

Abstract

The study of “The relationship between work empowerment and organizational commitment of operational workers: A Case Study of Siam City Cement (PLC.) Saraburi Plant ” was a survey research. The purpose of the study was to study the level of work empowerment and organizational commitment, and to study the relationship between the work empowerment and organizational commitment in both overall and each dimensions, and to construct an equation predicting organizational commitment by using the work empowerment as predicting variables.

The sample group consisted of 305 operational workers of Siam City Cement (PLC.) Saraburi Plant. The instrument employed was questionnaires consisting of three parts: Part 1: Personal characteristics (3 items); Part 2: Measurement of the work empowerment (64 items, with the reliability of .936); Part 3: Measurement of the organizational commitment (19 items, with the reliability of .726). The statistical analysis included arithmetic mean, standard deviation, Pearson Product Moment Correlation Coefficient and Stepwise Multiple Regression Analysis. The results of the study revealed that:

1. Operational workers had a moderate level of overall organizational commitment, high level of affective commitment, moderate level of continuance commitment and moderate- rather to-low level of normative commitment.

2. Operational workers had a moderate level of overall work empowerment, high level of support and information dimensions, moderate level of advancement, resource, competence and skill and reward and recognition dimensions.

3. There was a significant positive correlation between the total of work empowerment and organizational commitment ($r = .194, p < .01$).

3.1 There was no correlation between support dimension and overall organizational commitment

3.2 There was a significant positive correlation between information dimension and overall organizational commitment ($r = .242, p < .01$)

3.3 There was a significant positive correlation between resource dimension and overall organizational commitment ($r = .151, p < .01$)

3.4 There was no correlation between advancement dimension and overall organizational commitment.

3.5 There was no correlation between competence and skill dimension and total of organizational commitment.

3.6 There was a significant positive correlation between reward and recognition dimension and overall organizational commitment ($r = .249, p < .01$)

4. The Stepwise multiple regression analysis revealed that there were 3 work empowerment dimensions; reward and recognition, information and competence and skill could predict overall organizational commitment. These could explain overall organizational commitment at 10.4%.

4.1 The Stepwise multiple regression analysis revealed that there were 3 work empowerment dimensions; information, reward and recognition and competence and skill could predict affective commitment. These could explain affective commitment at 25.3%.

4.2 The Stepwise multiple regression analysis revealed that there were 4 work empowerment dimensions; support, information, reward and recognition and competence and skill could predict normative commitment. These could explain normative commitment at 8.3%.

The results of this study is applicable for further determination of the policy and the strategy to improve the work empowerment and to enhance the organizational commitment of operational employees in order to increase the efficiency of organization.