

The Role of Training in Psychological Empowerment of Human Resources from Perspective of Personnel and Managers of Cooperative Society Consumption (year: 2012)

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ABSTRACT

The present study investigates the role of the psychological empowerment of human resources in training of cooperative society personnel with descriptive method and of scaling type. Statistical population of this study was 1,000 that is, the managers and employees who were serving in the cooperatives society consumption in the years 1390-1391. The Number of samples was calculated by using Cochran formula and stratified samplings with an equal volume of 280 people. Measurement tool in the study was researcher made questionnaire on the role of training in the psychological empowerment of employees with 5 Likert scale. In order to estimate the validity of the questionnaire the face and content validity of the questionnaire were used. The validity of the questionnaire by using Cronbach's alpha coefficient after a preliminary study was 0/89. In order to analyze the data, descriptive statistics including mean, frequency, percentage, standard deviation and inferential statistics, including t Univariate analysis of variance and LSD post hoc test were used. Results of the study showed that the role of training in the psychological empowerment of employees in each of the dimensions of efficacy, self-determination, competence, meaningfulness and trusting was more than average. The views of respondents with regard to demographic factors variables based on the degree, service years and the position were statistically significant and they weren't significant in other dimensions.

KEY WORDS: training, empowerment, the psychological empowerment, cooperatives society.

INTRODUCTION

Features of today's Organizations are their dynamic and complexity, ambiguity and avoiding tradition. Today's organizations are affected constantly by their environment and they have accepted changes as inevitable necessity. On the one hand, today it is difficult to predict changes in the present world and the changing nature of the organization is an integral part of the third millennium. Hence, in order to manage this situation of uncertainty, complexity and dynamic managers could increase the empowerment of employees through the acquisition of knowledge and skills in the world. Therefore, having a capable and competent workforce, that are the national wealth and assets, provide great interests for organizations, companies and enterprises. In fact, the employees are the most valuable asset of an organization and their evolution and dynamics is of particular importance. Empowerment is the process through which individuals became aware of their needs and demands and acquire a kind of self-confidence and self-reliance to remove those needs based on their ability they accomplish the goals. In another definition empowering means that people achieve a level of personal development that would give them a choice based on their needs (Shadi Talab, 2003, p 54).

Empowerment, in principle, has a concept of ownership and many managers still haven't been able to take away it from their notions that employees every morning when they begin their work they ask themselves how can they do the minimal work today? While every employee needs to know what makes him victorious or more committed. Human beings always want to make differences and organizations need these differences hardly.

One of the empowerment is Psychological empowerment. Psychological empowerment is related to the moods, feelings, and beliefs of the organization to job and organization. It is defined as the process of increasing internal occupation motivation that in addition to self-efficacy, it is also included four choices (self-determination), meaning, effectiveness, and trusting and finally they considered in their model the cognitive processes (Abdollahi and Naveh Ibrahim, 2008). This process is internal motivation factor that reflects the active role of employees in the organization. These structures couldn't apply to different situations and living, instead it is limited to the working domain and environment (Bahat Nagar, 2005). Self-determination means independence in performing duties,

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making decisions for profession and having the authority to determine how to work, what time and at what speed do the duties (Veschiyou, 2000).

Competence or self-efficacy refers to the degree to which an individual can perform job duties skillfully (Kelley Das 2002).

Meaning implies that capable people have values for career goals based on personal and standards. In their value system working considered to be important in business and organizations and they feel being important in participation of organization activities (Tabz and Moss, 2000).

Persons who feel being effective, instead of interactive reaction to the environment they maintain dominance to what they see, (Sasyiadek, 2006).

Generally, the feeling of trust means that the staff is confident that the authorities or owner of the power wouldn't hurt or damage them and that they would be treated neutrally. However, even when strong people do not show honesty and flexibility, again capable individual are maintaining personal trust (Sally Felaherti, 2003).

Psychological empowerment is a process in which people feel an increase in self-efficacy. This can be fulfilled through conditions which remove desperation and helplessness. These conditions can be applied through the formal and informal techniques (Siebert et al 2004).

Solutions to improvement for improving the performance are that organization employees acquire a clear understanding of what they are trying to get out of empowerment. Furthermore, they should have what is necessity to achieve their goals. Figure (1) has presented an overall view of empowerment process management model. This model shows the steps that should be taken and what managers need to do to understand this process efficiently and consciously. This model suggests two topics. First, it is what you can do for the development and empowerment throughout the organization. The second, points that you should know.

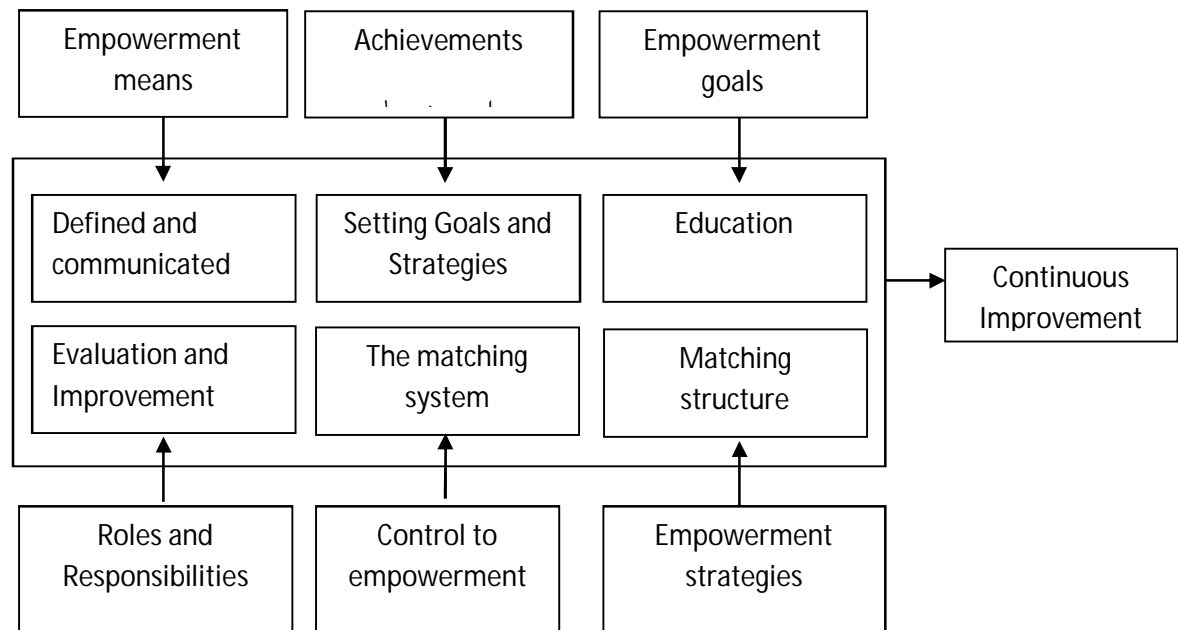


Figure (1) empowerment process management model

Increase the efficiency of organizations depend on the efficiency of human resources and the increase of the efficiency of human resources depends on the training and development of knowledge and skills and developing reasonable attitudes towards working successfully. Of course training can improve efficiency that are continuous, goal oriented, full of content and have planned and administered by experts, lecturers and trainers with experience in education. The training of human resources in an organization can keep pace with advances in science and technology that are effective in improving the quality and quantity of their work (Abtahi, 2011).

Training is a good investment and a key factor in development. If it is properly planned and implemented could have significant economic returns. Staff training is a strategic action that at individual level caused the person to be valuable and at organizational level cause improvement and development and at national level or even transnational leads to increase in productivity. Therefore one of the basic actions that cause the efficiency of the organization is the continuous development of human resources through training and improvement. Training and improvement of human resources causes the people be able to continue their work appropriately with organizational and

environmental changes and effectively increase their efficiency and productivity. Therefore, training and improvement is ongoing and planned efforts by management to improve organizational performance levels and staff competence (Danaie and Abedi, 2010).

In-service training in addition to the increasing the effectiveness and efficiency of the workforce is also effective in increasing of employee job satisfaction. Because every employee in turn is interested in development as well as acquainting with the latest scientific achievements in his/her field of study in order to raise the quality of their work and be useful. In other words, training makes a person more compatible with the environment and organization and would bind him to his tasks and consequently may result in increasing of employee satisfaction (Belench, 2005).

The purpose of in-service training is creating job facilities, awareness of duties and responsibilities, providing skills, the ability to upgrade to higher jobs and adapting to the new situations (Kazemi, 2002). Seidel and Shavelson (2007) defined training as to create learning environments in which the activity required for learners to build knowledge and acquiring abilities reach to the maximum.

Frederik (2003) define training as a management tool that serve to meet the skill and job needs of employees and would fulfill their goals and elsewhere Derik (2002) defined training as all the various processes, by which set up by people to obtain competence commensurate with employees jobs at present and in the future (Aghaakhani, 2008).

Cooperatives are organizations and institutions with aim of granting working tools to the people who are able to work but haven't working tool they stop preventing the concentration of wealth and circulation of wealth in the hand of particular individual and groups for social justice, putting the management and investment and benefit in the hand of working force and encouraging direct exploiting from one's own work, prevention from monopoly of inflation and profiteering and making harm to others. Considering what was said it seems that not only cooperative society except from this rule but also due to nature of the activities and work tasks they have special position. Hence the importance of this issue in organizations is justifiable.

Spritzer in a research found that employees' self-confidence, accessing to the information concerning organization mission and creative actions has positive and significant relation with psychological empowerment.

Fox (1998) in a research under title of employees' empowerment by using the model of instructor/trainee, gave open questions to employees. After studying the answers he claimed in his conclusions that all managers confirmed that using different kinds of in-service training is essential for developing employees' skill.

Lippin (2001) in a study on the safety and hygiene based on empowerment of employees concluded that in-service training leads to changes in preserving of safety and hygiene of employees and working place. These factors cause the empowerment of people in doing their duties. According to him two key factors contributed to this success. One of them is manager's support in employees' empowerment through their training of safety and hygiene and the other is reception from these trainings.

Lampers in his research concluded that in-service training caused the professional development of school teachers and employees that led to skill increase and effective relation with one another and increasing in creativity.

Laschinger et al (2005) studied the organizational reliance and empowerment in a series of structural renewal. They used the model of working environment empowerment for the effects of organizational reliance on the two kinds of organizational commitments including emotional and continuous commitments. Results showed that empowered employees had higher level of reliance which in turn led to a higher of emotional commitment.

Akinsanya in a research under the title of training of the workers and empowerment of women in employment and wages found that although workers' training could lead to empowerment of women in participation and labor issues, improvement of absolute position of women in labor issues is emphasized through all-out cooperation both men and women equally and transferring of teaching experience of unions within the framework of Seminars, workshops and conferences and highlighting successful women leaders is emphasized.

Research goals

The overall goal

Determining the role of the training in the psychological empowerment of cooperatives human resources from the perspectives of employees and managers.

Specific goals

1-Determining the role of in-services training in the empowerment of employees in dimension of feeling to be importance.

2-Determining the role of in-services training in the empowerment of employees in dimension of being meaning

3-Determining the role of in-services training in the empowerment of employees in dimension of self-determining.

4-Determining the role of in-services training in the empowerment of employees in dimension of competence.

5-Determining the role of in-services training in the empowerment of employees in dimension of trust.

6-Determination of differences of respondents' comments with respect to demographic factors (degree, kind of activity, service record, sex etc....)

Research tool and methods of statistical analysis, research methods, population, sample, sampling method,

With regard to fact that the present study has paid objective descriptive, factual and ordered characteristics of subject matters, it is descriptive and because this research has paid to the characteristics and traits of people and study the present condition of statistical population within the framework of some traits or variables is of survey research. Statistical population of the present study contained all the managers and employees working in the cooperatives. Sample size by using Cochran were calculated 280 with the sampling formula randomly method in class commensurate. Measurement tool in the present study was questionnaires made research the role of training in the psychological empowerment of employees with scale of 5 degree of Likers type. In order to estimate the validity of the questionnaires the face and content validity was used. After a preliminary study, the reliability of the questionnaire by using Cronbach's alpha coefficient was equal to 0/89. In order to analyze the data, descriptive statistics including mean, frequency, percentage, standard deviation and inferential statistics, including t Univariate analysis of variance and LSD post hoc test was used.

Research findings

In this section inference finding of the research based on research questions is arranged and has paid to it.

First question: from the view of managers and employees to what extent in-service training has role in feeling of being effective of employees?

Table (1) the comparison of mean score role of in- service training in the feeling of being effective with hypothetical mean of 3

Significance level	Degrees of freedom	t	Deviation of the mean	Standard deviation	Average	Component
0.001	277	24.986	0.041	0.69	4.04	Sense of being effective

Based on findings of table (1) mean score of the role of in-service training in the feeling of being effective of the employees is 4/04.results showed that the calculated t is bigger than table t. therefore the role of in-service training in the feeling of being effective is more than average level.

Second question: from the view of managers and employees to what extent in-service training has role in the feeling of being meaning?

Table (2) the comparison of mean score of the role of in-service training in the feeling of meaning with hypothetical mean of 3

Significance level	Degrees of freedom	t	Deviation of the mean	Standard deviation	Average	Component
0.001	277	26.175	0.040	0.67	4.06	Sense of meaningfulness

Based on findings of table (2) the mean score of the role of in-service training in the feeling of meaning is 4/06. Results show that the calculated t is bigger than table t. therefore the role of in-service training in the feeling of meaning is more than average level.

Third question: from the view of managers and employees in-service training to what extent has role in the feeling of being self- determination?

Table (3) the comparison of mean score of the role of in-service training in the feeling of self- determination with hypothetical mean of 3

Significance level	Degrees of freedom	t	Deviation of the mean	Standard deviation	Average	Component
0.001	278	27.764	0.040	0.67	4.12	self- determination

Based on findings of table (3) the mean score of the role of in-service training in the dimension of self- determination is 4/12. Results showed that the calculated t is bigger than table t. therefore the role of in-service training in the dimension of self- determination is more than average level.

Fourth question: from the view of managers and employees to what extent in-service training has role in the feeling of being self- efficiency?

Table (4) the comparison of mean score of the role of in-service training in the feeling of self-efficiency with hypothetical mean of 3

Significance level	Degrees of freedom	t	Deviation of the mean	Standard deviation	Average	Component
0.001	275	28.872	0.040	0.67	4.16	self-efficiency

Based on findings of table (3) the mean score of the role of in-service training in the feeling of self- efficiency is 4/16. Results showed that the calculated t is bigger than table t. therefore the role of in-service training in the feeling of self- efficiency is more than average level.

Fifth question: from the view of managers and employees to what extent in-service training has role in the feeling of trusting?

Table (5) the comparison of mean score of the role of in-service training in the feeling of trusting with hypothetical mean of 3

Significance level	Degrees of freedom	t	Deviation of the mean	Standard deviation	Average	Component
0.001	275	26.785	0.042	0.69	4.12	Trust

Based on findings of table (5) the mean score of the role of in-service training in the feeling of trusting is 4/12. Results showed that the calculated t is bigger than table t. therefore the role of in-service training in the feeling of trusting is more than average level.

Sixth question: Are there any differences between respondents' views based on demographic factors (degree, service record, sex....)?

Table(6) Multi-way analysis of variance of score for the role of in-service training in psychological empowerment of employees in terms of variances of gender, age, degree, duration of service, and position

Statistical power	The Eta	The significance level	F	Mean square	Degrees of freedom	Total square	Source
0.053	0.001	0.789	0.023	0.006	1	0.006	Gender
0.443	0.034	0.165	1.724	.459	3	1.37	Age
0.779	0.074	0.022	2.941	0.783	4	3.131	degree
0.993	0.159	0.001	6.944	1.848	4	7.392	Duration of service
0.812	0.073	0.011	3.839	1.022	3	3.065	position

The inserted results in table (6) show that the score of the role of in-service training in psychological empowerment of employees in terms of variances of age, degree, duration of service, and position is significant. Presented Post hoc tests in tables (7) to (9) determine the differences among groups.

Table (7) Paired tests role of in-service training in psychological empowerment of employees in terms of degree

The significance level	The mean difference	degree
0.023	-0.043	Above Diploma ← Under Diploma
0.017	-0.046	License ← Under Diploma
0.028	-0.61	Masters or higher ← Under Diploma
0.001	-0.28	Above Diploma ← Diploma
0.001	-0.31	Licence ← Diploma
0.035	-0.046	Masters or higher ← Diploma

The inserted results in table (7) show that there is significant difference between employees' views with degree below diploma and employees with associate diploma, bachelor degree and master degree. Similarly there are significant differences between employees with diploma and employees with associate diploma, bachelor degree, master degree and higher.

Table (8) Paired tests role of in-service training in psychological empowerment of employees in terms of duration of service

The significance level	The mean difference	Duration of service
0.047	-0.17	6 to 10years ← 1 to 5years
0.002	0.46	More than 20years ← 1 to 5years
0.001	0.64	More than 20years ← 6 to 10years
0.001	0.56	More than 20years ← 11 to 15years
0.001	0.52	More than 20years ← 16 to 20years

The inserted results in table (7) show that there are significant differences between employees' views with duration of 1 to 5 years and employees with 6 to 10 years duration and employees' views with more than 20 years duration and employees' views with service duration 1 to 5 years, 6 to 10 years, 11 to 15 years and 16 to 20 years.

Table (9) Paired tests role of in-service training in psychological empowerment of employees in terms of position.

The significance level	The mean difference	Degree
0.010	0.21	Staff ← The board
0.003	0.28	Staff ← Inspector

The inserted results in table (7) show that there is a significant difference between Board of Directors members and inspectors.

DISCUSSION AND CONCLUSION

The results obtained from the first research question based on that in service training to what extent has role in the feeling of being effective shows that from managers and employees view in-service training is more than average level in the feeling of being effective.

The feeling of being effective is individual believes in a specific period of time about necessary abilities for developing changes at optimal direction. In order that people feel empowerment they should not only feel that what they do has an impact but they should feel that they could create that impact. That is, people with feeling of being effective try to take control of output production. There are Policies, actions, different systems for increasing employees' level of being effective. Training of human resources is one of the strategic policies for increasing individual capabilities in direction of optimal changes. Through training employees' abilities and competence would develop and organizational growth would institutionalize. Promoting of employees' knowledge and skill has direct relation with employees' effectiveness. Effectiveness also depends on factors such as desirable changes proportionate with environmental changes. A successful training program causes employees' attitudes towards working change and knowledge and continuous improvement is achieved. Rapid advances in the field of labor and employment and professional change of jobs and labor methods has created fundamental changes that its conclusion includes the feeling of helplessness, lack of power and incapability of employees. Programmed, goal oriented, continuous training and in step with scientific and professional developments create a feeling in employees that they are able to transmit learnt knowledge and skills to working environment so that make their general and professional knowledge more applied. In case employees become familiar with modern method of doing work they are able to take control of production result and enjoy active control. Therefore from managers' and employee's perspective the role of in-service training in the feeling of being effective is more than average.

The obtained results of the second research question based on to what extent in-service training has had role in the feeling of employees' meaning show that in-service training is more than average level. Meaning or the feeling of being valuable it is the concept of degree in professional or working goals in connection of standards or individual's ideals.

In explaining these findings it should be said that people face a variety of material, spiritual and mechanical needs (Physiology), organic (biological). Earning money, interesting in working, the acquisition of social status, need for power, need for affiliation, self-discovery and ...are among personal goals that employees are following them in organizational atmosphere to satisfy. On the other hand, organizations also have goals and values that are established by senior leaders and expand throughout the organization. In this domain, all efforts of organizational leaders contain to establish their values through mechanism such as positioning of Culture, promoting and spreading and then create a strong culture. Usually organizational conflicts are formed at this point because people feel that there is conflict between their personal values, goals and organizational ideals and goals. In other words, they don't see their professional goals in connection with individual's standards and ideals or even they are in conflict with each other. Winner leaders are well aware of the important role that clear and common values and goals are playing in forming of employees' behaviors. Hence, most of the organizations try to create common goals and values through different mechanism. Training is a process through which people become familiar more with values, requirements and goals, career role. Through employee training values and organizational goals are clearly stated and presented.

The result of this process can be examined and identified in two aspects: first employees with knowledge of values and goals respond to their internal conflicts in connection with contrast of individual and organizational goals and they are able to identify both common points.

On the other hand, this field will be prepared for the organization that are aware of employees' personal and individual values and divert contradictory values to other directions. Hence, in-service training is explainable in giving meaning to the carrier.

Therefore from view of employees and manager the role of in-service training in the feeling of meaning is more than average.

Results obtained from the third question based on to what extent in- service training has role in the feeling of self-determination showed that the role of in-service training in the dimension of employees 'self-determination is more than average level. Self-determination or the feeling of having right to choose refers to the feeling of a person about right to choose and pioneering in regulating of activities and it represents individual autonomy. Furthermore autonomy refers to conceptualized control of employees concerning their works. In this case people feel that they have authority to make decision in different situations. These people usually have central controlling and they could recognize choice opportunities and then use them and finally reach to optimal results.

With respect to what have been said training is one of the tools through which self-determination could be increased. Through training people become familiar with new method of doing work, upcoming changes, standards, evaluation criteria, and expected behavior...they could spread established skills and behaviors to working environment and do the work according their own desired method.in this case because they determine the method of doing the work locus of control also is transmitted to inside and one of the main determiners of empowerment take place. With respect to what have been said the role of training in self-determination is explainable.

The results of the fourth research question based on to what extent in-service training has role in the feeling of employees' self-efficiency showed that the role of in-service training in self-efficiency dimension is more than average level. The feeling of self-efficiency refers to an individual's belief to his/her capabilities for doing the assigned work.in other word; self-efficiency implies the skill of a person in doing something successfully. Self-efficacy is the belief that individuals have the ability to do the job. The opposite of this feature is helplessness and powerlessness. Training is a tool through which employees offer necessary practical information on how to do the work. Most of the employees for different reasons consider heavy duties more than their power. In this case, pressure of doing work led to a variety of adaptive responses, while nowadays most of businesses have become career, self-improvement has become a necessity. In the shadow of training employees are placed in a state of excitement and they could relied on training to determine the best way of doing the work. Obviously, the best way in the case is in consistent with their individual capabilities. From this perspective, the appropriateness of capability procedure, create feeling of competence and self-efficacy in people and avoids frustration and disenchantment in the workplace. Training through investment on individuals' ability could a professional character make distinction between professional employees from amateurs. One of consequences of becoming professional is the development of the feeling of self-efficiency in employees. According to what was said explanation of the role of training in developing competence and self-efficiency of your employees would be explained.

Results obtained from the fifth research questions based on to what extent in-service training has role in the employees' feelings of trust showed that in-service training is more than average level.

Trust is considered to be the amount of vulnerability of desires and enthusiasm of one interaction side to the opposite side, considering the ability to control and monitor of a person against the opposite side. In other words, trust is optimism towards relationship with coworkers, subordinates and superiors. With this perspective, the trust is created through transparency in policies, effective communication and collaboration skills. In the shadow of the communications members become aware of the policies and decisions and take responsibility for the problems and restrictions. Transparency is effective in policies on employees' perceptions of workplace and helps to resolve the ambiguity at the workplace.as skillful cooperation have been removed the gap between employees and management altogether and makes a close affinity among the employees. One of the methods of developing organizational trust is training. Through training people will be shared in the information. In this case, people are more prone to honesty and openness , feel that they have more job security because of ethical and professional code of conduct that holds dual workplace to protect and will lead to greater effectiveness and efficiency. Of this approach in-service training would be explained in creating a sense of trust in employees.

The results of the sixth research question based on are there any differences in the respondents' views on demographic factors (education, duration of service, experience, gender, ...) Showed that there are significant differences in the views of employees with degrees below diploma and employees with associate diploma, bachelors and postgraduate level and above. There is also significant difference in the views of employees with diploma and employees with associate diploma, bachelors and Master's degree or higher. there is also significant difference among the employees' views with experiences of 1 to 5 years with employees with experiences of 6 to 10 years and the views of employees with more than 20 years' experience and employee views with 1 to 5 years, 6 to 10 years, 11 to 15 years and 16 to 20 years and the views of employees board of directors and inspectors. Obviously employees

with different degrees would have different opinions concerning in-service training. Usually employees with degrees below diploma don't consider in-service training effective and they haven't positive views towards training. This group of employees usually is working in unimportant position in the organization. Hence, need for changes isn't considered to be necessity and they feel satisfied with present situation. Results obtained from the research showed that employees with higher degrees consider in-service training important and they place the role of training in empowerment more than average level compared with employees with lower education. Also with changes in years of service there are changes in employees view towards in-service training. These changes are in such a way that people with higher duration service due to better perception of workplace, involving in challenges of workplace, better perception of organizational changing situations, efforts for acquiring competitive benefits etc..... Consider the role of in-service training more than average level. Similarly results showed that the differences are among three classes namely boards of directors, employees and inspectors. Obviously in terms of employees' positions they have different views towards the role of in-service training. Since employees are constantly involved in their working activities and duties the need for in-service training to promote empowerment is highly important, while from perspective of some managers in-service training is not quite effectiveness and efficient. In contrast, some employees believe in-service training for various reasons are not responsive to the needs of optimization tasks. On the other hand some senior managers consider in service training as modern tool in developing human resources and don't regard it as serious activity that need constant review and receiving feedback.

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