Investigation the effective factors for efficiency of human resources empowerment in managers in Eghtesade Novin bank of Khorasan Razavi province

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Abstract

In the last two decades, managers empowerment became one of main concerns in a lot of organizations. Organizational survival and development accomplished when they have human resources efficiency through participation of employees who are knowledgeable, creative and motivated. In this regard this study tries to investigate the effective factors in human resources efficiency which are organizational commitment, job creativity, organizational participation and job satisfaction in Eghtesade Novin bank of Khorasan Razavi. Research factors had been studied by scholar generated questionnaire which is validated by experts and professors and its reliability is 0.835 in an examination over 110 employees and managers. For data testing we used smirnov-kolomgrov test for data normalization for each variable in hypothesis and then we used SPSS and AMOS software to investigate them through regression factors and estimation of structural equation modeling (path analysis). After investigation of results and their examination it was shown that in general variables like job satisfaction and organizational commitment have positive impact on empowerment of managers in Eghtesade Novin bank which were positive and significant. Results show that job satisfaction factor is the best predictor of managers empowerment in a positive and significant way.

Keywords: empowerment, human resources efficiency, organizational commitment, job satisfaction.
Introduction

In recent years empowerment in organizations had been emphasized by authors since quick environmental changes make more attention toward employees empowerment in private and public sections (Allame et al, 2012). Sianipar et al believe that empowerment should be the final goal of advanced projects in society. Since advances are considered as part of overall products in society it requires participation of all employees through inner changes with respect to the world (Sianipar et al, 2013). In fact empowerment is the most important challenge for modern managers because managers face new and unpredicted changes. As the most important reasons for these changes we can mention to global competition, development of information technology and changes in requirements and demands of customers. Changes in modern organizations would lead to changes in employees attitudes and they are not success tools and they are transferred into shareholders and operational partners (Roy, Sheena, 2005). Empowerment had been defined as management’s reaction to competitive environment and its complexity in 1997 (Hill, Huq, 2004) on the other hand when organizations face economic competition the work quality and organizational efficiency became more important and managers look toward organization qualitatively to increase efficiency and try to apply strategic operations as long as possible to improve operational quality. That means that any empowerment program derived from efficiency and better and higher production lead to customer attraction and higher market share. This constant improvement not only necessary to face changes and opportunities in current conditions but also confirm that firms shouldn't just accept differences in employees and put them in fitted tasks (Hodavand, Sadeghiyan, 2008) in fact when we talk about efficiency and quality empowerment programs are considered inseparable and subjected issues and relationship between empowerment and efficiency is a two way path. Analysis of tasks, determination of tasks and authorities and better expertise in employees for defined responsibilities not only lead to better work performance and final efficiency but also lead to a flexible and dynamic mind set which always accept new ideas and solutions. On the other hand empowerment programs changes employees and managers responsibilities, when employees have more authority management style changes from close supervision to authority based management which lead to changes in responsibilities. Since they have more freedom and higher creativity and self management which is the missing link that should be focused on organizational efficiency (Hodavand, Sadeghiyan, 2008)

We should add this point about efficiency that it is defined as gaining highest profit by using all talents, abilities and skills of workforce, land, machines, equipments, time, location and ... to increase society’s welfare (Sharifipour et al, 2008). In this research we consider different ideas from experts, researchers and after extraction of human resources factors from theoretical framework and standardization factors in empowerment we propose conceptual model for investigation of casual relationships. Based on mentioned literature human resources empowerment means the creation of required capacities for employees which lead to more added value and higher roles and responsibilities which is aligned with efficiency (Conger, Congo, 2002). Empowerment factors had been classified from different aspects and many models proposed by Conter (1993), Gaou (2001) Riley, Bently, Lin (2003) Avilou et al (2004) and among them Spritz et al’s view is much accepted (1995). Spritz used Thomas & Velhorts model to test 4 dimension relationship between psychological empowerment (meaningfulness,
competency, and self determination, being effective) and empowerment and then considered organizational and social factors. He evaluated empowerment measurement by these factors and introduced a standard questionnaire he believe that effective factors for empowerment are personal, group and organizational factors, we used these indexes in this study because of comprehensiveness. In personal empowerment phase employees can attain skills and act without direct supervision of managers. Here their understanding, analysis improves and they find proper solutions for their problems they can also adapt their new behaviors and be responsible for their performance. Empirical findings confirms work force efficiency in import influence on exchange rate (Falirus, Silva,2016) better technologies lead to better performance in operational processes and they are more efficient under direct efficiency (Kurt,2015) difference in performance of internally integrated firms against external integration is not significant statistically (Farines et al,2016). Empowerment framework investigate two levels of application , first level is personal empowerment which increase group or individual capacity , second level is organizational empowerment which focus on opportunity 's structural changes for improvement of current situation (Dhabalabatur, 2016)

Literature Review

Organizational empowerment

In this special level for managers they can define overall programs of company; they decide what task to be done by which units? Managers know they job and lead other employees, in this level they can teach leadership skills to employees that passed first level of empowerment.

Group empowerment

Detection of personal values and their role in groups, in other word the generation of required capacities for personal and group activities which lead to higher added value and performing required tasks which is done efficiently. Also empowerment programs are inseparable part of management, quality and performance , relation between empowerment and efficiency is multi-directed and analysis of responsibilities , tasks and knowledge and authorities not only lead to performance efficiency but also give employees dynamic and flexible mindset which give new vision about life and work (ibili,1996) which is a culture and general global viewpoint , efficiency has an impact on all attitudes of life and work and is an important indicator for unit income of any country and more performance means more efficiency.

Table 1- historical progress of efficiency concept

<table>
<thead>
<tr>
<th>Researcher</th>
<th>Year</th>
<th>Definition of efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fransoua Kene</td>
<td>For the first time</td>
<td>Kene defined economic table and related any government's power with efficiency in agriculture</td>
</tr>
<tr>
<td>Quiziny</td>
<td>1766</td>
<td>Appearance of efficiency concept for the first time in books</td>
</tr>
<tr>
<td>Lietre</td>
<td>1883</td>
<td>The ability and power of production</td>
</tr>
<tr>
<td>Name</td>
<td>Year</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Fredric Winslot, Taylor, Frank and William Gilbirts</td>
<td>1900</td>
<td>Efficiency as part of real time for doing job with respect to standard time</td>
</tr>
<tr>
<td>Erlie</td>
<td>1900</td>
<td>Relation between outcome and production tools</td>
</tr>
<tr>
<td>Albert Aftalyon</td>
<td>1911</td>
<td>Relation between production volume and work volume</td>
</tr>
<tr>
<td>Economic cooperations of Europe</td>
<td>1950</td>
<td>Division of outcome over performance factors</td>
</tr>
<tr>
<td>Davis</td>
<td>1955</td>
<td>Changes in production based on applied costs</td>
</tr>
<tr>
<td>Efficiency agency of Europe</td>
<td>1958</td>
<td>Efficiency in using any of factors, it is a mindset which always try to enhance conditions</td>
</tr>
<tr>
<td>Fabricent</td>
<td>1962</td>
<td>Always the relation between income and outcome</td>
</tr>
<tr>
<td>Kendrick &amp; Crimer</td>
<td>1965</td>
<td>Giving partial definitions for efficiency of personal or group factors</td>
</tr>
<tr>
<td>Micheal</td>
<td>1976</td>
<td>A family of outcome/ income</td>
</tr>
<tr>
<td>Soumant</td>
<td>1979</td>
<td>Production of visible efficiency to production units</td>
</tr>
<tr>
<td>Fischer</td>
<td>1990</td>
<td>Overall income / goal profit + costs</td>
</tr>
<tr>
<td>Aspen et al</td>
<td>1991</td>
<td>Added value / internal production units</td>
</tr>
<tr>
<td>Bjorkmen, Japan's efficiency center</td>
<td>1991</td>
<td>What human can access by raw materials, forces, technology, investment, it's a reactive behavior which should be increased constantly</td>
</tr>
<tr>
<td>Hill</td>
<td>1993</td>
<td>The amount of products to required products, relationship between outcomes and services and inside factors like human resources, raw materials, other resources</td>
</tr>
<tr>
<td>Torou</td>
<td>1993</td>
<td>Outcome in any hour which show necessary factors and welfare in any country</td>
</tr>
<tr>
<td>Kas Velvis</td>
<td>1994</td>
<td>Quality or way of production, generation of great outputs</td>
</tr>
<tr>
<td>Thomas</td>
<td>1994</td>
<td>Production in each working hour</td>
</tr>
<tr>
<td>Singth &amp; Tutle</td>
<td>1996</td>
<td>Real outcome/ needed resources</td>
</tr>
<tr>
<td>Bertulag</td>
<td>1997</td>
<td>How well and how much we use resources</td>
</tr>
<tr>
<td>Chu</td>
<td>1998</td>
<td>Number of outcomes/ number of incomes</td>
</tr>
<tr>
<td>Kaplan, Cuire</td>
<td>1998</td>
<td>Comparison between direct outcomes with visible outcomes of production unit</td>
</tr>
<tr>
<td>Jackson, Peterson</td>
<td>1999</td>
<td>Efficiency * impact = required time for production / overall time</td>
</tr>
<tr>
<td>El, Darab</td>
<td>2000</td>
<td>Outcome/ income * quality* efficiency * quality</td>
</tr>
<tr>
<td>Mozong&amp; Ralstender</td>
<td>2001</td>
<td>Ability to estimate market demand for</td>
</tr>
</tbody>
</table>
All scholars tried to detect human resources factors, we review some of them here; Atkinson showed in his researches that performance is the result of motivation and ability, simply employees should have required motivation and abilities to perform completely. Porter and Lawler added job image or understanding to develop Atkinson's view and their performance can be effective when accomplished by full and clear understanding. Lorsh and Lawrence act differently and showed only reaction is not enough unless directed by organization and adapt to environment. Hersey and goldsmith applied 7 factors to detect effective internal and organizational factors and gave ACHIEVE MODEL, they are motivation, ability, understanding, support, adaptation, feedback and reputation. They believe that these 7 factors have close relationship with efficiency of human resources. Insourse and Smith gave a model about employees performance after many studies and functioned it by role clarity, competency, environment, values, interests and rewards. Sutoumaister detected different operational factors in his researches which follow a circular pattern and they are classified based on importance by overlapping centers.

Effective operational performance center in Japan also applied many studies to detect efficiency factors which are shown in next picture. Shahram Saeidi et al (2013) investigated factors for human resources efficiency. They believed that managers’ rewards and support have significant importance for job description and understanding its impact and feedback is also another important factor for human resources efficiency.

The dimensions of efficiency and related indicators:

**Efficiency**

- Speed of doing jobs and tasks
- Best use of all available equipments
- Efficient use of consumable tools for operations
Effectiveness

- Correct performance without mistakes
- Customers satisfaction about employees operations (output units or stakeholders)
- Good delivery quality

Commitment

- Having self control (have low requirements for supervision)
- Having the ability to planning and management of tasks
- Availability at work at defined times
- Commitment to work and organization (lack of signs for resignation or moving)
- Commitment to plans and promises

Cooperation and problem solving

- Finding new and creative solutions for higher work performance and quality
- Resolving of work problems
- Efficient use of organizational courses
- Knowledge and experience delivery to coworkers
- Helping to solve working problems
- Interest to job improvement and empowerment

How does efficiency reached?

In order to be successful and the designed system have required efficiency we should move in special direction. Measurement and determination are inseparable parts of efficiency. In this cycle after definition of indexes we should measure them. the acquired indicators should be applicable and measureable. Different steps in efficiency cycle are as follow:

- Correct definition of cycle based on measurement
- Efficiency evaluation with respect to each factor (powers and threats)
- Analysis to increase efficiency and problem solving
- Right planning for improving units
- Main steps toward more economical growth (Yusefi,2012)

Main factors toward higher human resources efficiency

There are different arguments for HR efficiency. Each author and scientist have mentioned different factors which briefly consider continuous development in workforce, more motivation for employees, good conditions for higher innovation and creativity in managers and employees, suitable reward and punishment system, work moral and professional performance in delicate and sensitive key points, higher domination in policy related tasks and cost reduction as national duty. All agree that more efficiency doesn't relate to 1 factor but a cause of many factors.
Good behavior and proper performance of managers and employees

Dangerous task of leadership and management which given to people who have great personality and have behavioral efficiency and use right managing and leadership strategies.

Preparation of required condition for advancement of all employees

Service time courses and employees education: these courses are necessary for survival of organization, since we can adapt with limited resources and technological advances only by education. All regulations should be clear for employees with no illusion.

Giving more authority to employees so they feel responsible for their performance

We try to hire skilled and expert employees and test them with quiz and interviews. We should participate them in goal and plan designation so they feel more responsibility and try harder to attain organizational goals.

High quality of working life: it means higher quality and respecting for other employees in working environment. Related factors are as follow:

- Proper and good payment for great performance
- The ability to learn and use new skills
- Social integration at organization
- Preparation of improvement conditions for employees
- Ensuring for personal rights
- Balance in working and resting times
- Generation of work and organizational pride
- Using rotational programs, work empowerment and development for better skills and higher confidence
- Good payment system based on reward and punishment system
- Evolution on methods and techniques which are key and essential
- Work ethics and social discipline for self regulation

It requires general efforts of all employees in organization which have its own drivers, motivations, systems, guidance and technologies (Ju, jiang, 2014)

Most important factors for efficiency reduction

Most important factors for lower HR efficiency is unbalanced income and costs, other factors are as follow:

- Discrepancy between employees, lack of proper management
- Lack of job security
- No success and motivation for middle and long term plans
- Bad working environment
Lack of attention to main employees needs
Lack of control (instability in control plans)
Unbalance between educations and tasks
Not using expertise in jobs
Lack of managerial plans
Lack of empirical courses, weak management
Weak supervision
Lack of motivation for current job and constant changes
HR inflation

Almost all factors relate to weak management, relationship between employees and organization is bi-directional, successful management need good culture and great knowledge is essential. Plans should be based on experience, skills, performance, if it doesn't evaluated and rated accurately it would lead to lower work efficiency culture in organization (Flippe Boeing et al, 2016). Low salaries in Iran in comparison with life costs led to 2nd and 3rd jobs which finally lead to tired, unmotivated workforce which have psychological problems for them and their families which have negative impact on work efficiency. If we don't evaluate them in fair system there is no hope for more efficiency. Based on literature review and theories factors that have an impact on HR efficiency are as follow:

1- Creativity

Nowadays is the era of creativity and innovation. Silvana Aruti argued that creation is mental process which lead to problem solving, idea suggestion, theoretical assumptions, unique hypothesis. Employees creativity help the survival of organization when they feel creative at work and give new ideas about services and products. So they use them to adapt with changing market conditions and use threats and opportunity to develop them. Creativity implementation is the process that they oblige and follow an special innovative idea (Arkat,Chafra,2015)

2- Organizational commitment

The idea of commitment is the main focus of management theories, it's one of islamic values which is based on organizations and they are evaluated based on commitment. Questions like vacations, extra job, required job to get goals are proposed which lot of managers believe they should quickly develop them and attain these attitudes (michel,1989). Bishop et al (2000) proposed 3 characteristics to introduce someone on organizational commitment, bonding with organizational goals and mission, high hope for constant presence at organization, high efforts and accepting organizational values.

3- Organizational participation

From participation view all people feel responsible in related tasks and have the right to express their ideas freely. In economic firms it means the cooperation between employees and managers to reach common goals. They interfere at daily decisions and benefit from them respectively (shafaei,2007). Economic aspect of participation is high efficiency and psychological issues is
the right of selection which lead to lower conflict and make you feel equal, all people discover their new traits, these core competencies are: two way learning and flexible decision making which all humans need and is the basis for success (Sobuti, 2009)

4- Job satisfaction

Job satisfaction is one of the most important factors in work success which lead to efficiency and self satisfaction. Authors define job satisfaction from different views which is a combination of internal and external factors like joy of doing jobs and rewards and salaries on work environment. Job satisfaction lead to personal and organizational efficiency (Askari, Koldi, 2003), unfortunately while satisfaction is very important but in Iran there is a lack of good relationship definition, evaluation system, lack of HR measurement indicators, no HR quality mechanisms and not taken seriously, because of importance of Eghtesade Novin bank and its economic activities and creation of quality and new opportunities for HR so this research try to point out to empowerment literature and investigate related factors and available problems and solutions.

Table 2: historical progress of empowerment concept

<table>
<thead>
<tr>
<th>researcher</th>
<th>year</th>
<th>Empowerment definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conger, Conango</td>
<td>1988</td>
<td>The process of self efficiency through detection and removing of unsuitable conditions</td>
</tr>
<tr>
<td>Thomas, Velthous</td>
<td>1990</td>
<td>An internal motivation factor that reflect active role of workers</td>
</tr>
<tr>
<td>Bown, Lower</td>
<td>1992</td>
<td>Participation on 4 aspects of information, reward, decision making and knowledge</td>
</tr>
<tr>
<td>Conter</td>
<td>1993</td>
<td>The ability for independent decision making and use available resources</td>
</tr>
<tr>
<td>Schull</td>
<td>1993</td>
<td>More ability for workers without direct confirmation of senior management</td>
</tr>
<tr>
<td>Spritz</td>
<td>1995</td>
<td>Psychological empowerment which have meaningfulness, competency, self regulation, effectiveness which help them generate working atmosphere</td>
</tr>
<tr>
<td>Pastor</td>
<td>1996</td>
<td>Personal issue that people are responsible for their jobs</td>
</tr>
<tr>
<td>Foei</td>
<td>1997</td>
<td>Distribution of decision making ability</td>
</tr>
<tr>
<td>Mishra</td>
<td>1999</td>
<td>Efficiency, selection, effectiveness, meaningful, trusting</td>
</tr>
<tr>
<td>Masi</td>
<td>2000</td>
<td>Opportunity for selection, higher freedom to perform correctly</td>
</tr>
<tr>
<td>Lee, Kouh</td>
<td>2001</td>
<td>A combination of psychological methods which have impact on supervisor behavior</td>
</tr>
<tr>
<td>Kinla</td>
<td>2004</td>
<td>Process of constant improvement in organizational performance</td>
</tr>
<tr>
<td>Haviks</td>
<td>2006</td>
<td>Its dimensions are trust, friendship, open connections, originality, accepting, same commitment and perception</td>
</tr>
<tr>
<td>Yagil</td>
<td>2012</td>
<td>Impact on outcomes and important results for peoples or</td>
</tr>
</tbody>
</table>
Presentation and introduction of employees empowerment patterns:

- Thomas and Velithos model: they published an article with title of "cognitive elements of analytical pattern for internal job motivation" which defined psychological empowerment as a multi-dimensional concept, they completed reactive pattern of conger and Congo doesn't define it only as higher motivation but also higher internal job motivation and gave a more complete definition which has self efficiency, selection right, meaningfulness and effectiveness, finally they noticed recognition pattern.

Their suggested pattern is presented in figure 2-5, it is like learning chain of social driver, organism, behavior and response (SOBC) and focused on personal cognitive processes, it is based on 6 elements, permanent chains are environmental concerns, task evaluation and behavior (1,2,3) which shape the core of pattern. Environmental issues like leadership style, authority given, job design and reward system provide data for evaluation, future conditions results, they form personal tasks (effectiveness, competency, meaningful, selection right) so task evaluation maintain and improve employees then they impact on environmental issues.

Task evaluation is the inductions and interpretations from environment that simplify objective issues which are real but behaviors and judgments are based on perceptions which are over-realities which are based on them and they are not affected by external issues. So general evaluation (4) and interpretation styles (5) are added to help for pattern evaluation.

General evaluation notice to self ideas efficiency, competency, meaningfulness and selection. They are mostly cognitive, on the other hand special evaluation (2nd element) shows the behaviors at task motivations which are part of job evaluation, interpretation styles (5) mention to personal processes from situations. There are 3 evaluation processes which deal with real conditions. Perceptions about how well we do, past job conditions and future outcomes, there are multiple styles for that. These styles make people powerful for interpretations which use mental images with documents, evaluation and imagination. Special styles have direct impact on performance evaluation, for example dictatorship style probably generates outcomes which are failure and reduced personal efficiency. Interpretative styles in motivation cycle make people weak and unable to self regulate. Finally interceptions (6) changes effect of variables on performance which consider external working environment which consists of changes in understanding styles.
• Bawn and Lowner’s model

In this model having information play an important role in decision making which lead to empowerment, they believe that empowerment has 4 dimensions:

• Information about organizational performance
• Reward based on organizational performance
• Power of decision making about organization
• Power of effective decision making in performance
• Queen and sprits model: here it is divided to 2 static and dynamic views, static behavior believe that given empowerment have certain framework and people are responsible for results but in dynamic view they use risk taking, growth, changes, demand understanding, behavioral modeling, motivation and cooperation, rewarding agile risk taking and trusting for performance. Although each of these 2 have weaknesses and should be combined which finally consists of main attitudes and traits? To move in dynamic situation 4 assumptions are required
  o A clear vision and challenges to reach to them
  o Openness and easy flow of information in organization and team work
  o Regulation and required controls
  o Organizational support and stability and security
• Alfred Bandora's model: Bandora given his ideas about self empowerment and efficiency conceptually and the results of his research are given in a model with 4 elements:
  o Using positive essential behavioral supportive against pressures and emotions
  o Using employees rewards and motivators
  o Having a model of successful people that employees know
  o Implementation of real experience based on work success (successful experience, conger, 1989)
• Ideal model of nole: He had given a 4 dimensional model which is called the ideal model which tests group or personal empowerment in successful conditions
  o Have full authority of decision making
  o Full responsibility of any decision taken
  o Full access to relate tools in decision making and performance
  o Full responsibility of outcomes based on decisions

**Research objectives:**

Main objective: investigating effective factors on HR efficiency and its impact on managers empowerment in Eghtesade Novin bank of Khorasan Rzavi province

*Secondary objectives:*

• Identification of organizational commitment's impact on managers empowerment
• Identification of job creativity's impact on managers empowerment
• Identification of organizational participation's impact on managers empowerment
• Identification of job satisfaction's impact on managers empowerment
Research's conceptual model

Now based on given discussions we present the conceptual model of research:

![Research conceptual model](image)

**Figure 1 - Research conceptual model**

**Conceptual model**

We can imagine the relationships between available variables by models, here we represent indicators and variables which are used in analysis of conceptual model. Table 3 shows investigated variables and indicators:

Table 3: investigated variables and indicators

<table>
<thead>
<tr>
<th>Variables</th>
<th>Type of variables</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>Dependant</td>
<td>Personal factors, self image, confidence, analysis ability, emotions control and direction, effective communications, group factors working teams, team work skills, organizational factors: group identity, leadership and management, constant learning and improvement</td>
</tr>
</tbody>
</table>
Effective factors for empowerment:
- Commitment:
  - Extra job and vacations, in time job, commitment and management for organization, job empowerment, opportunities for using skills, group attitude, high efforts for organizational reputation, high wish for constant membership.

Participation:
- Independent orientation to decenterality and more authority to employees, lower bureaucracy and removing of wrong and limiting official laws, looking for innovation, participatory system by education, higher knowledge and learning new technologies using all ideas on decision making, authority on all levels, using ideas to make effective team work, official structure, regulation based on skills, not using physically weak managers, not using weak cultural and social history for managers.

Job satisfaction:
- Independent joy of doing operations, satisfaction from salaries and payments, work relationships, proper evaluation system, management stability, good atmosphere.

Job creativity:
- Independent making contact with external knowledge base, sensitivity to changes, using information technology and right conclusion, new ideas for services and products, operations, right cultural context.

Based on reviewed models and concepts, research questions and hypothesis are as follow:

- Does HR efficiency factors have an impact on empowerment of managers at Eghtesad Novin bank of Khorasan Razavi? Also these questions are presented.
- Does organizational commitment have an impact on empowerment of managers in Eghtesad Novin bank in Khorasan Razavi?
- Does job creativity have an impact on empowerment of managers in Eghtesad Novin bank in Khorasan Razavi?
- Does organizational participation have an impact on empowerment of managers in Eghtesad Novin bank in Khorasan Razavi?
- Does job satisfaction have an impact on empowerment of managers in Eghtesad Novin bank in Khorasan Razavi?

So in order to answer to these questions we propose following hypothesis:

**Main hypothesis**: main factors for HR efficiency have an impact on empowerment of managers in Eghtesad Novin bank.

**Secondary hypothesis**:

- Organizational commitment have an impact on managers empowerment.
• Job satisfaction have an impact on managers empowerment
• Organizational participation have an impact on managers empowerment
• Job creativity have an impact on managers empowerment

Research variables:

Based on applied concepts and theories about efficiency and empowerment we can define these variables for research:

Independent variables:

Effective factors for efficiency of human resources : organizational commitment, participation, job satisfaction , job creativity,

Dependent variable : managers empowerment

Statistical population :

This study was performed with the goal of detecting the efficiency of human resources factors over managers empowerment in Eghtesad Novin bank of Khorasan Razavi, the statistical population in this research consists of all managers and employees in bank branches. Defining sample size is one of the most important and difficult parts of any filed study and accuracy ensure results development and verification. Here we used random classified sampling for determination of sample size and since population is 150 , sample is 108 based on Morgan tables which would finally be 110 people.

Data gathering tools

Data for this research had been collected by these tools :

• Library studies : books, journals, articles, reports, documents
• Using internet
• Researcher generated questionnaire

In fact data gathering had been done by questionnaire which is a developed method for field studies which make it possible to gather data in a long range (Hafez Niya,2010). In this research questionnaire was used as data gathering tool which has 46 items

Questionnaire validity and reliability

In this research for validity of questionnaire we used apparent validity which give it to some of researchers and professors and asked their opinions which all of them confirmed it, reliability is measures with Cronbach's alpha which is used in this research too. Designed questionnaire is based on literature which confirmed on a population of 30 people by Cronbach's alpha and it is shown in table 2 which is more than 0.7 which show high reliability
Table 4- Cronbach alpha and reliability of questionnaire

<table>
<thead>
<tr>
<th>Cronbach alpha</th>
<th>Number of question</th>
<th>Variable name</th>
<th>no</th>
</tr>
</thead>
<tbody>
<tr>
<td>8970.0</td>
<td>11</td>
<td>empowerment</td>
<td>1</td>
</tr>
<tr>
<td>913.0</td>
<td>9</td>
<td>Organizational commitment</td>
<td>2</td>
</tr>
<tr>
<td>862.0</td>
<td>12</td>
<td>Organizational participation</td>
<td>3</td>
</tr>
<tr>
<td>856.0</td>
<td>6</td>
<td>Job satisfaction</td>
<td>4</td>
</tr>
<tr>
<td>941.0</td>
<td>8</td>
<td>Job creativity</td>
<td>5</td>
</tr>
<tr>
<td>835.0</td>
<td>46</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investigating research hypothesis

Since normal distribution of variables in regression is basic assumption after testing hypothesis with non parametric Kolmogrov- Smirnov test we assume normal distribution for all variables:. Here significance level is 5 % (a=0.05) , results of Kolmogrov- Smirnov test is summarized as follow

H0 : null hypothesis , data have normal distribution

H1 : reverse hypothesis , data distribution is not Kolmogrov- Smirnov test

<table>
<thead>
<tr>
<th>Significance level</th>
<th>statistics</th>
<th>Standard deviation</th>
<th>mean</th>
<th>frequency</th>
<th>variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>322.0</td>
<td>954.0</td>
<td>506.0</td>
<td>02.3</td>
<td>110</td>
<td>empowerment</td>
</tr>
<tr>
<td>09.0</td>
<td>19.1</td>
<td>56.0</td>
<td>14.3</td>
<td>110</td>
<td>commitment</td>
</tr>
<tr>
<td>11.0</td>
<td>47.1</td>
<td>454.0</td>
<td>49.3</td>
<td>110</td>
<td>satisfaction</td>
</tr>
<tr>
<td>24.0</td>
<td>02.1</td>
<td>55.0</td>
<td>10.3</td>
<td>110</td>
<td>participation</td>
</tr>
<tr>
<td>09.0</td>
<td>81.2</td>
<td>22.1</td>
<td>73.3</td>
<td>110</td>
<td>creativity</td>
</tr>
</tbody>
</table>

Since the significance level values are more than 0.05 for all research variables there is no reason for rejection of null hypothesis and normalization is accepted for all variables. After that we applied regression tests for all assumptions and summarized results are shown on table 4.

Table 6- regression test results for secondary hypothesis

<table>
<thead>
<tr>
<th>Regression level</th>
<th>R2</th>
<th>R</th>
<th>p-value</th>
<th>t</th>
<th>β (standard)</th>
<th>β</th>
<th>variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>p-value</td>
<td>F</td>
<td>R2</td>
<td>R</td>
<td>p-value</td>
<td>t</td>
<td>β</td>
<td>β</td>
</tr>
<tr>
<td>0.000</td>
<td>548.90</td>
<td>456.0</td>
<td>675.0</td>
<td>0.000</td>
<td>292.6</td>
<td>287.1</td>
<td>(constant)</td>
</tr>
<tr>
<td>0.000</td>
<td>902.177</td>
<td>622.0</td>
<td>789.0</td>
<td>0.000</td>
<td>516.9</td>
<td>609.0</td>
<td>commitment</td>
</tr>
</tbody>
</table>

http://www.ijhcs.com/index.php/ijhcs/index
Based on f and p values for each variable we see that regression is significant. For organizational commitment its coefficient is 0.675 which show that 67.5% of managers empowerment is defined by organizational commitment. Based on calculated B WE can have the following equation:

Empowerment = 1.287 + 0.609 * organizational commitment

For job satisfaction its coefficient is 0.622 which show that 62.2% of managers empowerment is defined by job satisfaction. Based on calculated B WE can have the following equation:

Empowerment = 0.978 + 0.716 * job satisfaction

For organizational participation its coefficient is 0.251 which show that 25.1% of managers empowerment is defined by organizational participation. Based on calculated B WE can have the following equation

Empowerment = 1.247 + 0.559 * organizational participation

For job creativity its coefficient is 0.468 which show that 46.8% of managers empowerment is defined by job creativity. Based on calculated B WE can have the following equation

Empowerment = 1.292 + 0.608 * job creativity

Main hypothesis : main factors for human resources efficiency have impact on managers empowerment

Results of multiple regression analysis had been done simultaneously by SPSS software which are shown in table 5

<table>
<thead>
<tr>
<th>R2</th>
<th>R</th>
<th>Significance level</th>
<th>statistic</th>
<th>standard (β)</th>
<th>B</th>
<th>model</th>
</tr>
</thead>
<tbody>
<tr>
<td>625.0</td>
<td>639.0</td>
<td>000.0</td>
<td>038.0</td>
<td>000.0</td>
<td>060.0</td>
<td>000.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>285.36</td>
<td>251.0</td>
<td>501.0</td>
<td>024.6</td>
<td>000.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>124.95</td>
<td>468.0</td>
<td>684.0</td>
<td>753.9</td>
<td>000.0</td>
</tr>
</tbody>
</table>

Table 7 : results of multiple regression analysis
We can see that multi correlation coefficient is 0.639. in fact independent variables totally present 63.9% of managers empowerment. Also determination factor is 0.625 that shows 62.5% of changes about managers empowerment is defined by meaningful variables like commitment and satisfaction. To find out which factor has higher ability in managers empowerment we should consider p value and B for multiple regression which apply all variables simultaneously. We see that job satisfaction highest impact.

**Comparison between average ranking of problems with Friedman test**

To make sure about this ranking and identification of priority for developed variables we use Freidman test. by this test we compare ranking of variables and null hypothesis and reverse one is as follow :

H0 null hypothesis : there is no significant relationship between average job satisfaction and organizational commitment

H1 reverse hypothesis : there is significant relationship between average job satisfaction and organizational commitment

Since p value is less than 0.05 we reject null hypothesis, so we can conclude that between meaningful variables there is significant difference for satisfaction and commitment, average ranking for variables is similar to multi regression test.

### Table 8- results of comparison test between average ranking in Friedman test

<table>
<thead>
<tr>
<th>Significance level</th>
<th>statistic</th>
<th>Degree of freedom</th>
<th>number</th>
<th>Average ranking</th>
<th>Verified variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>040.0</td>
<td>41.0</td>
<td>1</td>
<td>110</td>
<td>51.1</td>
<td>Job satisfaction</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>49.1</td>
<td>Organizational commitment</td>
</tr>
</tbody>
</table>

**Path analysis**

Here we used structural equation modeling or structural models (path analysis) which is done in AMOS software. Normal distribution in regression is one of the most important assumptions which is based on non parametric kolmogrov- smirnov test and confirmed for all variables (table 3). in next picture the results of structural equation modeling (path analysis) is shown, here
standard estimation is given for standard B coefficients in multiple regression. Variables and factors are given on this figure.

Figure 2- standard coefficients for comparing the effect of any variables in model

We use standard coefficients for comparing the effect of any variables in model, bigger absolute size show higher impact for independent variable on dependent variable. For analysis we used t statistic for direct comparison in coefficient model, it is significant if it ’s bigger than 1.96 or lower than -1.96 , bigger differences show higher impact between independent and dependant variables, as we see commitment and satisfaction are meaningful. Indicators for goodness of fitness in path analysis are x2 and RMSEA. Best related indicator is the value of x2 over degree of freedom (dx2/df), lower values than 3 shows better consistency, RMSEA is the average square error in model which is generated based on model errors. The accepted level is 0.8 which is confirmed and lower than 0.5 is very good. Since the value of RMSEA is less than 0.8 the model have good fitness, it means that regulated relations for variables based on literature is reasonable.
Table 9- goodness of fitness indexes for model in path analysis

<table>
<thead>
<tr>
<th>$\chi^2$</th>
<th>X2 test</th>
<th>Root meas square error</th>
</tr>
</thead>
<tbody>
<tr>
<td>df</td>
<td>value</td>
<td>Degree of freedom</td>
</tr>
<tr>
<td></td>
<td>$\chi^2$</td>
<td>Df</td>
</tr>
<tr>
<td>705.83</td>
<td>232.502</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>744.0</td>
</tr>
</tbody>
</table>

Result discussion

First secondary hypothesis: organizational commitment is effective on managers empowerment

Results show that 67.5% of changes on managers empowerment is described by organizational commitment so research hypothesis is confirmed. It is in the same direction with Neyestani et al (2012), Beygi Niya et al (2010), Abbasi & Kord (2009), Sharifipour et al (2009), Jabbarzade (2002), Baten (2011), Visky and Kepner (2006) Savri (1998), Spritz (1995) and in contrast with Mogheli et al’s research (2009). In fact commitment is the main subject in managerial studies, it is an Islamic value which is based on organization and they are evaluated based on skills, extra job, vacation, late or early presence are related to commitment. Most managers believe that commitment is necessary for effectiveness and managers should keep and develop it. Based on results we can argue that organizational commitment create a stable and powerful force in managers which oblige them to perform operations and related factors are job empowerment, opportunity to use from skills, have positive impact on planned team works. Also based on results we can say that combining goals inside organization make them understandable and efforts are accepted and hope is an essential part of organizational membership. For results we can say that high commitment lead to higher expectations which have better personal and organizational empowerment and generate more organizational efficiency which is available with proper rewards.

2nd secondary hypothesis

Results show that 62.2% of changes for managers empowerment is described based on job satisfaction so hypothesis is confirmed and in the same direction with Neyestani et al (2012), Beygi Niya et al (2010), Abbasi and Kord (2009), Sharifi et al (2009), Jabbarzade (2002), Barten (2011), Visky & Kepner (2006),Wright et al (2008) Savri (1998) and Spritz (1995).also based on results we can argue that by job security and satisfaction for workforce we attain efficient human resources which is the biggest capital for any production or service unit. Their empowerment leads to efficiency, speed, easy access to long term goals which attain organizational needs.

On the other hand we can add this point that organizational performance is a function of satisfaction and managers and organization's abilities, in other words employees should have interest in their jobs and be satisfied with relationship to their coworkers and managers. Which
lead to ability and empowerment for given tasks. In fact employees have required skills and satisfaction, interests which make them more powerful and efficient.

3rd secondary hypothesis: organizational participation has an impact on managers’ empowerment

Results show that 25 % of all changes in managers’ empowerment can be described by organizational participation so research hypothesis is confirmed. It is in the same direction with Neyestani et al (2010), Beygi Niya et al (2010), Abbasi and Kord (2009), Sharifi et al (2009), Jabbarzade (2002), Barten (2011), Wisky & Kepner (2006), Wright et al (2008) Savri (1998) and Spritz (1995). In discussion we can see that advantages from using organizational participation and all resources for employees in all levels lead to HR efficiency which generate more empowerment. Although conflict management and decision making for small groups is general and authority for employees is the most common way for participation and increasing empowerment. Based on results we can say that participation and public orientation for organizations make people sensitive for future of organization that improve efficiency and create necessary steps for managers and employees empowerment which require good structure and their availability to pass from obstacles and challenges which need right distribution and communication between employees and managers to attain organizational objectives.

4th secondary hypothesis : job creativity have an impact on managers empowerment

Results show that 46.8 % of changes for managers empowerment is described by job creativity. so the results are in the same direction with Neyestani et al (2010), Beygi Niya et al (2010), Abbasi and Kord (2009), Sharifi et al (2009), Jabbarzade (2002), Barten (2011), Wisky & Kepner (2006), Wright et al (2008) Savri (1998) and Spritz (1995). based on results we can argue that creativity is effective for human resources empowerment, it is the biggest capital for any organization which is based on knowledge, thinking and innovation, it is a solid and hidden capital and any organization that discover this abilities clear the road for growth, development and empowerment, human resources doesn't decrease or vanished like other resources and more use of thoughts increase its power relatively. On the other hand static and not using from creativity prevent from one of natural abilities of humans, those who participate in organizational activities have clear thinking and vision and develop themselves and their organizations.

Main hypothesis : main factors for HR empowerment are effective for managerial empowerment


Based on results which are rated based on Friedman and path analysis we can argue that organizational commitment and satisfaction have an impact on empowerment in Eghtesade
Novin bank of Khorasan Razavi, in fact one of constant variables for job satisfaction and motivation is organizational commitment, it shows the degree of psychological similarity or cohesion for employees which is related to personal and organizational factors. Organizational factors for commitment are job empowerment, selection and availability of resources and skills with positive vision about team work which ensure efficiency of human resources in any organization. Commitment is influenced by understanding about organization. Based on resulted facts we can say that high understanding for commitment lead to higher expectations which lead to more rewards if they perform correctly which would have higher work satisfaction.

It worth mentioning that job satisfaction is an important in work success, job satisfaction is an important factor for efficiency and personal satisfaction. in fact if he enjoy from tasks it would lead to satisfaction which is a combination of salaries, rewards and working environments which require more organizational efforts for empowerment.

**Overall conclusions**

The goal of current research is investigation about effective HR factors for managers empowerment and after analysis of results we can argue that organizational commitment and job satisfaction have positive and significant impact on empowerment, it shows that job satisfaction have the best predictive impact on managers empowerment, it show special attention of managers for satisfaction factors which need special attention to commitment and satisfaction. totally these factors confirm research hypothesis we show more empowerment for human resources efficiency. Some operational suggestions are as follow:

Organizational commitment is generated by a fair task, suggestion system and participation based on task system is one of the most successful methods which aim to create creative ideas and thoughts and use them for higher efficiency and organizational performance. In this system no idea or method is rejected and no idea is inferior, tasks are proposed in friendly environment which is expected by managers which would briefly be like this:

- First all employees try to give suggestion about better organizational tasks
- Second : all suggestions are evaluated and investigator
- Third : they are applied as effective job solutions
- Fourth : the idea proposer is appreciated and results would be reported

These method make required commitment for employees since it is suggested by themselves. Also we use these annual evaluation results for important human resources decisions. It would lead to higher work satisfaction in hiring, promotion, movements, educational budgets and improvement by flat structures, widening, lower layers and management levels (more authority) for efficiency and empowerment, based on results we can argue that managers can plan to use right and efficient workforce which have enough experience that lead to more satisfaction on personnel system and educational programs. It can be done be encouraging them to participate in efficiency increasing plans which have environmental improvement and problem solving methods which improve team works and awareness about related work units which attain higher efficiency. Execution of educational courses for learning and application of efficient factors for
job satisfaction and commitment is in the same direction of organizational goals. So based on final results and research model we can suggest to managers in organizations to create a suitable context for factors implementation which apply empowerment variables for organizations and their employees to resolve problems in comprehensive and simultaneous environment and succeed in modern competitive environment, to improve efficiency indexes we can use from techniques like higher job empowerment and related educational courses for organizational activities.
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