieved the following results:

The results generally showed a significant relationship between psychological empowerment and organizational commitment. But aspects of competence, meaningfulness and right of choice lack a significant relationship with organizational commitment; which the relationship between aspect of effectiveness and organizational commitment were confirmed. But, the results of the regression analysis showed reverse effects of these two variables on each other. This means that as people feel more psychological empowerment, their organizational commitment decreases.

Ranking Test showed the importance of the aspects of psychological empowerment as competence, effectiveness, meaningfulness and selection. Abbasi *et al.* (2012) studied the relationship between staffs' empowerment and organizational commitment and concluded: a significant correlation and positive relationship between staffs' empowerment and commitment. Madsen *et al.* (2005) obtained the following results in an investigation of the relationship between psychological empowerment, job satisfaction and organizational commitment among employees in multinational organizations: he concluded that from the aspects of psychological empowerment, a sense of meaningfulness has a high relationship with affective and normative commitment; and competence has a high correlation with continuance commitment. Raza *et al.* (2015) in a study entitled investigation of the impact of psychological empowerment on affective, normative and continuous commitment a significant positive relationship between the psychological empowerment, affective and normative commitment.

The study entitled psychological empowerment and organizational commitment in private higher education

institutions in Malaysia (Yoon and Thye, 2002) revealed a positive and significant relationship between psychological empowerment and aspects of organizational commitment.

Conceptual model and research hypotheses

Research hypotheses

The main hypothesis: There is a significant relationship between staffs' empowerment and organizational commitment of the Department of revenue recognition and collection department of Tehran Municipality.

Sub-hypotheses

- 1) There is a significant relationship between staffs' feeling of competence and organizational commitment.
- 2) There is a significant relationship between staffs' feeling of meaningfulness and organizational commitment.
- 3) There is a significant relationship between staffs' feeling of effectiveness and organizational commitment.
- 4) There is a relationship between trust and organizational commitment.
- 5) There is a relationship between right of choice and organizational commitment.
- 6) The variable of organizational health plays as a mediator in the relationship between staffs' empowerment and commitment of the Department of revenue recognition and collection department of Tehran Municipality.

Conceptual model of the research

According to the literature, the research variables "empowerment, organizational commitment and organizational health" are influenced by each other, therefore the conceptual model was drawn accordingly (Fig. 1).

MATERIALS AND METHODS

Research Methodology

- Research type: It is a descriptive survey. Also, since the results of the research can be practically used, it is an applied case study research.
- Statistical population: All the 155 employees of the Department of revenue recognition and collection department of Tehran Municipality.
- Statistical sample: Research sample is 111 persons of revenue recognition and collection department of Tehran Municipality and the sample was selected based on Morgan's table and Random Stratified sampling method.

Methods and data collection tools

Three types of questionnaires were used for data collection. Standard organizational health questionnaire (Hoy *et al.*, 1990) (containing 6 questions, organizational commitment) (Allen and Meyer, 1990) (containing 9 questions empowerment questionnaire) (Spreitzer, 1996) (containing 15 questions. The structural and content characteristics of the questionnaires are described in Table 1.

Validity and reliability of questionnaire

In this research, standard questionnaires which were used in some authentic studies and that their validity

was confirmed, were applied. Furthermore some experts were given questionnaires to declare their modification suggestions to complete each proposition of the questionnaire. Ultimately the questionnaire was evaluated as a proper one.

Cronbach’s alpha method was used for calculating the reliability coefficient of the questionnaire and also for calculating the internal consistency of the measurement tool such as questionnaire (Table 2).

In the conducted analysis, value is more than 70%. Therefore, the reliability of the questionnaire is acceptable.

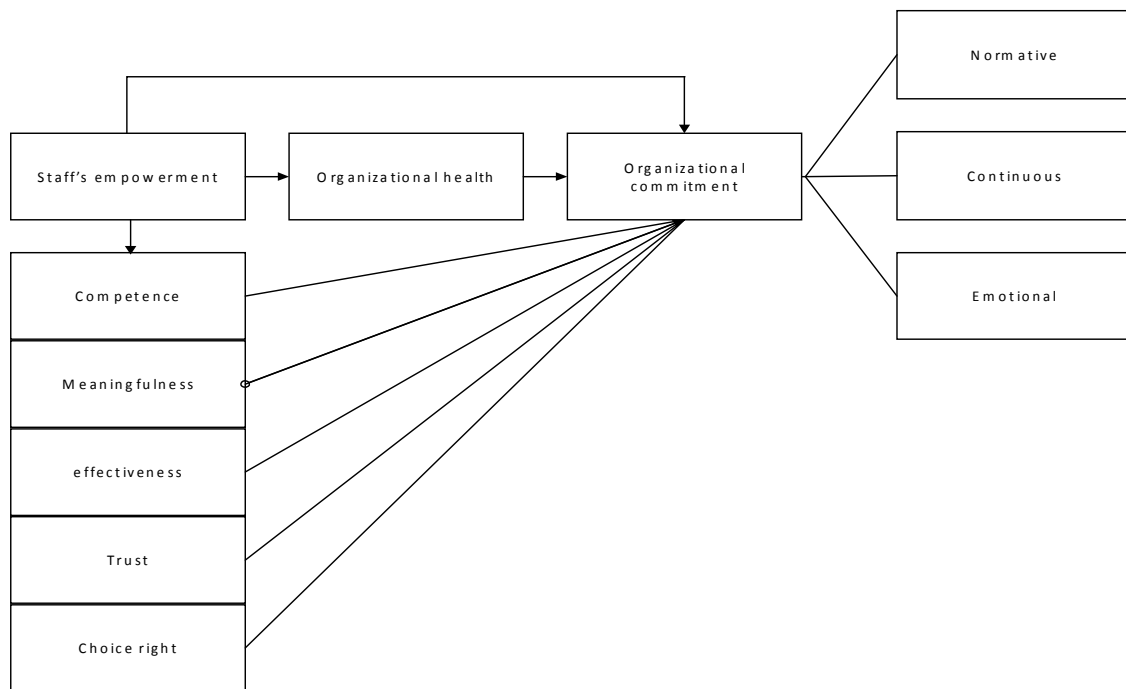


Fig. 1: Conceptual model of the research

Table 1: Classification of questionnaire’s questions

Aspects	Number of questions	Question source
Organizational health	1 to 6	Hoy <i>et al.</i> (1990)
Organizational commitment	1 to 9	Allen and Meyer (1990)
Empowerment	1 to 15	Spreitzer (1996)

Research variables

- Independent variable: empowerment is the independent variable in this study.
- Dependent variable: organizational commitment is the dependent variable.
- Mediator variable: organizational health is a mediator variable.

The data analysis methods

- Descriptive statistics: Demographic data were classified using descriptive statistic method.
- Inferential statistics: LISREL software and structural equation model were used to test the hypothesis.

- Statistical analysis: LISREL software can estimate or infer factor loadings, variance and errors latent variables by using measured correlation and covariance, and it can be used to run exploratory factor analysis, second order factor analysis, confirmatory factor analysis and path analysis (causal modeling with latent variables).

Descriptive statistics

Table 3 describing the characteristics of population according to gender, age, education and occupation. A descriptive analysis of research variables is shown in Table 4.

Table 2: Cronbach calculation

Factors	Value
Organizational health	0.899
Organizational commitment	0.888
Empowerment	0.789

Table 3: Characteristics of the sample

		Frequency	Percentage
Gender	Female	36	4.32
	Male	75	6.67
Age	Less than 30	4	6.3
	31-40	52	8.46
	41-50	42	8.37
	Above 50	13	8.11
Education	Under diploma	-	-
	Diploma & associate degree	10	1.9
	Bachelor	65	5.58
	M.A and above	36	4.32
Work experience	Less than 5	12	8.10
	5-10	24	6.21
	10-15	42	8.37
	Above 15	33	7.29

Table 4: Descriptive analysis of research variables

Component	Number	Min	Max	Mean	SD
Competency	111	2/00	4/25	3/0912	0/49427
Independence	111	2/29	4/14	3/1570	0/45632
Effectiveness	111	2/50	5/17	3/6742	0/48741
Meaningfulness	111	1/75	4/62	3/0146	0/59823
Trust	111	2/29	5/00	3/3822	0/47932
Empowerment	111	2/50	5/00	3/4565	0/60791
Organizational Commitment	111	2/29	4/40	3/2844	0/35938
Organizational Health	111	2/00	4/29	3/1454	0/50046

RESULTS AND DISCUSSION

Statistical analysis: Normal distribution of data (normal test)

To illustrate normal and non-normal distribution (variables) from Kolmogorov–Smirnov test (K-S) is used. If SIG is greater than 0.05, then will be normal distribution and parametric tests can be used to analyze else, nonparametric tests will be used. Since for the majority of variables (Sig> 0.05), It is concluded that the research variables are normal (Table 5).

Selection of data analysis model

Measurement model is used to measure the relationships between measured variables and latent variables for which an approximation is used. In the measurement model, the estimated values of B and t test values are calculated. LISREL calculates a value of t for any free (measured) parameters. This test shows which parameters can be removed from the model without causing any increase in chi-square value.

Validation of measurement models (factor analysis of model)

Factor loads related to research questions can be seen in Fig. 2. For example, the factor load of third question for empowerment variable is 0.79. In other words, the question accounted for almost 62% of the variance of empowerment variable. 0.38 is also the error value (the amount of variance which isn't explained by

the third question). It is obvious that as error value decreases, then the determination coefficient increases and higher correlation will exist between the question and the corresponding factor). The determining factor is a number between 0 and 1 and as it becomes closer to 1, the amount of variance will become higher.

Dimensional output (in the case of a significant model), significant coefficients and obtained parameters from the model show correlation between the research independent variables and all obtained coefficients become significant. The values of significance test which are greater than 1.96 or smaller than -1.96 represents significant relationships.

The estimation results (the bottom part of the Fig. 3) show relative proportionality of indicators. Based on LISREL output, the calculated value of χ^2 is 211.2, which is less than 3 based on freedom degree of 90. RMSEA value is equal to 0.08. The allowable limit of RMSEA is 0.09. GFI, AGFI and NFI indices in the final output of LISREL are all over 0.9, which represents a very high fitness.

Confirmatory factor analysis of dependent variables of organizational health and commitment

Factor loads related to research questions is shown in Fig. 3. For example, the factor load of second question for organizational health variable is 0.83. In other words,

the question accounted for almost 69% of the variance of organizational health variable. 0.37 is also the error value (the amount of variance which isn't explained by the second question). It is clear that as error value decreases, then the determination coefficient increases

and higher correlation will exist between the question and the corresponding factor).

The determining factor is a number between 0 and 1 and as it becomes closer to 1, the amount of variance will become higher (Fig. 4).

Table 5: Kolmogorov-Smirnov test for variables

Component	p-value	Result
Competency	067/0	normal
Independence	078/0	normal
Effectiveness	128/0	normal
Meaningfulness	061/0	normal
Trust	059/0	normal
Empowerment	661/0	normal
Organizational Commitment	593/0	normal
Organizational Health	721/0	normal

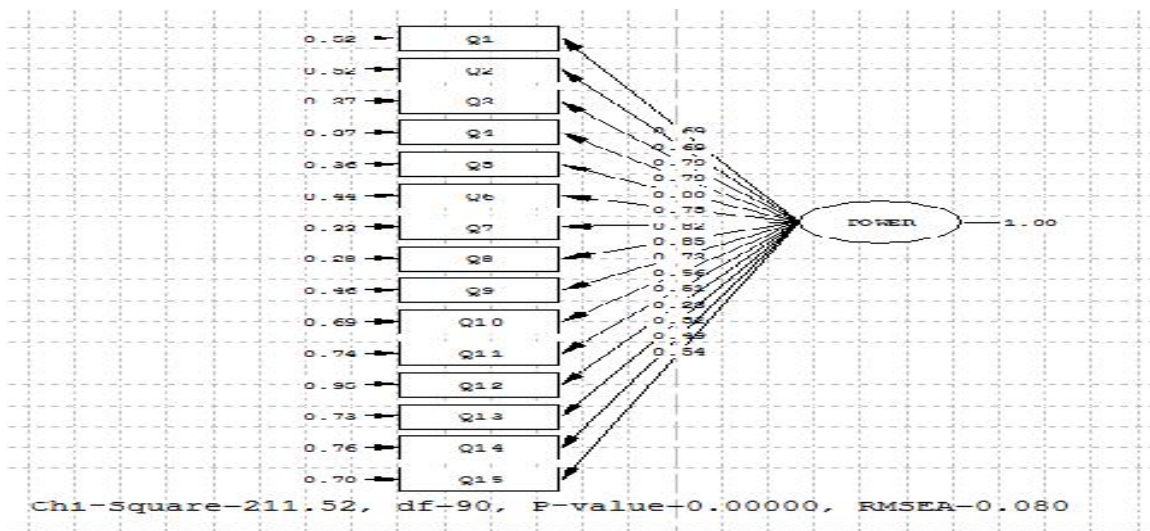


Fig. 2: Confirmatory factor analysis of aspects of empowerment independent variable in the standard estimation

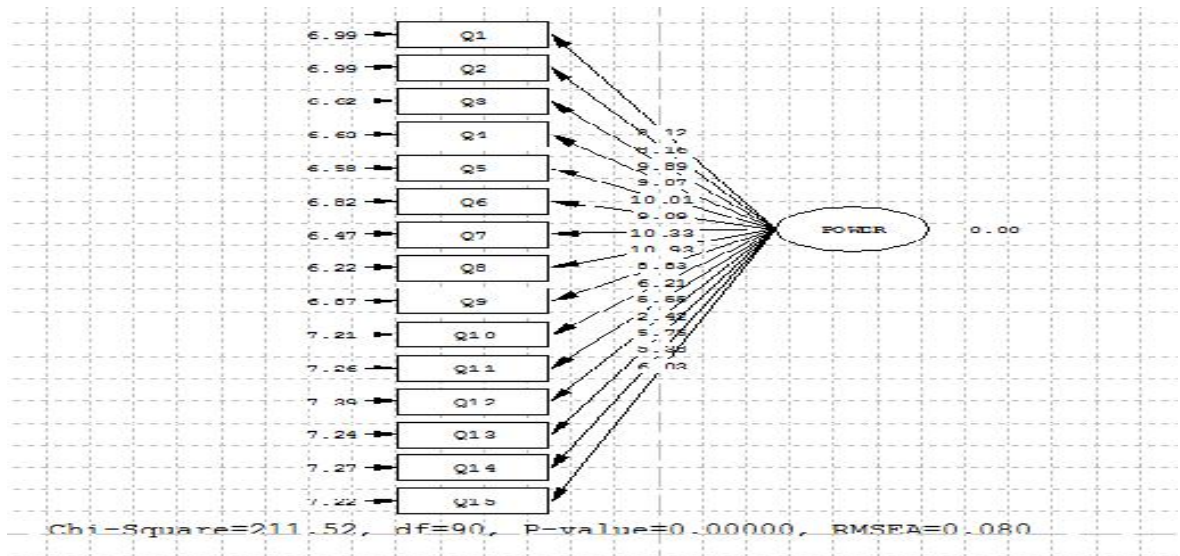


Fig. 3: Confirmatory factor analysis of aspects of empowerment independent variable in the significance state

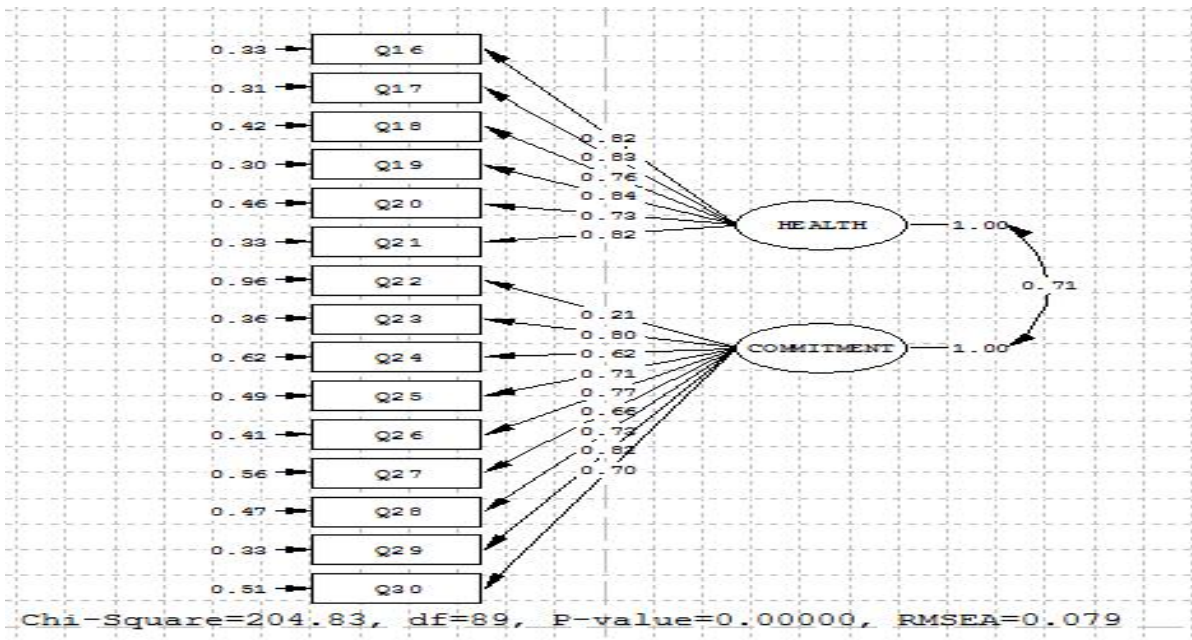


Fig. 4: Confirmatory factor analysis of dependent variables of organizational health and commitment in the standard estimation

Dimensional output (in the case of a significant model), significant coefficients and obtained parameters from the model show correlation between the research independent variables and all obtained coefficients become significant. The values of significance test which are greater than 1.96 or smaller than -1.96 represents significant relationships. Two outputs of LISREL software (model in the case of standard estimation in the top and model in the case of significant coefficients in the bottom) are shown (Fig. 5).

The estimation results (the bottom part of the Fig. 4) show relative proportionality of indices. Based on

LISREL output, the calculated value of χ^2 is 204.83, which is less than 3 based on freedom degree of 89. RMSEA value is equal to 0.079. The allowable limit of RMSEA is 0.09.

Test of research hypotheses

Main hypothesis's test (path coefficients, statistics and results)

Structural equation model and especially path analysis were used to accept or reject the main research hypotheses. The structural model in the standard estimation and significant coefficients are shown in Figs. 5 and 6.

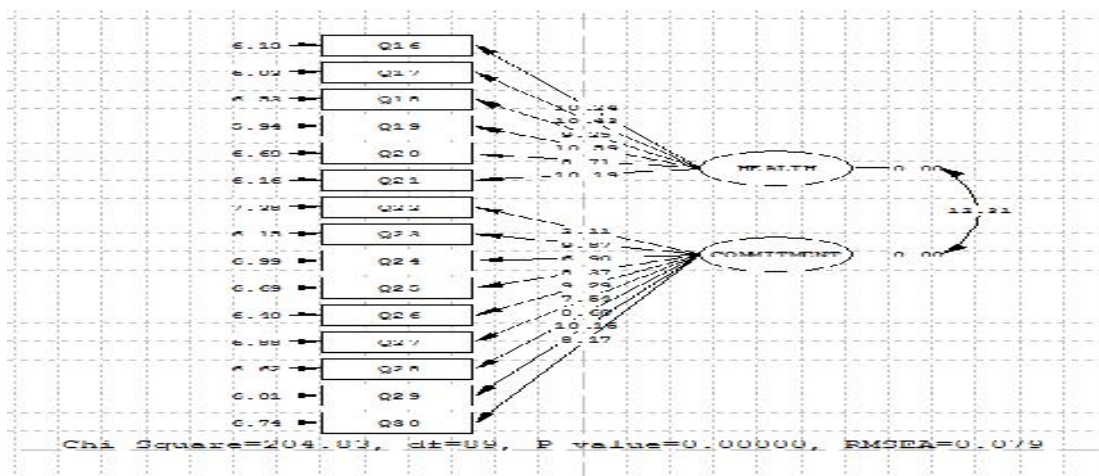


Fig. 5: Structural model in the standard estimation

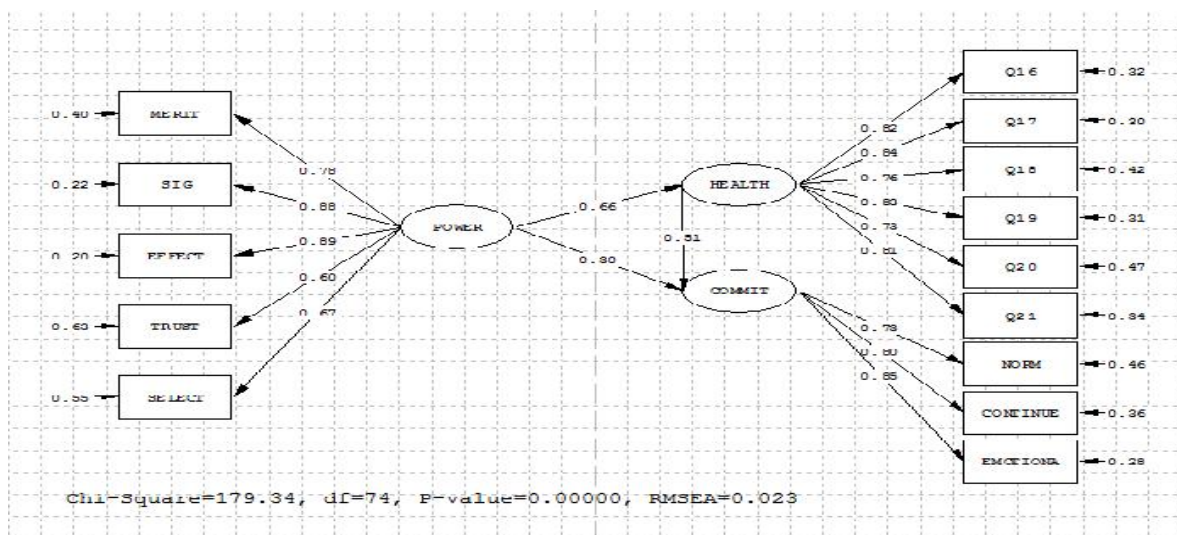


Fig. 6: Structural models in the significance case

In test of research hypotheses by using structural equation model, at first, the software's output showed suitability of the fitted structural model for testing the hypotheses (proportion of χ^2 to df was lower than 3). RMSEA=0.023 also showed the suitability of the fitted structural model. Chi-square value was equal to 179.34 and the freedom degree was 74 that represent the proper fit. In other words, the observed data is based on the research conceptual model to a large extent. The GFI, AGFI and NFI in the final output of LISREL, are all higher than 0.90, which show the proper fit of the model (Table 6).

The research hypothesis

a) There is a significant relationship between empowerment and organizational commitment of staffs

of revenue recognition and collection Department in Tehran Municipality (Table 7).

According to Table 7, the value of path coefficient between empowerment and staffs' commitment is 0.30 and the related t is 2.47 > 1.96, and it rejects zero hypothesis with confidence level of 95% based on T-test with critical t of 0.5, therefore the first claim of the researcher is confirmed and it can be said with confidence of 95%, that there is a significant relationship between empowerment and organizational commitment of staffs of revenue recognition and collection department of Tehran municipality (Table 7).

b) Sub-hypotheses test (path coefficients, statistics and results): In this research, structural equation model and particularly path analysis were used to accept or reject the research sub-hypotheses (Fig. 7).

Table 6: Indices and measurements of structural equation model is based on the LISREL output

2/ df	GFI	IFI	NFI	CFI	RMSEA
2.41	0.87	0.98	0.95	0.98	0.023

Table 7: Results of standard coefficients and t statistics

Predictor variable	Predicted variable	Estimated coefficient	T statistics
Empowerment	Organizational commitment	0.30	2.47

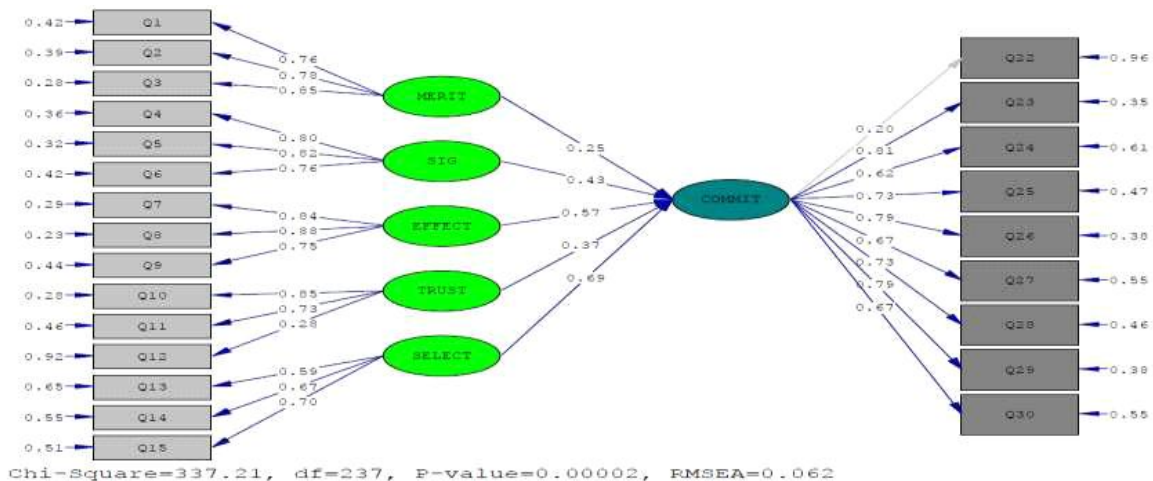


Fig. 7: Structural model of Sub-hypotheses in the standard estimation

In test of research hypotheses by using structural equation model, at first, the software's output showed suitability of the fitted structural model for testing the hypotheses (proportion of χ^2 to df is lower than 3). RMSEA=0.062 also showed the suitability of the fitted structural model. Chi-square value was equal to 337.21 and the freedom degree was 237 which represent the proper fit. In other words, the observed data was based on the research conceptual model to a large extent (Fig. 8).

• Test of the first hypothesis: There is a significant relationship between the staffs' feeling of competence and organizational commitment.

According to Table 8, the path coefficient between staffs' competence and organizational commitment was 0.25 and the corresponding t value was 2.27 > 1.96, therefore null hypothesis is rejected at the 95% confidence level according

to t test with critical t of 0.05, thus, the first claim of researcher is approved and it can be said with 95% confidence that there is a significant relationship between competence and organizational commitment.

• Test of the second hypothesis: There is a significant relationship between the staffs' feeling of meaningfulness and organizational commitment.

According to Table 9, the path coefficient between staffs' feeling of meaningfulness and organizational commitment was 0.43 and the corresponding t value was 3.58 > 1.96, thus null hypothesis is rejected at the 95% confidence level according to t test with critical t of 0.05, therefore, the second claim of researcher is approved and it can be said with 95% confidence that there is a significant relationship between staffs' feeling of meaningfulness and organizational commitment.

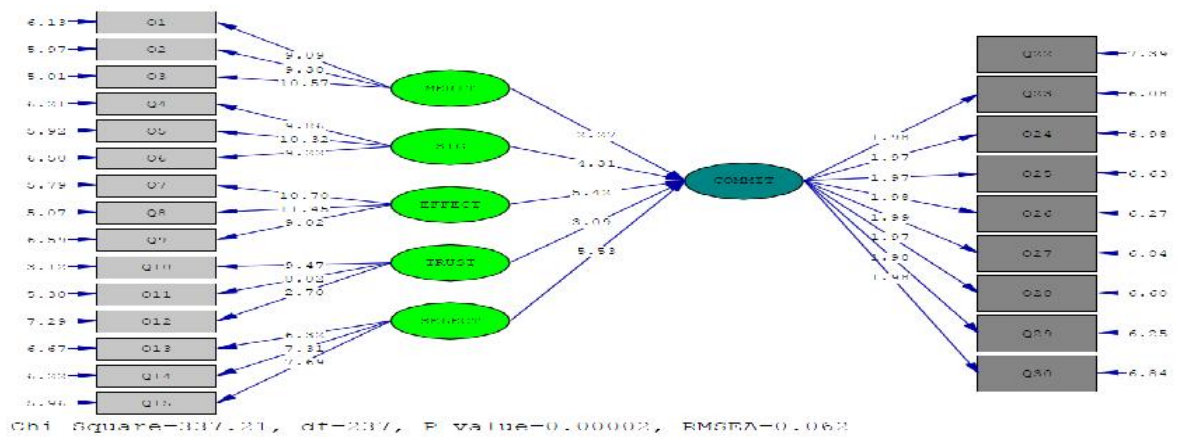


Fig. 8: Structural model of Sub-hypotheses in the significance case

Table 8: Results of standard coefficients and t statistics

Predictor variable	Predicted variable	Estimated coefficient	T statistics
Competence	Organizational commitment	0.25	2.27

Table 9: Results of standard coefficients and T statistics

Predictor variable	Predicted variable	Estimated coefficient	T statistics
Meaningfulness	Organizational commitment	0.43	4.31

• Test of the third hypothesis: There is a significant relationship between the staffs' feeling of effectiveness and organizational commitment.

According to Table 10, the path coefficient between staffs' feeling of effectiveness and organizational commitment was 0.57 and the corresponding t value was 5.42 > 1.96, therefore null hypothesis is rejected at the 95% confidence level according to t test with critical t of 0.05, thus, the third claim of researcher is approved and it can be said with 95% confidence that there is a significant relationship between staffs' feeling of effectiveness and organizational commitment.

• Test of the fourth hypothesis: There is a significant relationship between the staffs' feeling of trust and organizational commitment.

According to Table 11, the path coefficient between staffs' feeling of trust and organizational commitment was 0.37 and the corresponding t value was 3.09 > 1.96,

thus null hypothesis is rejected at the 95% confidence level according to t test with critical t of 0.05, therefore, the fourth claim of researcher is approved and it can be said with 95% confidence that there is a significant relationship between staffs' feeling of trust and organizational commitment.

• Test of the fifth hypothesis: There is a significant relationship between the staffs' choice right and organizational commitment.

According to Table 12, the path coefficient between staffs' choice right and organizational commitment was 0.69 and the corresponding t value was 5.53 > 1.96, so null hypothesis is rejected at the 95% confidence level according to t test with critical t of 0.05, therefore, the fifth claim of researcher is approved and it can be said with 95% confidence that there is a significant relationship between staffs' choice right and organizational commitment.

Table 10: Results of standard coefficients and t statistics

Predictor variable	Predicted variable	Estimated coefficient	T statistics
Effectiveness	Organizational commitment	0.57	5.42

Table 11: Results of standard coefficients and t statistics

Predictor variable	Predicted variable	Estimated coefficient	T statistics
Trust	Organizational commitment	0.37	3.09

Table 12: Results of standard coefficients and t statistics

Predictor variable	Predicted variable	Estimated coefficient	T statistics
Choice right	Organizational commitment	0.69	5.53

Table 13: Direct and indirect impact

		Direct impact	Indirect impact
organizational health	→ empowerment	66%	-
organizational commitment	→ organizational health	51%	-
organizational commitment	→ empowerment	30%	.66 x .51 = .33

- Test of the sixth hypothesis: The variable of organization health was a mediator in the relationship between staffs empowerment and organizational commitment in the central office of revenue recognition and collection in Tehran Municipality.

According to Table 13, the indirect impact of variable of staffs' empowerment through organizational health on the organizational commitment is higher than its direct impact (33>30). Therefore, it can be concluded that variable of organization health is a mediator in the relationship between staffs empowerment and organizational commitment.

	Direct impact	Indirect impact
organizational health → empowerment	66%	-
organizational commitment → organizational health	51%	-
organizational commitment → empowerment	30%	.66 x .51 = .33

Table 13: Direct and indirect impact

CONCLUSION

The main objective of this research was to investigate the relationship between employees' empowerment and organizational commitment with organizational health mediation among employees of Tehran municipality. To accomplish this objective, the data was collected from employees at the office of revenue recognition and collection in Tehran Municipality.

To analyze the data, first the normality of data was tested by using Kolmogorov-Smirnov test, and then assumptions were evaluated by using the model of structural equations and LISREL software. Then, the main and sub- hypotheses were examined. According to the results of the main hypothesis examination, the value of path coefficient between empowerment and staffs' commitment is 0.30 and the related t is 2.47>1.96, and it rejects zero hypothesis with confidence level of 95% based on T-test with critical t of 0.5, therefore the first claim of the researcher is confirmed and it can be concluded ,with confidence of 95%, that there is a significant relationship between staffs' empowerment and organizational commitment in the central office of revenue recognition and collection in Tehran Municipality.

Since this relationship is positive, it can be declared that as empowerment is enhanced, organizational commitment increases among the employees. These results are consistent with research results of Moughlee *et al.* (2009), Madani and Zahedi (2006), Abbasi *et al.* (2012), that confirmed the relationship between staffs' empowerment and organizational commitment in their studies.

Based on the first sub-hypothesis of the research, there is a significant relationship between staffs' feeling of competence and organizational commitment. It means that if staffs' feeling of competence is strengthened, then organizational commitment increases. The present results are consistent with research results of Moughlee *et al.* (2009), Madani and Zahedi (2006) that showed there is a relationship between staffs' feeling of competence and organizational commitment and their results were approved.

The second sub-hypothesis claimed that there is a relationship between staffs' feeling of meaningfulness and organizational commitment. The extant results are accordant with research results of Moughlee *et al.* (2009), Madani and Zahedi (2006) that showed there is a relationship between staffs' feeling of meaningfulness

and organizational commitment and their results were approved.

As declared in sub-hypothesis 3, there is a relationship between staffs' feeling of effectiveness and organizational commitment. The current results are congruous with research results of Moughlee *et al.* (2009), Madani and Zahedi (2006) that showed there is a relationship between staffs' feeling of effectiveness and organizational commitment and their results were approved. The results of fourth sub-hypothesis are consonant with research results of Moughlee *et al.* (2009), Madani and Zahedi (2006) that showed there is a relationship between staffs' trust and organizational commitment and their results were confirmed.

The findings of the fifth sub-hypothesis which affirmed the relationship between staffs' choice right and organizational commitment are consistent with the results of Moughlee *et al.* (2009), Madani and Zahedi (2006) and showed the relationship between staffs' choice right and organizational commitment and their results were confirmed. Eventually, it was specified that the variable of organizational health has a mediator role in the relationship between staffs' empowerment and organizational commitment of department of revenue recognition and collection in Tehran Municipality. The indirect impact of variable of staffs' empowerment through organizational health on the organizational commitment is greater than its direct impact. Therefore, it can be concluded that organizational health is effective as a mediator in strengthening the relationship between staffs' empowerment and organizational commitment.

Respecting the findings of this study, it is highly recommended to conduct further research in other organizations to maximize employees' efficiency and productivity.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interests regarding the publication of this manuscript.

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