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Factors Affecting on Empowerment in Job Satisfaction Case Study: Ayandeh Bank Staff

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ABSTRACT

Nowadays, empowerment, as well-known tool that managers by it will be able, today's organizations that have features such as a variety of channels through growing reliance on horizontal structure and partner networks, little difference directors and employees of each other, and reduce organizational affiliation are run efficiently. Therefore, this study seeks to answer the question of which factors affecting the staff empowerment, job satisfaction for them now, the are. The influence of the factors affecting empowerment, job satisfaction and, as a case study, the staff of the Ayandeh bank , using the so-called correlation, and the questionnaire is analyzed. The sample size of the study population according to the investigations, about 460 of them are, according to Cochran formula, was estimated at 210 people. In this study, after collecting data from test to test, Pearson (Pearson), to determine the extent and degree of the relationship between two variables is used. Results indicate that, competency, job satisfaction among the staff of the Ayandeh bank , self-organizing job satisfaction, effectiveness, job satisfaction, a sense of meaning, job satisfaction and trust in others, job satisfaction, respectively, with the significant 0/028, 0/003, 0/04, 0/048, 0/002, A significant and positive relationship, and so all hypotheses of the study were approved.

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Introduction

Due to rapid changes and accelerated human knowledge, things drastically, changing and evolving. Organizations, as an open system interact, and survival needs are responding to environmental changes. Since human resources are the most important factors and focused organization is equipped and prepared these sources, to deal with changes, of great importance, and any organization with a mission, to be the greatest investment of time and application to human development in various aspects allocate (Jafarzadeh, 2007, 43). Many organizations, solutions to this problem, employee empowerment programs, diagnosed and tried basis for the education, empowerment, provide. As an organization, with a staff of capable, committed, skilled and motivated will be better able to adapt to change and compete. Empowerment is the healthiest way to other employees involved in power. In this way, confidence, energy, pride, commitment and self-reliance in individuals, and the sense of participation in corporate affairs increased, ultimately improving performance, followed (Iranzadeh, Babaei, 2009).

A survey of job satisfaction, and identify factors that staff can managers develop and improve, and achieve the goals of the organization assist, so that mutually beneficial employees, and organizations funded because when someone says, satisfaction high job, that loves his job, and he gives good value for the (Moghimi, 2011, 383).

Twenty-first century knowledge economy. In this economy, intellectual property, and especially human capital, corporate finance is among the most important, and success of any organization, rooted in their intellectual capabilities (Elfenbein & Ambady, 2002: 1).

Lack of attention to human resource productivity, and due to other factors, not only reduces efficiency, and effectiveness in its organization, but also increases the waste, and events and create discontent in the workforce. Of the most important challenges facing managers in the organization, lack of adequate use of intellectual resources, intellectual and human potential available. Accordingly, the most important challenge is empowering managers at the present time because organizations are subject to change fast and are unpredictable. The main causes of these changes, such as increasing global competition, the development of information technology, and changes in the characteristics and demands of the customers noted. Change in organizations today, led to a change in the attitude of the staff is. In these circumstances, staff director for success are, and as institutional investors, the main operators work flow and organization partners changed (Roy & Sheena, 2005: 57). The aim of empowerment is to provide conditions for delegating authority and responsibility to motivate and empower staff to design and develop appropriate, effective education and efficient management.

Today's organizations, not only to a much wider knowledge and information they need, but also to independence, self-reliance, self-confidence and creativity, more initiatives need (Abtahi and Abbasi, 2007: 14). To access these features, organizations should be the main source of its competitive factors, namely human resources to empower (Ergenli & et.al., 2007: 1). The organizational structure of the new dimensions of empowerment, with several characteristic sense of competence, a sense of choice, effectiveness, feeling of significance or importance and sense of self-assessment, and also in organizational development

and organizational behavior had positive effects (Greenberg and Baron, 2000, 6). In addition, in the present age, empowerment as a tool is known to managers by it will be able, today's organizations that have features such as a variety of channels through growing reliance on horizontal structure, and partner networks, little difference directors and employees of each other, and reduce organizational affiliation are run efficiently. Therefore, this study seeks to answer the question of which factors affecting the capacity-building of staff, which will create job satisfaction for them, which are, in order of priority of these factors, what if it is?

Research History

Sazegar (2014), at the end of the letter, with the theme "The Relationship between psychological empowerment, job satisfaction, organizational culture, and performance of primary school teachers in the public school district 1 city of Orumiyeh, in the 2014-2013 school year", concluded has found that, between psychological empowerment, job satisfaction and organizational culture, and performance among elementary school teachers, public school district in the city of Orumiyeh, there is a significant positive relationship.

Abbaspoor and darvishi (2014), in an article, as the relationship empowerment, job satisfaction, study of municipal employees zone 3 of Tehran", the results suggest a positive relationship and significance between empowerment and job satisfaction municipal.

Azizpoor (2013), at the end of the letter, with the theme "The effect of psychological empowerment, job satisfaction of employees of Bank Mellat, in the management of subsidiaries zone 3 of Tehran", concluded that, all elements of empowerment, job satisfaction have an impact, and an increase in each of them, the bank has increased job satisfaction.

Naderi (2013), at the end of the letter, with the theme "The impact of employee empowerment, job satisfaction and organizational commitment, in District 4 Tehran (Department of Municipal Affairs and green space)", it concluded that, empowerment, job satisfaction, the level of confidence (99%), a significant and positive impact, and changes in job satisfaction, by empowerment (about 9%), is predictable. As well as employee empowerment, organizational commitment, at a confidence level of 95% is impressive, and changes in organizational commitment, by empowerment (about 8%), is predictable. The empowerment, job satisfaction and organizational commitment, the effort served in the level of confidence (99%), a significant and positive impact. It should be noted that, job satisfaction on service efforts, has a negative impact, but the impact and empowerment, and commitment on service effort has been positive.

Zalaqi (2013), at the end of the letter, with the theme "The effect of psychological empowerment, job satisfaction and job burnout, INTA Tehran", it concluded that the psychological empowerment, job satisfaction and burnout staff in Tehran city tax Affairs Organization significant effect ($p < 0/01$) there.

Abdi (2011), at the end of the letter, with the theme "The relationship between psychological empowerment, job satisfaction, and effect of self-efficacy staff Carpets West, the results indicate there is a significant positive relationship between psychological empowerment and job satisfaction. Also, job satisfaction, with three dimensions of psychological empowerment self-determination, competence and significant, was also significant. no significant relationship between job satisfaction and participation, and effectiveness were observed. no significant relationship between self-efficacy and

empowerment, and the effects of self-efficacy on increase job satisfaction, this relationship was significant.

Parker (1994), empowering employees with the tools to improve teamwork in the organization knows, and group competition, social participation, rights and social benefits of good agent knows empowerment.

Bakhtiari and Ahmadi Moghadam (2010), in management, role management strategies, empower managers, examined. The results showed that, in mitigation strategies, most effective resource procurement agent, and the agent of the lowest impact on the empowerment of managers have.

Hypothesis

1. Emotional competence in job satisfaction of the staff at the Ayandeh bank effective.
2. Self-Organizing in satisfaction of the staff at the Ayandeh bank effective.
3. Effectiveness feeling in job satisfaction of the staff at the Ayandeh bank effective.
4. Meaningfulness in the job satisfaction of the staff at the bank effective Ayandeh
5. Confidence to another in job satisfaction, at the staff Ayandeh bank effective.

Method

The influence of the factors affecting empowerment, job satisfaction as a case study, the staff of the Ayandeh bank, using the so-called correlation, and analysis via a questionnaire stems. In this study, empowerment, Spreitzer The model is intended. Dimensions of empowerment, based on Spreitzer include: 1. a sense of competence, self-regulating 2-, 3- feel effective, meaningfulness 4, and 5 are designed to trust others. And the independent variable of the study, and the dependent variable, job satisfaction is, sample size, according to the population of the study, approximately 460 of them are, according to Cochran formula, equal to 210, respectively. To collect information from the sample, and to test the hypotheses is set to the survey, the questionnaire a total of 30 questions, designed the 17 questions translated questions Spritzer, and according to the Terms of Use at Ayandeh bank, matching were also questions 1 to 13, separately, the job satisfaction of employees, according to Susan Linz models have been used. In this study, after collecting data from test to test, Pearson (Pearson), to determine the extent and degree of the relationship between two variables is used.

Findings

1. Hypothesis 1: sense of competence in job satisfaction of the staff at the Ayandeh bank effective.

The first step is the definition of statistical hypotheses

H1: sense of competence in job satisfaction of the staff at the Ayandeh bank effective

In other words $50\% \leq P_{H1}$:

H0: sense of competence in job satisfaction of staff at the Ayandeh bank is not effective

05 In other words, $\% > : P_{H0}$

Table1.one Hypothesis Pearson test.

| | | Staff Job Satisfaction | Competence |
|------------------------|---------------------|------------------------|------------|
| Staff Job Satisfaction | Pearson coefficient | 1 | *.152 |
| | Sig. (2-tailed) | | .028 |
| | number | 210 | 210 |
| Competence | Pearson coefficient | *.152 | 1 |
| | Sig. (2-tailed) | .028 | |
| | number | 210 | 210 |

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient between the two variables (0/152), the degree of freedom 210, sig against (0/028) is. Kolmogorov-Smirnov test with regard, obtained for this hypothesis, to analyze the relationship between the sense of competence, job satisfaction of the staff at the Ayandeh bank test and Pearson regression was used. Under this test 0/152, $R = 0/028$, sig = is. As you can see, the significance level (sig) is smaller than 0/05, so the relationship between the sense of competence, and job satisfaction was significant, and H1 hypothesis is confirmed. So we can say, sense of competence in job satisfaction among staff at the Ayandeh bank effective.

2. Hypothesis 2: Self-Organizing, in satisfaction of the staff at the Ayandeh bank effective.

The first step is the definition of statistical hypotheses

H1: Self-Organizing, in satisfaction of the staff at the Ayandeh bank effective

In other words $50\% \leq P H_1$:

H0: Self-Organizing, in satisfaction of the staff at the Ayandeh bank is not effective

05 In other words, $\% > : P H_0$

Table2. Two hypothesis Pearson test.

| | | Staff Job Satisfaction | Self-Organizing |
|------------------------|---------------------|------------------------|-----------------|
| Staff Job Satisfaction | Pearson coefficient | 1.000 | ** .207 |
| | Sig. (2-tailed) | | .003 |
| | number | 210.000 | 210 |
| Self-Organizing | Pearson coefficient | ** .207 | 1.000 |
| | Sig. (2-tailed) | .003 | |
| | number | 210 | 210.000 |

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient between the two variables (0/207), the degree of freedom 210, sig against (0/003) is. According to Kolmogorov-Smirnov test showed that, for this hypothesis, to analyze the relationship between the Self-Organizing, in satisfaction of the staff at the Ayandeh bank, test and Pearson regression was used. Under this test 0/207, $R = 0/003$, sig = is. As you can see, the significance level (sig) is smaller than 0/05, so the relationship between self-regulating, and job satisfaction were significant and H1 hypothesis is confirmed. So we can say, self-regulating in job satisfaction among staff at the Ayandeh bank effective.

3. Hypothesis 3: effectiveness Feel in job satisfaction of the staff at the Ayandeh bank effective.

The first step is the definition of statistical hypotheses

H1: effectiveness Feel in job satisfaction of the staff at the bank effective Ayandeh

In other words $50\% \leq P H_1$:

H0: effectiveness Feel, job satisfaction of the staff at the Ayandeh bank is not effective

05 In other words, $\% > : P H_0$

Table3. 3 Hypothesis Pearson test.

| | | Staff Job Satisfaction | effectiveness Feel |
|------------------------|---------------------|------------------------|--------------------|
| Staff Job Satisfaction | Pearson coefficient | 1.000 | *.142 |
| | Sig. (2-tailed) | | .040 |
| | number | 210.000 | 210 |
| effectiveness Feel | Pearson coefficient | *.142 | 1.000 |
| | Sig. (2-tailed) | .040 | |
| | number | 210 | 210.000 |

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient between the two variables (0/142), the degree of freedom 210, sig against (0/040) is. According to Kolmogorov-Smirnov test showed that, for this hypothesis, to analyze the relationship between the sense of effectiveness, job satisfaction of the staff at the Ayandeh bank test and Pearson regression was used. Under this test 0/142, $R = 0/040$, sig = is. As you can see, the significance level (sig) is smaller than 05/0, so the relation between effectiveness and job satisfaction were significant and H1 hypothesis is confirmed. So we can say, feel effective, the job satisfaction of the staff at the Ayandeh bank effective.

4. Hypothesis 4: meaningfulness, the job satisfaction of the staff at the Ayandeh bank effective.

The first step is the definition of statistical hypotheses

H1: meaningfulness in job satisfaction of the staff at the Ayandeh bank effective

In other words $50\% \leq P H_1$:

H0: meaningfulness in job satisfaction of the staff at the Ayandeh bank is not effective

05 In other words, $\% > : P H_0$

Table4. Fourth hypothesis, Pearson's test.

| | | Staff Job Satisfaction | meaningfulness |
|------------------------|---------------------|------------------------|----------------|
| Staff Job Satisfaction | Pearson coefficient | 1.000 | *.137 |
| | Sig. (2-tailed) | | .048 |
| | number | 210.000 | 210 |
| meaningfulness | Pearson coefficient | *.137 | 1.000 |
| | Sig. (2-tailed) | .048 | |
| | number | 210 | 210.000 |

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient between the two variables (0/137), the degree of freedom 210, sig against (0/048) is. According to Kolmogorov-Smirnov test showed that, for this hypothesis, to analyze the relationship between meaningfulness, the job satisfaction of the staff at the Ayandeh bank, test and Pearson regression was used. Under this test 0/137, $R = 0/048$, sig = is. As you can see, the significance level (sig) is smaller than 0/05, so the relationship between meaningfulness, and job satisfaction were significant, and H1 hypothesis is confirmed. So we can say, meaningfulness, the job satisfaction of the staff at the Ayandeh bank effective.

5. Hypothesis 5: Trust in others in job satisfaction of the staff at the Ayandeh bank effective.

The first step is the definition of statistical hypotheses

H1: trust to another, job satisfaction, staff at the Ayandeh bank effective

Table5. Five hypotheses Pearson test.

| | | Staff Job Satisfaction | trust to another |
|------------------------|---------------------|------------------------|------------------|
| Staff Job Satisfaction | Pearson coefficient | 1.000 | ** .212 |
| | Sig. (2-tailed) | | .002 |
| | number | 210.000 | 210 |
| trust to another | Pearson coefficient | ** .212 | 1.000 |
| | Sig. (2-tailed) | .002 | |
| | number | 210 | 210.000 |

**. Correlation is significant at the 0.01 level (2-tailed).

In other words, $50\% \leq P H_1$:

H0: trust to another, job satisfaction, staff at the Ayandeh bank is not effective.

In other words, $\% > : P H_0$

The correlation coefficient between the two variables (0/212), the degree of freedom 210, sig against (0/002) is. According to Kolmogorov-Smirnov test showed that, for this hypothesis, to analyze the relationship between trust to another, job satisfaction, staff at the Ayandeh bank, test and Pearson regression was used. Under this test 0/212, $R = 0/002$, sig = is. As you can see significance level (sig), smaller than 0/05, so the relationship between trust in others and job satisfaction were significant, and H1 hypothesis is confirmed. So we can say, trust to another, job satisfaction Ayandeh bank staff is effective.

Conclusion

The results of the research hypotheses, the correlation suggests that, sense of competence in job satisfaction among staff, Ayandeh bank, self-organizing job satisfaction, effectiveness in job satisfaction, a sense of meaning in job satisfaction and trust in others job satisfaction, respectively, significantly 0/028, 0/003, 0/04, 0/048, 0/002, a significant positive correlation, and so all hypotheses were confirmed.

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