The Study of Relationship between Organizational Culture and Empowerment
(Case Study in Private Banks in Kermanshah)

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ABSTRACT

In the changing world, today's complex and competitive, successful and effective organizations that can provide a variety of factors to create the demand, among the factors governing the ability of employees and corporate culture of an organization has a special place in Kermanshah. The data collection questionnaire to measure organizational culture, organizational culture Hafstd 43 items (1990) and to assess the ability of the questionnaire, 12 questions, capability Asprytzr (1996) is used. Hypothesis test to By Spearman correlation test were positive and significant relationship was demonstrated in total, meaning that the result-oriented and component principle easy to control the hardware capabilities.

KEYWORDS*: Organizational culture, employee empowerment, results-oriented, open systems.*

INTRODUCTION

In today's world is a world organization, human resources as the most valuable corporate resources, and activities-based approach and promote organizational goals and ideals of the organization plays a major role. If people want to have a role in this new challenge, namely the process unless you have no way to wisdom and intelligence role in the development of our society are full of ideas (Mohseni, 2006). If this capability is known as a lifesaving tool in the management has emerged as one of the most important issues has become a day that can guarantee the success of organizations Philosophy, states that the capacity of the land and its people, but what needs to be Vrdayn the range is the range (Scott and Zhafh 1996) A number of researchers trying to understand the factors affecting, stressed the importance of climate and culture of empowerment as conditions have been successfully.

Theories based on new research in management, organizational culture has been increasingly critical of management is one of the main issues. Demographers, economists, psychologists and even a special attention to the new discussion and new topics in management and honors in recognition of the importance of theory and research have made great progress and development of effective organizational culture as one of the countries known(Zarnegar, 2006)

Capabilities

Empowerment has become a term commonly used in scientific organizations. (Thomas & Velthouse, 1990:666).The concept of employee empowerment, a central issue for many years of research and management practices (Greasley et al, 2005: 354).due to increased employee empowerment?competitive and changing world requires innovative and creative staff that has led to increasing attention to the empowerment (Spritzer, 1995: 1442) to reduce competition. (Spritzer, 1995: 1442) Competition for lower cost, higher performance and greater flexibility to the organization through employee empowerment, performance increase (Spritzer,&Doneson, 2005). Empowerment is a term that refers to the institutional arrangements that are based on self-determination, freedom and responsibility to decide. whether additional staff will be transferred to other vertical afoot and other similar methods to increase the capacity of employees to freedom of action is called(Huczyski& Buchanan, 2000). Empowerment as a concept is the decision to grant a subordinate as a means to share a philosophy and a set of behavioral conduct autonomous groups and individuals in their professional self-determination is to empower the whole workforce for freedom, improve And the richest of their potential for good and his competent Vsazmanshan gives many believe that or A means of promoting employee empowerment, especially way to create knowledge and ability to improve performance organizations can improve productivity through the process of empowering employees (Dasrang, 2005). The ability to tell employees what to do before they can do the job well can empower employees to find appropriate solutions to solve problems (Qayar, 2004). Conceptual abilities in other decision-making and freedom to work concession. (Samad, 2007) The ability to create, enhance and develop the ability to set and achieve personal and social goals, (Regina   et al.,2006)

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Empowerment, not giving people the power to the people now, have a lot of power (the capital of knowledge and motivation) to do their job well as the ability to deliver power to define parsley (JafariQvshchy,2002). Ergeneli et al., empowering others because they are an important issue in the field of management (2007, p. 41). Empowering employees is one of the key elements of management and organizational effectiveness.

Enabling staff to respond appropriately to environmental changes at the right time is the facilitator. "Useful results" from the concept of empowerment is to enable staff from the later studies show that empowering employees to increase sales and profits, reduced costs, greater customer satisfaction and reduce complaints, increase the organization's commitment to increase, effective ((Spritzer, 1995; Fulford&Enz, 1995; Klagge, 1998; D'anunzio&McAndrew, 1999; Sigler & Pearson, 2000; Siegal& Gardner, 2000;Alan &Sashkin, 2002).

Powerful tool known today as the managers of the organization today that it will be able to influence the channel characteristics such as variety, growing reliance on the horizontal structure of the network, at least to reduce the staff of managers belonging to the enterprise or(kobrage& et.al,1999)Empower organizations are organizations where groups of people together and work together to accomplish the tasks involved Basazman competitive organization where each employee involved in doing things together Basazman competitive organization where every employee will compete with each other in tasks Quite different from the organizations and individuals are empowered to be important for group work to help the Bkdygr, solving complex problems in collaboration with their colleagues and those are kind of collective interests over individual interests in favor of empowering employees.(Sharokni, 2003). In fact, in a powerful organization dominant environment in which employees are the main driver of the traditional management model in which the administrator can monitor and control staff are no longer efficient to create an enabling work environment, the role of the director must frame of mind of command and by (Koberage and et.al, 1999)

Organizational culture

Using the organizational culture of the early eighties of the twentieth century intensified earlier this century (twentieth century), who studies organizational problems started to use other words .Ketz and KehenPsychologists have long used the concept of group norms Cats and old in the second edition of his book entitled; The social psychology organization; of the terms, norms and values have been using the term; as one of the phenomena of cultural property that had been used in observations and measurements their Nmaya The concepts need to be in the way that researchers examine how the performance of different organizations, to help end the deep, rich;enterprise culture; in front of the researchers have tried to explain this American companies because of their counterparts in other societies, especially Japan company for optimal performance in all these disputes have concluded that national culture is not enough to describe and explain these differences (Ochy, 1981, Atos and Pascal, 1985), followed by the researchers so (Martin 1983 , Schein 1990 , Gordon 1992 , Deal and Kennedy 1982).

Examples of definitions of organizational culture is the most common definitions of organizational culture is as follows.

Organizational culture, the accumulation of collaborative learning is a shared history and the strength of the structure and evolution of the model (Schein, 1990) Organizational culture consists of assumptions, values, norms and tangible signs of organization members and their behavior is (Carter & Mac Namara) are members of the corporate culture, a sense of identity among people who inject and makes a commitment to something There is a small (Robbins)For understanding organizational culture should be close enough to the organization's culture to properly understand and blocked it out so we can all feel and understand the external aspects of it like watching Grey.

Frnch definition of organizational culture as the informal organization has. Frnch believes that such a major part of the iceberg that is visible in the interpretation of what that culture is at the underwater concept of organizational culture and functions of the extraordinary.(Nerile, 2000: 20)

In a study of organizational culture is considered a basic four-function, which is as follows:

1-The organization makes corporate identity.

2 - Commitment to the group.

3 - To encourage social stability.

4- To help members discover the circumstances surrounding their work to shape their behavior.

It will provide a good platform, creating a culture (Deal and Kennedy, 1982)

Professor Daniel Dnysvn (2000) conducted research on organizational culture in their model of cultural properties outlined as follows:

1. To engage in work

2. Adaptation

3. Adaptability

4. Mission or Mission

Figure 1. Model culture organization Dneson

The special feature of the distinctive culture and give definition to those stresses deep rooted culture and durable and is used to change the culture of an organization to control the behavior of employees (Tierney 1990). Level of employee involvement and empowerment, values and assumptions of the main cultural organizations to identify. And employee contributions to the power of the main assumptions about human nature that involve people in decision and vice versa, decisions by those in power are the values and beliefs about people, are a reflection of my culture Participatory approach to governance is the belief that members can take effective decisions and beliefs is considered a valuable gift offers hypotheses about human nature is that human beings are good by nature And a good organization to ensure acceptance and compliance with laws and policies, the organization does not use external control (Hofsted 1984).Capabilities should be in line to meet the unique needs and each organizations culture in fact a powerful environment in which employees govern are the main driving force of the traditional management model in which the manager can control and efficient staff are no longer under the control of the Enabling the administrator to create a work environment in need of mental framework based command and control and sense of responsibility to be supportive environment where all employees have the opportunity to work efficiently (Koberageet al.,1999) .Enabling environment, culture, empowerment grows easily exchange information and views are clear objectives and defined the boundaries of the decision is a clear division of labor in terms of competence and experience to develop training resources of Labor (Money, material, equipment, human power) Required by senior managers to support the organization's culture is to empower, encourage employees to accept risk are creates an environment to empower employees to work with and more powers have a role in the change process and improve (Aghayari, 2008)

Tersi Sigler and Christian Persen (2000) in research to understand the relationship between organizational culture and capabilities in manufacturing in America began the study of organizational culture based on pragmatism and the three dimensions of power distance was These dimensions were measured and the relationship with the capabilities and powerful performance in this study between organizational culture and organizational commitment was measured as the present findings suggest a positive relationship between employee perceptions of empowerment with their understanding of pragmatism In other research, Gabriel Toro (1996) examined the relationship between organizational culture, organizational culture and the process of ability to participate in this research is a collaborative community to determine what processes culture affects people's ability to measure some elements of organizational culture was used to determine the capacity of individual community members in 3 levels were measured. the results of multiple regression analysis showed a sense of saying to the community as a predictor of cognitive ability is the 'the However, Other research, Alan R. Korn (1993) examined the relationship between employee perceptions of their ability possible to understand the effectiveness of their corporate culture and job satisfaction in a company that attempts to implement total quality management to measure Two groups were studied as a means of negotiating groups, including the following two groups of employees who were selected by their peers and managers as part of activities to do empowerment opportunities and those that the choice Non-interacting group contains two subgroups was that the staff had

been able to engage members of and those who do not have the non-interacting group members were randomly selected data from the 4 groups of a separate and The results were Capable of negotiating opportunities for employees to work only when they were certain they understand that the perception of organizational culture consistent with the lack of job satisfaction.

Hypothesis

The main hypothesis of this study is all expressed that:

Between organizational culture and empowerment of private banks in Kermanshah, there is a significant relationship.

The main hypothesis of this study, six subBkh in this regard are discussed below:

The Frayndgrayy, result oriented and capable staff, private banks, there is a significant relationship between the city of Kermanshah.

2. The employee's core - the central and private banks in Kermanshah empowerment, there is a significant relationship.

3. The local - and professional empowerment of private banks in Kermanshah, there is a significant relationship.

4. The open system - a closed system and the empowerment of private banks in Kermanshah, there is a significant relationship.

5. The easy control - hard to control and empower employees of private banks, there is a significant relationship between the city of Kermanshah.

6. The orientation law - pragmatism and empowerment of private banks in Kermanshah, there is a significant relationship.

Research

The researchers sought to examine the relationship between variables "corporateculture" and the empowerment of employees' private bank in the city of Kermanshah is based on the research methodology of this research is descriptive survey of the branch.

The number of members of the statistical population of 155 managers, experts and employees of private banks make up the city of Kermanshah sample survey is based on the following formula 70.

Statistical Society $N = 3 + \dfrac{4C}{\left[LN\left(\frac{1+r}{1-r} \times \frac{1-r_0}{1+r_0}\right)\right]}$

Sample Size: n

(for a fixed number: C @ equal to $\beta = 0.1$ and $a = 0.05$) ∎

The library

The method for collecting information about the study of literature and history books, theses, articles, databases and Internet resources were used.

Field research

For the purposes of this study has several tools used to observe the condition of pluralism can be a research tool to study the results of the most trusted.

Since the experimental determination of the causal relationship between organizational cultures is a powerful staff of the applied method of data collection and description of the type of solidarity is the questionnaire. Tool used to gather data and information for analysis kind 2 questionnaire.

(A) Questionnaire organizational culture: The questionnaire used scales Hafsted 1990 is designed questionnaire six operating a process-oriented versus results-oriented, the second employee orientation at the central factor in three local against professional, the four system compared.

Questionnaire relate empowerment: The questionnaire used was adapted Spreterz(1996) and four competence scale, effective and meaningful sense of the measure.

Both gauges were then distributed among 30 employees who were selected according to the researcher to identify and complete a questionnaire about the appropriateness of the research questions, the ambiguity of appropriate and fix the questions of the opinions of these people were The current tab.

This study describes and analyzes the data collected by descriptive and inferential statistics were used to test the assumptions used in this study with respect to this research will be assessed the relationship between two variables Spearman correlation coefficient (Rs).

Hypothesis testing

The main hypothesis test:

Between organizational culture and capabilities of employees in private banks, there is a significant relationship between the city of Kermanshah.

Statistical hypothesized above is the following:

$H_0 : \rho = 0$	Between organizational culture and capabilities of employees in private banks, there isnot a significant relationship between the city of Kermanshah.
$H_1 : \rho \neq 0$	Between organizational culture and capabilities of employees in private banks, there is a significant relationship between the city of Kermanshah.

With doing the related test, confidence level%95 p-value equals 0.016 and less than 0.01, so H_0 is rejected, and is proved at levels beyond 0.05 H_0. In other words ,there is meaningful relation organizational culture and capabilities of employees in private banks .

The test of second sub hypothesis
Between process-oriented and result-oriented capabilities of employees in private banks in Kermanshah, there is a significant relationship
Someone above statistical hypothesis is the following:

$H_0 : \rho = 0$	Between procedures and empowerment of employees in private banks, there is not a significant relationship between the city of Kermanshah.
$H_1 : \rho \neq 0$	Between procedures and empowerment of employees in private banks, there is a significant relationship between the city of Kermanshah

With doing the related test, confidence level %99 p-value equals 0.001 and more than 0.05, so H_0 is rejected. In other words ,there is meaningful relation procedures and empowerment of employees in private banks .

The test of third sub hypothesis

$H_0 : \rho = 0$	Between employer driven- work driven and empowerment of employees in private banks, there is not a significant relationship between the city of Kermanshah
$H_1 : \rho \neq 0$	Between employer driven- work driven and empowerment of employees in private banks, there is a significant relationship between the city of Kermanshah

With doing the related test, confidence level %95 p-value equals 0.622 and more than 0.05, so H_0 is not rejected. In other words ,there is meaningful relation employer driven- work driven and empowerment of employees in private banks .

The test of third sub hypothesis

$H_0 : \rho = 0$	Between local –professional and empowerment of employees in private banks, there is not a significant relationship between the city of Kermanshah.
$H_1 : \rho \neq 0$	Between local –professional and empowerment of employees in private banks, there is a significant relationship between the city of Kermanshah.

With doing the related test, confidence level %95 p-value equals 0.321 and more than 0.05, so H_0 is not rejected. In other words ,there is meaningful relation local – professional and empowerment of employees in private banks .

The test of forth sub hypothesis

$H_0 : \rho = 0$	Between open system –close system and empowerment of employees in private banks, there is not a significant relationship between the city of Kermanshah.
$H_1 : \rho \neq 0$	Between open system – close system and empowerment of employees in private banks, there is a significant relationship between the city of Kermanshah.

With doing the related test, confidence level %95 p-value equals 0.763 and more than 0.05, so H_0 is not rejected. In other words ,there is meaningful relation open system – close system and empowerment of employees in private banks

The test of fifth sub hypothesis

$H_0 : \rho = 0$	Between monitoring easy –monitoring hard and empowerment of employees in private banks, there is not a significant relationship between the city of Kermanshah.
$H_1 : \rho \neq 0$	Between monitoring easy –monitoring hard and empowerment of employees in private banks, there is a significant relationship between the city of Kermanshah.

With doing the related test, confidence level %95 p-value equals 0.014 and more than 0.05, so H_0 is rejected and H_1 is not rejected. In other words ,there is meaningful relation monitoring easy – monitoring hard and empowerment of employees in private banks

The test of sixth sub hypothesis

$H_0 : \rho = 0$	Between regulationlism –functionalism and empowerment of employees in private banks, there isnot a significant relationship between the city of Kermanshah**.**
$H_1 : \rho \neq 0$	Between regulationlism –functionalism and empowerment of employees in private banks, there is a significant relationship between the city of Kermanshah**.**

With doing the related test, confidence level %95 p-value equals 0.121 and more than 0.05, so H_0 is rejected. In other words ,there is meaningful relation monitoring easy – monitoring hard and empowerment of employees in private banks

Conclusion and proposal

Host and environmental challenges of today's modern world of rapid technological advances, increased customer expectations, needs, and flexibility ... Organizations to seek ways to sustain their survival has forced Manpower is the most valuable organizational resource-driven approaches and organizational activities and the promotion of objectives and goals are crucial to the meaning given to human resources and organizational goals to the fields to the May.

Mohseni(2006) from Hull in (1996) states that the work environment changes, organizations have been forced to survive in the turbulent world of today to review its self-management system and empowerment employees; subject to performance and leadership and management for enterprises This is my According to Scott and they Zhafh (1996) word of mouth filling empowerment is paved all the difficult issues in the workplace is seen as a valuable method of empowerment that the control exercised by management and employees to balance.

Today, in response to changes that occur in the environment, organizations need to empower employees from powerful strategy for the development of various organizations for compliance with external changes and one of the main issues is to empower organizations in the San intend Features such as the diversity of today's organizations that influenced the growth of networks and network Sakhtarafqy minimize reliance on the managers and staff reductions are part of the organization and deployment of information technology to efficiently handle (Kobrage al 1999).

A number of researchers trying to understand the factors influencing employees' capabilities, the importance of organizational climate and culture, as have the potential success of the enterprise culture in knowledge management and organizational behavior is a major contribution Is based on theory and research in management, organizational culture has been increasingly critical of the main issues is the management of demographers, sociologists, psychologists, economists and even attention to this new and important topic in management had paid So that many researchers believe that the success of Japanese industry and management of their corporate culture is one of the major causes.

Corporate culture is a set of beliefs and common values and ideas of many of the same members of the organization and can affect the starting point for the dynamics and stand in the way of progress made (Zarnegar, 2005) the importance of This study examines.

Results of the empowerment of private banks in Kermanshah show that employees are at a level higher than average and this is the proper Azvzyt However, given the proven capability to communicate with employees and the organizational culture.

1. Establishing Mkanyz to inform employees about the objectives and results of their activities on a regular basis so that people in their efforts to change from a more objective view.

2. Assessment of performance should pay more attention to the results of staff activities and staff on this basis to encourage the staff to track progress and impact of this result in more oriented to the.

3. Create a mechanism for bringing together people who have to work together to establish better communication to improve the cultural component is, therefore, recommended the establishment of a ceremony on the organization to maintain people in the communications more Fun camps with their families, employees in this context can be a huge help to provide the organization a lot of attention to the employee may keep the work process, and control the process of the work to be in the work plan years.

4. The staff in order to try what they can with their participation in decisions may be motivated to increase their business results.

5. The work of banks due to the heavy responsibilities on the shoulders of your employees feels the criteria should be possible to control the entry of its output disciplinary staff of the regular activities in the bustle of work for some.

6. Because the bank's customers are from various sectors of society, they must respect the rights of clients and design appropriate mechanisms to implement the design on them regularly to emphasize.

7. Seriously as a factor in the operation of banks, so banks should focus on when speaking of the organization and its users very seriously and it is exactly in the show.

8. Always check with a disgust and discomfort associated with employees as individuals of this species difficult to control thyself conditioning they are reluctant, therefore, should control the activities of staff of the unknown not flushed.

9. The argument for combining the two results-oriented organization and its goals should be the basis for the control subjects, the rules and regulations not something that only the control results obtained with doing so that employees work in addition to relying on the results must be carefully controlled and this case interaction between these two are both powerful and ultimately the organization's employees can make the most of the staff.

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