

FACTORS AFFECTING THE STAFF EMPOWERMENT OF ISLAMIC AZAD OF YASUJ**DR. IRAJ SOLTANI^{a1} AND VAHID JANIPOUR^b**^aMember of Faculty Islamic Azad University Research and Science Branch, Esfahan, Iran^bPhD Student, Shakhspajouh Institute, Esfahan, Iran**ABSTRACT**

In this study, factors influencing, empowering employees of Yasuj University, were investigated. Previous research on this type of cross - functional, the population studied in this research, the staff are University of Yasuj, their number is 150, that 108 as the sample were selected. Data collection for this study is a questionnaire. Questionnaire based on 21 questions designed to determine the validity and content validity and Cornbrash's alpha coefficient was used. The subjects were selected randomly based on the organizational structure. The information necessary to analyze the methods of descriptive statistics such as frequency, cumulative frequency and relative mean was used. Also part of the inferential methods and different techniques such as correlation (Pearson correlation coefficient), stepwise regression and path analysis were used. According to the Pearson correlation coefficient between the components of empowering employees and one percent level, there was a significant association and this factor was more about the working environment, the other components studied and the correlations between the components in the detection and appreciation of other components were lower stepwise regression was used for data analysis and process optimization based on the four components of the working environment and working procedures, and identify the knowledge and skill of the purposes of Responsibilities and authorities of the regression model and as much as 912/0 of the variation was accounted for. In addition, path analysis showed that most of the work environment variables impact directly on the staff empowerment and indirectly and negatively through process optimization, information, knowledge and skills, and identify career goals and responsibilities on empowering affected.

KEYWORDS: Empowering Employees, Vocational, Stepwise Regression, Route Analysis

Achieve and maintain a dominant position in the market due to growing competition from a wide range of different industries and increasing customer expectations, on the other hand, such an increase is difficult.(Arabi and Arami,2003)

Thus, after years of experience in the world, has come to the conclusion that, if an organization wants to be a leader in business and economic and stay competitive, be skilled, creative and motivated is high. Nowadays, with the rapid developments in the field of environmental organizations, such as the use of information technology and global networks that facilitate the flow of information at different levels of the organization, Flat and move their organizations into dynamic structures such as the established structures and networks, increasing competitiveness in the labor market access, services and products to other countries and organizations to reduce manpower and increase the quality of labor have gone. Organizations gain less willing to abide by its members are required, but rather the internal commitment, and are increasing the trust in the organization.(Raval Vasant,2005)

Increasing customer expectations, growing globalization and advanced technology are among the

factors that have caused the twenty-first century organizations differ from traditional organizations to take shape. In traditional organizations was merely energy management staff. While organizations in the twenty-first century will require the addition of energy, intellectual power and creativity of employees to management. Under these conditions, not only grammatical methods of hierarchical control - would not be appropriate, but employees must show their own initiative and solve problems promptly and completely autonomous teams are in the role-playing.(Maccoby Michel,2004)

The growing need for power "empowerment" of workers who are self-managing capabilities have led to a new paradigm of human resources management to attract the attention of many pundits, the self. (Raval Vasant,2005)

Robbins& et.al (2002) in defining the enabling factors, such as intrinsic motivation, understanding and commitment, job structure, power transmission and sharing of resources and information is used or provided. In fact, continuous and permanent process of empowerment in a dynamic environment is analyzed at different levels.(Robbins& et.al,2002)

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The Carter, M (2001) Empowerment, is an aggregation of systems, procedures and measures to develop the capability and competence of individuals to improve and increase the productivity of human resources development, growth and prosperity of the organization and the goals of the organization are used.(Carter, M,2001)

It can be said Tomase & Weltson (1990) have presented the complete definition of the term empowerment are added to the psychological. According to them, the psychological empowerment as a set of cognitive, motivational, self-efficacy in addition to other cognitive domains is included. These three areas are: the feeling of autonomy (choice) feels a sense of significance and effectiveness.(Mohammadi,2001)

The experts believe that the benefits of empowerment, both employees and managers will benefit. Foster a sense of empowerment and self-sufficiency and to create an atmosphere of freedom will create the opportunity for employees to improve their skills and provide policies for their effectiveness. On the other hand, the growing empowerment of employees motivated and able to give administrators the ability to respond to the dynamics of their competitive environment faster and more convenient to show. Furthermore, in the present age is known as a tool of empowerment, whereby managers will be able properties such as the variety of channels through which today's organizations, relying growth structure and horizontal collaboration networks, little difference between managers and employees reduce organizational belonging to effectively manage. (Blonchard, Translation of Iran Nejad Parizi.2005)

Monavarian and niazi Research findings (2006) suggest that empowerment, Potential for exploiting the potential source of human capital creates. Leadership cans these tools to enhance employee productivity and improve organizational uses.(Monavarian and Niazi,2006)

Ghanbari(2007) A research study of factors affecting the Company's empowerment, human resource utilization and distribution province has done. Findings suggest that the level of training of staff, delegation of authority to employees, job enrichment, self-motivated individual, the amount applied to collaborative management style, degree of employee empowerment, there is a relationship.(Ghanbari,2007)

Mohammadi(2001) In a study titled Evaluation empowerment means in Birjand, has stated that, job enrichment, Delegation, the performance-based bonuses, participative management, and establishment of work teams is considered as a means of empowerment.(Mohammadi,2001)

Bakhtiari and Ahmadi Moghadam (2010) Research on the role of management strategies for the empowerment were examined. The results showed that management strategies, the provision of the most effective and the least amount of resources have effects on empowerment.(Bakhtiari and Ahmadi Moghadam,2010)

Ebrahim Zadeh et al (2010) Factors that increase the manpower of Golestan province in Payam Noor University staff are shown below: Motivated individual with an average of 69.4 is most effective in increasing performance. In later times, job enrichment 69.1 averages, delegating 68.9 average, job training, with an average of 64.4, with a mean of 54.5 participative management and job attitudes are the least effect on performance increase on average 48.3. (EbrahimZadeh et al,2010)

The administrative system of the present age is excluded from this provision to survive and continue their life as other organizations requires employees are empowered. Communication and interaction with various factors such as the system of government, the private sector, sponsors, and most important of all social factors, economic, political and cultural, all hands have to create dynamic environment for the system. Created a formidable organization on campus, the university can largely protect against environmental changes. It is worth noting that such an organization developed to coordinate user empowerment count back, Rather than a specific point at the end of a long path, a path without end. It means empowering employees to go ahead and move forward on the path of timeless one stage to the next step. Achieve this; there is a feature that requires the organization to become a formidable organization. Therefore, the research on a practical approach to the concept of empowerment, and its effective factors in personnel Islamic Azad University Yasooj avoid fragmented discussions and marginally improve the ability of staff will be discussed. And the impact of factors such as participation and teamwork, communication and information, workplace and job security, Specific goals and how to recognize and appreciate the responsibilities and powers of a superior

staff activities, optimize work processes and procedures, information, knowledge and skill empowerment of human resources at Islamic Azad University of Yasooj places.

RESEARCH HYPOTHESES

Proper working environment with empowerment has a significant relationship.

Optimize processes and methods of working with empowerment have a significant relationship.

Intelligence, knowledge and job skills empowerment has a significant relationship.

Enrichment businesses and promote job empowerment, has a significant relationship.

Mental and organizational belonging, empowerment has a significant relationship.

Responsibilities and powers specified goals with empowerment have a significant relationship.

Trust, confidence and integrity in the organization have a significant relationship with empowerment.

RESEARCH METHODOLOGY

Previous research on the type of descriptive research - and its practical purpose, population examined in this study, the staff are Islamic Azad University Yasooj the numbers are 150, among them 108 were determined to be the appropriate sample size. Data collection instrument

for this study is a questionnaire. Standardized questionnaire based on 21 questions was designed to determine the validity and content validity and Cornbrash’s alpha coefficient was used. The reliability of the questionnaire is 0.91, which is very good too. Questionnaire sample through random sampling and sampling based on distribution infrastructure and after completion, were collected and analyzed. After data collection, data analysis was performed using SPSS 19 software and the necessary methods Descriptive statistics such as frequency, and cumulative relative frequency, mean, variance, and standard deviation were used. Also inferential statistics for hypothesis testing of various techniques such as correlation (Pearson correlation coefficient), stepwise regression and path analysis (causality) was used.

FINDINGS

Profile of respondents

Most respondents, 38.89 percent degree of BA, 35.19 percent and 17.59 percent degree master's degree and doctoral degree were 8.33%.

More than 53.70% of the respondents in terms of work experience between 10-20 years and 26.85% between 1-10 years and 19.44 percent are between 20-30 years of work experience.

67.59% of the respondents are male and 32.41% female. (Table 1)

Table 1: Distribution of respondents

Status of respondents		Frequency of	Percent
Gender	Man	73	67.59
	Woman	35	32.41
Education	Associate Degree	38	35.19
	Bachelor	42	38.89
	Masters	19	17.59
	PhD	9	8.33
Work Experience	To 10 years	29	26.85
	10 to 20 years	58	53.70
	Above 20 years	21	19.44

The 3 question was raised of the role of the workplace. The results showed that 19.44 percent and 22.22 percent of inappropriate work environment work environment favorable assessment. The cumulative frequency of 69% of the working environment without any particular problem, and 31 percent were assessed inappropriate working environment. Status of the process and optimization techniques work 3 questions was raised.

The results showed that 34.26% believed that there is a problem, but it is removable. And 11.11 percent believed that there is a critical problem in this regard. The cumulative frequency of 73% and 27% of people believed that the situation is difficult to assess their situation. In reviewing the information, knowledge and skill, 3 questions were posed. The results showed that the 29.630 percent believe that there is a problem, but it is

removable. And 15.74 percent believed that, in this area there is a critical problem. Being clear about the objectives, responsibilities and powers of the 3 questions were posed. Results showed that 24.07 percent and 12.96 percent believed that proper evaluation of the situation critical and serious problem in this regard is, in organizational. About job enrichment and job enhancement was 3 questions. Results showed that 25% of people believe that there is a problem is solved and 22.223 percent believed that there are no problems in this

area. The discussion reviews the spiritual and organizational attachment, and the results showed that 63.29% of people 3 questions believed that there is a problem but is removable and 59.17 percent believed that there are underlying this critical problem. The issue of trust, sincerity and honesty in the 3 question was raised. The results showed that 31.48% of people believed this problem is solved and 11.11% of them were judged critical situation. (Table 2 and 3).

Table 2: The frequency components of the critical discussion

Explain	Workplace		Optimize business processes and procedures		Information, knowledge and job skills	
	Frequency of	Percent	Frequency of	Percent	Frequency of	Percent
In this context, there is no problem	24	22.22	19	17.59	15	13.89
But the problem there is not considerable	20	18.52	23	21.30	18	16.67
But there is a problem with coordination is resolved	30	27.78	37	34.26	32	29.63
There is a serious problem and must be considered	21	19.44	17	15.74	26	24.07
Infrastructure is a critical problem and need to work	13	12.04	12	11.11	17	15.74

Table 3: Frequency components of the critical discussion

Explain	To be clear objectives, responsibilities		Job enrichment and job promotion		Mental and organizational attachment		Trust, sincerity and honesty	
	Frequency of	Percent	Frequency of	Percent	Frequency of	Percent	Frequency of	Percent
In this context, there is no problem	26	24.07	24	22.22	16	14.81	18	16.67
But the problem there is not considerable	19	17.59	16	14.81	21	19.44	23	21.30
But there is a problem with coordination is resolved	28	25.93	27	25.00	32	29.63	34	31.48
There is a serious problem and must be considered	21	19.44	31	28.70	20	18.52	21	19.44
Infrastructure is a critical problem and need to work	14	12.96	10	9.26	19	17.59	12	11.11

According to the Pearson correlation coefficient between the components of the empowerment of

employees and there is a significant percentage and this factor more than any other component of the work

environment was investigated and the correlations of other components were less.(Table 4) between the components in the detection and appreciation

Table 4: Pearson correlation coefficient values and assumptions of the components

Relationships between variables		The correlation coefficient	Significant level	Presumption H_0	Test result
Empowering employees	Workplace	0.831	<0.002	Rejection	There is a direct relationship
	Optimize business processes and procedures	0.712	<0.001	Rejection	There is a direct relationship
	Information, knowledge and job skills	0.782	<0.001	Rejection	There is a direct relationship
	To be clear objectives, responsibilities and authority	0.695	<0.002	Rejection	There is a direct relationship
	Enrichment jobs	0.763	<0.004	Rejection	There is a direct relationship
	Mental and organizational attachment	0.812	<0.009	Rejection	There is a direct relationship
	Trust and intimacy	0.681	<0.011	Rejection	There is a direct relationship

Stepwise regression to determine the relationship of components used, based on the following four factors were entered into the regression model and the rate of variance was 0.912. (R=0.912)

$$Y=0.612+0.371x_1+0.232x_2+0.172x_3+0.136x_4$$

This definition of empowerment and Y variables x_1, x_2, x_3, x_4 respectively workplace, Optimization of processes and methods of work are knowledge and skills, and identify career goals, responsibilities and authority. (Table 5)

Table 5: Stepwise regression analysis of factors

Variable	Patameter Estimate	Standard Error	F Value	Pr>F
Intercept	0.612	0.0562	163.51	<0.001
X1 workplace	0.371	0.0312	109.30	<0.001
X2 optimize business processes and procedures	0.232	0.0391	76.91	<0.001
X3 information, knowledge and job skills	0.172	0.0451	54.37	<0.001
X4 identify the objectives, responsibilities and authority	0.136	0.0620	42.16	<0.001

Independent variables in the stepwise regression workplace with beta 0.371, is the most effective process for empowerment and positive effect on the value too high. Organizational conditions that increase the variable rate, the rate will increase empowerment. This form is effective managerial strategies on the process of empowerment. Variable optimization process and a way of working with the independent variable beta 0.232 workplace empowerment processes are most effective in cases where the effect is positive direction. Increasing the

empowerment of these variables will increase this figure is confirmed by the assumption optimize the work processes and procedures can affect the process of empowerment. Research results obtained with lattice and colleagues (2010) corresponded. Changing knowledge and job skills with beta 0.172 after two independent variables above are the most effective empowerment process and the effect is positive so the assumption is confirmed identify the objectives, responsibilities and powers can affect the process of empowerment. Research

results obtained with Moshabaki and colleagues (2010) corresponded. Variable specified objectives, responsibilities and powers of the three independent variables with high beta 136.0 empowerment process is the most effective and the effect is positive. Increasing the empowerment of these variables, more and more people

this assumption is also confirmed in this way, if, knowledge and job skills empowerment has an impact on the process. Research results obtained with lattice and colleagues (2010), Monaavarian and Niazi (2006), Ebrahim-Zadeh and colleagues (2010) corresponded.

Table 6: Analysis of the causal factors were entered into a linear regression model

Relationships between variables	Workplace	Optimize business processes and procedures	Knowledge and job skills	To be clear objectives, responsibilities and authority
Workplace	0.521	-0.324	-0.251	-0.514
Optimize business processes and procedures	0.516	-0.096	-0.641	-0.252
Knowledge and job skills	0.963	-0.536	-0.219	-0.326
To be clear objectives, responsibilities and authority	1.123	-0.457	-0.305	-0.451

Underlying numbers are a direct effect of the component and the other numbers are the indirect effects of components on each other.

In addition, path analysis showed that the most effective and positive working environment variable directly ($P = 0.521$) on the empowerment of and indirectly through process optimization and negative ($p = -0.324$), information, knowledge and job skills ($p = -0.251$) and identify goals and responsibilities ($p = -0.514$) has had an impact on empowerment. Variable to optimize processes and operations are directly and negatively ($P = -0.096$) and indirectly through positive work environment on employee empowerment ($p = 0.516$) is effective. Knowledge and job skills indirectly and positively work on empowerment through effective and direct and negative impact on the empowerment. To be clear objectives, responsibilities and powers indirectly, and positive work environment on empowerment through effective and direct and negative impact on the empowerment. (Table 6)

CONCLUSIONS

Debate around, the first research hypothesis

1 - Appropriate workplace empowerment has a significant relationship.

Pearson correlation coefficient showed that a significant relationship between work and capabilities there, so Presumption H_0 be rejected. The results of research Ebrahimzadeh et al (2010), Bakhtiari and Ahmadi-Moghaddam (2010), Rajaeipor et al (2006), Cultural and colleagues (2006) corresponded.

This assumption can be said to explain the working environment is quiet and away from the stress and comfort features to provide employees and managers with regard to environmental factors can also ensure environmental protection and acquisition of scarce resources, enabling staff to increase their chances of survival. Therefore, the research Presumption is accepted.

In discussing the second hypothesis

2 - Optimization of business processes and procedures has a significant relationship with empowerment.

Statistical analysis, it was found that there was a significant relationship and therefore, Presumption H_0 be rejected. The results in this section with the results Mohammadi (2001) are the same. This assumption can be said to explain the process optimization and improvement of the working methods of increasing employee empowerment therefore, the research Presumption is accepted.

The third hypothesis is discussing research

3 - Information, knowledge and job skills, empowerment has a significant relationship.

Pearson correlation coefficient showed a significant relationship between work environments and has the ability to reject the Presumption H_0 .

The results of the research Ebrahimzadeh et al (2010), Bakhtiari and Ahmadi-Moghaddam (2010), Monavarian and Niazi (2006) is consistent.

The explanation for this Presumption can be said that executives with higher education institutions and

vocational skills among employees and increase their knowledge of the deal will enable staff to better manage their responsibilities will be. Therefore, the research Presumption is accepted.

Discuss the fourth research hypotheses

4 - Identify objectives, responsibilities and capabilities of staff is a significant relationship Pearson correlation coefficient showed that a significant relationship between work and capabilities there, so Presumption H_0 be rejected.

The results of the research Ebrahimzadeh et al (2010), Bakhtiari and Ahmadi-Moghaddam (2010), Monavarian and Niazi(2006) is consistent.

Explain how managers can be said that the assumption of powers and responsibilities to the people important and responsibility for the proper conduct and encourage people to better engage in the process of empowerment will increase. Therefore, the research Presumption is accepted.

Discussion of the fifth research hypothesis

5 - Jobs and career enrichment and empowerment has a significant relationship

Pearson correlation coefficient showed a significant relationship between work environments and has the ability to reject the Presumption H_0 .

The results of research Ebrahimzadeh et al (2010), Bakhtiari and Ahmadi-Moghaddam (2010), Monavarian and Niazi (2006) is consistent.

This assumption can be said in explanation, management job enrichment in response to satisfy a high level of staff employed, Will make employees feel valued at work in a purposeful and meaningful way to experience job. People have confidence, responsibility, and reliability for consistent cooperation and achieving organizational goals are established, these people consider themselves with pride and excitement owned organizations in their efforts to achieve its goals. Therefore, the research Presumption is accepted.

Discuss the sixth research hypotheses

6 - Organization belonging, empowerment is a significant relationship

Pearson correlation coefficient showed a significant relationship between work environments and has the ability to reject the Presumption H_0 .

The results of the research Ebrahimzadeh et al (2010), Bakhtiari and Ahmadi-Moghaddam (2010), Monavarian and Niazi(2006) is consistent.

Whatever the explanation, it can be said that he Presumption management of employee participation in decision making, Knowing confidential employee information presented to them, using teamwork with the necessary support and appreciation of good practice believe to be, Empowerment of human resources in the area would be more favorable. Therefore, the research Presumption is accepted.

Discussion of the seventh research hypothesis

7 - Trust and intimacy and honesty in the organization has a significant relationship with empowerment

Pearson correlation coefficient showed a significant relationship between work environment and have the ability to reject the Presumption H_0 .

The results of the research Ebrahimzadeh et al (2010), Bakhtiari and Ahmadi-Moghaddam (2010), Monavarian and Niazi (2006) is consistent.

This can be explained by the Presumption of trust and honesty that always comes first letter of the organization. When the group manager with the staff there is an intimate relationship can best be helped to empower employees. Therefore, the research Presumption is accepted. Stepwise regression based on the following four factors entered into the regression model explained changes in the amount of 0.912. ($R=0.912$)

$$Y=0.612+0.371x_1+0.232x_2+0.172x_3+0.136x_4$$

This is the variable that represents empowerment and x_1 , x_2 , x_3 , x_4 , respectively, working environment, optimize business processes and procedures, and identify knowledge and job skills objectives, responsibilities and authority, there is a significant relationship.

SUGGESTIONS

With regard to the results to be obtained from the university in order to empower your employees to do the following actions.

Special attention to workplace Adornment,

Implementation of the recommendations,

Motivational facilities,

Job enrichment

According to the Education Delegation,

Create an atmosphere of intimacy and camaraderie among employees,

To clarify the role and duties of employees,

Establishing a structured performance appraisal system,

The availability of the senior management of the organization and having an intimate relationship with employees,

Organizational structure in order to increase flexibility and confidence,

Giving material resources,

Facilities, equipment, space) for staff in the use of what are needed for the task),

Establishing physical facilities and equipment and office workplaces for employees,

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