

Studying Effective Factors on Employees Empowerment of Headquarters of Islamshahr Municipality

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Abstract

The objective of this research is Studying Effective Factors on Employees Empowerment Employees of Headquarters of Islamshahr Municipality. This is descriptive-correlation research with survey method. This research with respect to objective is regarded as applied research. Statistical society of this research is all employees of headquarters of Islamshahr municipality. In this research 120 persons were selected as volume sample by using class sampling method. The tool for collecting data was questionnaire and Alpha Cronbach of 0.90. In order analyze data, it was benefit from descriptive and inferential statistics. Results of comparing relationship between organizational commitment and Employees empowerment index reveal that there is significant relationship between decision making of employees at headquarters of Islamshahr municipality for partnership and organizational commitment. Coefficient of change at educational indices in relation to priority of educational indices reveal that completed courses are practical and are compatible with job requirements and education received at university, so that employees believe it leads to improving empowerment and job satisfaction. Results of F show that there is significant relationship between organizational commitment and following indices including: job compatibility, experience, being informed of subsidiary affairs, status of required skills, regular supervision, economic status, report, partnership at decision making, appropriate salary and arrangement of activities.

Keywords: Prioritizing, Enabling, Headquarter Employees, Municipality, Islamshahr

1. Introduction

Nowadays, each organization benefit from different methods for improving abilities of its human workforces. Employees Empowerment is a modern method for increasing productivity through improving commitment of employees toward organization and vice versa. This is valuable method for obtaining balance between complete control of management and freedom of action of employees. Employees Empowerment establishes balance between 2 aforesaid factors, principal and subsidiary objectives of organization that finally leads to promotion of organization and its employees (Talebian and Vafaei 2009, Taherpour and et al 2010). Furthermore, successful managers and organizations require having employees working within framework of human resources and knowledge of managers is among most important issue for obtaining to objectives (Mohades Kasaei 2008). Therefore, The present study purpose was to investigate the effective Factors which might influence Employees Empowerment Employees of Headquarters in municipality of Islamshahr. By casting light on these factors, respective administrators and managers can select more powerful, capable work forces which, in turn, leads to better and more beneficial results.

2. Literature Review

As it was already mentioned, the current study aims at shedding light on the factors that might significantly affect the Employees Empowerment Employees of Headquarters in municipality of Islamshahr. Whereas municipality is among main basics of urban management and is required to continuously keep in touch with citizens to meet their requirements, therefore, improving quality of serving and promoting level of service leads to better performance of employees working

at municipality. One of the main objectives of urban managers at Islamshahr municipality is promotion of topic of Employees empowerment. (Ebrahim Hajizadeh and et al 2010).

Mohammadi (2001) in a research with title of evaluating Employees empowerment of Birjand University announced that job enrichment, delegating power, performance based bonus, partnership management, establishing working team as principal methods of enabling.

Mirkamali and et al (2010) on studying influence of short term full-time and correspondent courses on social Employees empowerment and concluded that short term full-time course is more effective than short term correspondence course with respect to social empowerment and 4 aspects (compatibility, sharing information, responsiveness and quality of relations).

Ebrahim Hajizadeh and et al (2010) found out that effective factors on improving performance of human workforces at Payam Noor University of Golestan province are including: individual motivation with average of 69.4 has the highest influence on improving performance.

Lawson (2006) recommended 4 important factors on Employees empowerment including: 1) Involvement of employees in the decision making process 2) Involvement of employees in the planning process 3) Acknowledgment of employees 4) Offering education and support service of employees continuously

3. Methodology

This is descriptive-correlation research by collecting field data. The main reason for selecting this type of methodology was that due to the purpose of the study and also the nature of required data, descriptive-correlation research design was the best possible methodology. Furthermore, the study is an applied research method in that its findings can be practically used in real situations. Statistical society of this research is 175 employees at headquarters of municipality and sampling method is simple random or appointment that by using Cochran formula total number of 120 persons was selected. Dependent research variable is Employees empowerment and independent variable is status of individual, organizational and educational factors. In this study in order to perform theoretical and qualitative studies, it was benefit from documentary method and for quantitative stage, it was benefit from field method.

4. Results

4.1 Descriptive Statistics:

4.1.1 Status of Age

In order to study the status of age of respondents, 6 classes of age were defined that is shown in table 1.

Table 1: Status of age of respondents

Question	Answer				
	Less than 30	30-35 years	35-40 years	40-45 years	Over 45 years
Number	6	27	48	33	6
Percentage	5	22.5	40	27.5	5

4.1.2 Sex

81% of respondents are male and 19% are female.(table 2).

Table 2: Status of sex of respondents

Question	Respondents	
	Number	Female
Sex of respondents	Male	Female
	97	23
	81	19

4.1.3 Marital Status

116 respondents were married and 4 respondents were single; therefore, more than 96% of respondents were married and nearly 3% were single

Table 3: Marital Status of respondents

Question		Respondents	
Marital Status		Male	Female
	Number	4	116
	Percentage	3.3	96.7

4.1.4 Education

Most of employees in this study have Bachelor's Degree (51.7%) and the education of respondents are shown in table 4 that are classified into 5 classes. 11% of respondents have Diploma of Secondary School and others have higher education; therefore, most of respondents have nearly high education

Table 4: Education of respondents

Question	Answer					
	Diploma	Associate Degree	Bachelor's Degree	Master's Degree	PhD Degree	
Education	Number	13	2	62	41	2
	Percentage	10.8	1.7	51.7	33.8	1.7

4.2 Inferential Statistics

4.2.1 Kruskal–Wallis one-way analysis of variance

This test is applied for determining effective factors on Employees empowerment of headquarters of municipality of Islamshahr and its results are shown in table 5.

Table 5: Kruskal–Wallis one-way analysis of variance test and comparing indices of empowerment with variable of type of recruitment

	Chi-square	Df	Sig
Arranged activities	0.878	2	0.645
Appropriate salary	17.764	2	0.000
Partnership on decision making	2.078	2	0.345
Welfare facilities	12.345	2	0.002
Order and report	6.460	2	0.040
Economic status	8.767	2	0.012
Regular supervision	0.867	2	0.648
Situation of promotion	0.985	2	0.611
Required skill	3.370	2	0.185
National attempt	23.804	2	0.000
Support	9.992	2	0.007
Equipment	1.337	2	0.512
Status	0.318	2	0.853
Being informed of subsidiary affairs	4.722	2	0.94
Experience	9.682	2	0.008
Education	0.855	2	0.652
Job adaptability	11.244	2	0.004

H0: There is no significant relationship between type of recruitment, job adaptability, education, experience, being

informed of subsidiary affairs, status, equipment, support, financial bonus, required skill, promotion, regular supervision, economic status, order and report, welfare facilities, partnership on making decision, appropriate salary, arranged activities

H1: There is significant relationship between type of recruitment, job adaptability, education, experience, being informed of subsidiary affairs, status, equipment, support, financial bonus, required skill, promotion, regular supervision, economic status, order and report, welfare facilities, partnership on making decision, appropriate salary, arranged activities

Therefore, in relation to variable of job adaptability, experience, support, financial bonus, economic status, order and report, welfare facilities, appropriate salary the zero hypothesis is rejected (0.05<p)

Comparing variable of type of recruitment with index of empowerment show that there is significant relationship between job adaptability, experience, support, financial bonus, economic status, order and report, welfare facilities, appropriate salary the zero hypothesis is rejected (0.05<p)

4.3 F-Test

In order to determine the effective factors on Employees empowerment, it was benefit from F test and its results are shown in table 6.

	Sum of squares		Df	Mean square	F	Sig
Job Adaptability	Between groups	53.036	2	26.518	46.384	.000
	Within groups	66.889	117	0.572		
	Total	119.925	119			
Education	Between groups	5.670	2	2.835	2.813	.064
	Within groups	11.921	117	1.008		
	Total	123.592	119			
Experience	Between groups	24.821	2	12.411	33.174	0.000
	Within groups	43.771	117	0.374		
	Total	68.592	119			
Being informed of subsidiary affairs	Between groups	13.088	2	6.544	17.874	0.000
	Within groups	42.837	117	0.366		
	Total	55.925	119			
Status	Between groups	4.684	2	2.342	4.699	.011
	Within groups	58.308	117	.498		
	Total	62.992	119			
Equipment	Between groups	5.025	2	2.587	2.587	.080
	Within groups	113.642	117			
	Total	118.667	119			
Support	Between groups	1.026	2	.513	.445	.642
	Within groups	134.840	117	1.153		
	Total	135.867	119			
Financial bonus	Between groups	.575	2	.287	.299	.742
	Within groups	112.592	117	.962		
	Total	113.167	119			
Required skill	Between groups	22.110	2	11.055	23.366	.000
	Within groups	55.357	117	.473		
	Total	77.467	119			
Promotion	Between groups	.207	2	.103	.117	.890
	Within groups	103.760	117	.887		
	Total	103.967	119			
Regular supervision	Between groups	7.743	2	3.871	5.019	.008
	Within groups	90.249	117	.771		
	Total	97.992	119			

Economic status	Between groups	20.602	2	10.301	15.110	.000
	Within groups	79.765	117	.682		
	Total	100.367	119			
Order and report	Between groups	5.453	2	2.726	5.035	.008
	Within groups	63.348	117	.541		
	Total	68.800	119			
Welfare facilities	Between groups	.736	2	.368	.471	.626
	Within groups	91.389	117	.781		
	Total	92.125	119			
Partnership in decision	Between groups	45.575	2	22.788	23.971	.000
	Within groups	111.225	117	.951		
	Total	156.800	119			
Appropriate salary	Between groups	23.515	2	11.757	20.125	.000
	Within groups	68.352	117	.584		
	Total	91.867	119			
Arrangement of activities	Between groups	9.678	2	4.839	9.086	.000
	Within groups	62.314	117	.533		
	Total	71.992	119			

Results showed that there is significant relationship between organizational commitment, job adaptability, experience, being informed of subsidiary affairs, status, required skills, regular supervision, economic status, order and report, partnership at decision, appropriate salary.

5. Conclusion

Successful managers and organizations require having employees working within framework of human resources and knowledge of managers is among most important issue for obtaining to objectives (Mohades Kasaei 2008).

Results of F showed that there is significant relationship between organizational commitment and following indices: job adaptability, experience, being informed of subsidiary affairs, status, required skills, regular supervision, economic status, order and report, partnership on decision making, appropriate salary and arranged activity.

In addition, studies by Hajizadeh and et al 2010 and Lawson 2006 showed that regular supervision, economic status, order and report, partnership on decision making, appropriate salary is among most important activities of organization and the present research confirms this issue.

6. Recommendations

Whereas abundant number of people (nearly 60%) of respondents announced that their job is not adapted with their talent, it is recommended to perform feasibility study of appropriate workforces to determine their talent and interest.

Whereas significant respondents in this study (more than 85%) up to low or medium level announced having received financial bonus for successful completion of tasks, it is recommended to offer required considerations

Whereas more than 80% of respondents announced having low to medium situation for promotion, it is recommended for managers to observe promotion opportunity for maximum benefit from skills and abilities of their employees

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