

## **The Relationship between Empowerment Components and Employees Job Motivation (case study: Islamic Azad university of Mazandaran province)**

**Mohammad Hadi Asgari<sup>1</sup>; Seyed sadra Nojbaee<sup>2</sup>; Mahnaz Ghasemzadeh<sup>3</sup>**

<sup>1,2</sup>Department of Business Management & Accounting, Tonekabon branch, Islamic Azad University, Tonekabon, Mazandaran , Iran

<sup>3</sup>M.A Student of Educational Management, Tonekabon branch, Islamic Azad University, Tonekabon, Mazandaran , Iran

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### **ABSTRACT**

In today Competitive world. It is necessary to continue the growing and improvement path in order to achieve to globalization aim or stay in this level, growing and replacing of new forces (Talbiyan, 2009 , 54).

The employees empowerment has been developed as one of concepts regarding to human resource honor. Empowerment as a motivation concept with increase of people self confidence, encourage them to do their tasks to get her with high job satisfaction and also provide more desirable additions for employers that have motivation in the field of efforts to achieve the future perspectives of organization (patra , 2004).

Having of being meaningful sense of activities, merit, being influenced and finally. Confidence sense among employees arise from people motivation tendencies. So , empowerment is the making of necessary conditions for people motivation promotion in doing of their tasks through role merit growing of decrease of lack of power sense in them (Mohammadi , 2001 , 177).

The current study to consider and study the relationship between the empowerment components and job motivation in Islamic Azad universities of mazandaran province. The applied research method is the correlation type and the data gathering has been done by question are and it's results were analyzed by methods of descriptive statistics and inferential statics , and it has been used the spss software for hypo these test. That the results indicate that it was supported the main hypothesis claim together with sub main four hypotheses , that is' there is a meaningful relationship between empowerment components and employees job motivation.

**KEYWORDS:** Empowerment components, job Motivation, Employees, Islamic Azad university.

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### **INTRODUCTION**

Empowerment is a continuous movement and it's importance is increasing everyday . John karlos and et al explain in the "empowerment management" book that the empowerment is not the giving power to people. The people have high power now and enjoy the knowledge and motivation as investment in order to do their task excellently and define the empowerment as releasing of this power (Ja fori ghoshchi, 2001, 36).

The environmental rapid changes threaten the life of many organizations, but empowerment provide the reasons of flexibility in organization internal changes and is an important element in organic and systematic organization (Abtahi and Abasi , 2007, 48).

Empowerment is a new status for achieving to balance. It release the people force and they can achieve to considerable results and apply the modifications in using of their knowledge, experience and motivation (Rondolf, 2000).

In current study , the aim of empowerment encloses the increased intrinsic task motivation that reflect the attitudes of people about their task roles in a four cognitive set , that is derived of John karlos model and based on definition of tomas & Velthous & speritzer and in general and based on change of Cognitive Variables empowerment is Called task Assessments, then , it can be said : The education methods that increase both merit and self- confidence in employees will cause make the organizational forces Capable that use them for their aims (seyyed Javadin, 2002 , 33). Tomas and Velthous and speritzer (1998) have identified (recognized)the perspectives for empowerment. In cluding it's components are the competence , meaning fullness , Impact . Madoten and kameron basedon Mishra research (1994)added one aspect of trust to model . Because the managers can empower others successfully, should make above properties in them . Empowerment components that

was noted in John karlos model , express the empowerment concepts so that competence is defined as a person ability in doing of a job success fully . Meaningfulness is defined as person job value understanding in relation to beliefs, attitudes and personal values. The confidence sense of people to co- workers leads to person ability for success in team work. Impact is defined as beliefs that a person to do in relation to his / her efforts, and control the external tendencies of person in doing of tasks and behavior (Ginej , 1997). Job motivation is as one Considerable issues in empowerment. Motivation can be defined as that lead to human towards things he want. Job motivation is tendency internal manner towards frequent effort in the field of aim performance (Rabinez , 2002). Hers berg believes that motivation influenced by intrinsic factors (Hygiene factors) and extrinsic factors. Herzberg called the intrinsic factors as motivators, because it provide the fields and rescans of people motivation for better performance (Hersi weblnchard , 2005 , 77).In this study, the purpose of motivation is a state in people that tend them towards doing of special action and behavior. Intrinsic motivation factors arise from work doing and cause people (person) satisfaction and are as mental or internal rewards that are necessary for work doing.

Development and appreciation like success is work identity, but not external rewards (shabani, 2008, 32), organizations need to flexible policies for competition in order to encourage the creativity and personal responsibility while allow people to response the different conditions (Abtahi and Abasi , 2007, 49). Making of mental motivation in community employees is one of influenced factors for achieving to organizational desirable aims. Recognition of influenced factors is job motivation establishment id one of necessities that can be helpful in job satisfaction efficiency increase and successful planning in environment establishment in university (Hasani nasab, 1994, 83).

The various and frequent studies indicate that money always is not best factor for the people to do their task well. There are frequent ways for rewards and appreciation, even if the organization deals with low budget (Aghayar, 2004,9)

Empowerment process includes achieving to two main aim motivationally that first is increase of lack of power sense and second is, growing of their role merit (mohammadi , 2001 , 177). One of this study aims is consideration of relationship between empowerment components and job motion is Islamic Azad universities in Mazandaran province , and measurement of each of variables in this organization.

### Study Background

Researcher or researchers	year	Research title	Performance method	Results and findings
Osibun	2002	The study of relationship between merit , meaning fullness and effectiveness and job satisfaction	Regression	There is a meaningful and positive relationship between components (merit, meaning fullness and effective ness in job)
Sigal and cardner	2002	The study of relation of empowerment with work team and relation to super ordinate	Regression	There is a positive and meaningful relationship between empowerment , work ream and relation to super ordinate
Amjadi Hoor	2009	The study of empowerment and job satisfaction between employees of an industrial organization	Regression	There is a positive and meaningful relationship between empowerment with self – e efficiency and job satisfaction
Asghari	2006	The study of relation of empowerment with self- efficiency and job satisfaction in tehran teachers	Regression	There is a positive and meaningful relationship between empowerment with self – efficiency and job satisfaction

### Research hypotheses

#### Main hypotheses:

There is a meaningful relationship between empowerment of human resources and employees job motivation.

#### Research special hypotheses:

1. There is a meaningful relationship between merit sense of work doing and job motivation.
2. There is a meaningful relationship between work meaningful ness job and employees job satisfaction.
3. There is a meaningful relationship between impact sense in work and employees job motivation.
4. There is a meaningful relationship between trust sense to employees and employee's job motivation.

### MATERIALS AND METHODS

The current study is functional based on aim and is correlation – descriptive based on method. statistical community composed of all employees of Islamic Azad universities of Mazandaran province. By received statistics, the number of employed employees in this organization are 4200 that by kerjsi

and morgan chart , it has been achieved 352 people. It has been gathered the research data by questionnaire distribution between samples. The answer of all dependent and independent variables inserted in used questionnaire has required narrative, because experts view is purchased in this field. Kronbakh Alpha coefficient is 97% that was calculated by spss software , and stability coefficient is over 0/7 that was calculated for each of components. So, we conclude that the questionnaire has desirable stability.

## DISCUSSION

The current study intended to study the relationship between empowerment components and employees job satisfaction. There fore , it was developed 1 main hypothesis and 4 secondary hypotheses, It has been used the multiple Regression and step by step method for main hypothesis testing and has been used the Pearson correlation coefficient test for study of secondary hypotheses, and it was used the spss software for data analysis . the results of studies show that all of hypotheses are supported. It has been claimed that there is a meaningful relationship between empowerment component and job motivation has been indicated in table 1.

Table 1. Bilateral correlation between job motivation and predicated variables

Variable	1	2	3	4	5
Job motivation	0/389	0/292	0/233	0/259	0/323
Predicated variable					
1- competence	-	0/679	0/692	0/761	0/862
2- impact	-	-	0/874	0/757	0/909
3-meaningfulness	-	-	-	0/847	0/940
4-trust	-	-	-	-	0/924
5- empowerment	-	-	-	-	-

Regarding to table data, the research hypotheses can be studied.

### Main hypothesis

There is a relationship between empowerment component and employees job motivation.

In response to this hypothesis, it can be said that table data show that there is a meaningful and linear relations hip between depend ant variable of job motivation and empowerment components (competence, impact , meaningfulness and trust).

The minimum correlation be longs to job motivation correlation and meaningfulness component ( $r=0/233$ )

And Maximum correlation belongs to job motivation correlation with competence during work doing ( $r=0/389$ )

1. there is a meaningful and positive correlation between competence component and job motivation ( $r=0/389$  ,  $P=0/001$ )

2. there is a meaningful and positive correlation between impact and job motivation. ( $r=0/292$ )

3. there is a meaningful and positive correlation between meaningfulness and job motivation. ( $r=0/233$  ,  $P=0/001$ ).

There is a meaningful and positive correlation between trust and job motivation ( $r=0/259$  ,  $P=0/001$ )

The summary of Regression analysis has been indicated in table 2 for prediction of job motivation based on empowerment components by step by step method.

Table 2. the summary of step by step regression analysis of variable for prediction job motivation based on empowerment components

Step	Prediction component	R	R <sup>2</sup>	Modified R	Standard error1
1	competence	0/389	0/152	0/149	26/65519

Above table indicates the summary of model . if it is seen that the model imports the score of competence component in step 1 and this variable could justify a bout 15% variance. ( $R^2=0/152$ )(F) the variance analysis is meaningful in 0/01 level in this model, that is ; there is a meaningful relationship between competence variable in establishment of job motivation.

Table 3. step by step regression analysis coefficients for prediction of hob motivation based on empowerment component:

model	component	Not standard coefficients		Standardized coefficients	
		Standard error	Gradient coefficient (B)	Beta	t
	constant	108/879	3/591		30/310
	quality	1/791	0/226	0/389	7/910
					P
					0/000
					0/000

Regarding to above table results and F meaning fullness in table of variance analysis and t in above table, it can be written Regression equation for model 1 as following :

$$Y = a + b_1 X_1$$

That by substituting of coefficients in above formula, it can be written the job motivation prediction equation based competence component.

$$\text{Job motivation} = 879/108 + 1/791 (\text{competence}).$$

Regarding to gradient value in above formula, more the level of competence , more the prediction of job motivation . Regarding to table 3 results, if it has been seen that value of standardized coefficient is related to the 0/389 competence component and shows that competence component has positive and direct impact on job motivation and with increase of 1 unit of competence . it is added 0/389 to the job motivation . If it has been seen that T value related to competence is 7/910 and this value shows that the correlation is meaningful and direct between competence and job motivation .

## Conclusion

This study with representation of John karlos model that express empowerment components of spitzer and mishva and it has considered 4 components (competence, meaning fullness , impact and trust) as predictor variables that the results shows that the claim of main hypothesis and 4 secondary hypotheses is supported, that is; there is a meaningful relationship between empowerment and job motivation of employees , and there is a meaningful relationship between empowerment components that is ' competence and job motivation. There is a meaningful relationship between meaning fullness sense in work and job motivation. There is a meaningful relation ship between impact sense and job motivation. And there is a meaningful relation ship between trust sense and job motivation. That in this regard, it is according to Arezo Asghari study under title "the study of relation ne tween empowerment and self – efficiency and job motivation in Tehran teachers, and the obtained results and hypothesis support is align with their research, but the current study has been done in educational environment and leads to educational improvement process ad it will be the factor that the educational institution to improve as general, balanced and stable and will be an effective tool and continues effort in aim – seeking and desirable social changed.

## Research propositions

- Recognition of existence of existence of empowerment components in the origin of job choice cause move towards the organization aims. so it is desirable that above said organization employs required preparations in this field.
- It is proposed that it is attended more to existence of empowerment components in individual in appointment of individuals in various post sand jobs, until by this, it could be choose the best individual and yet could be seen the stronger attention and employees satisfaction.
- Identification of able employees and their encouragement by more latitude can attract their association in establishment of work desirable motivation space.
- familiarizing of employees with job motivation philosophy, aims, properties and their positive results by meeting and studies.
- Educational courses of family with empowerment components for all employees are held.

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