THE RELATIONSHIP BETWEEN EMPLOYEES EMPOWERMENT WITH JOB SATISFACTION IN MELLI BANK OF GUILAN PROVINCE

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Abstract
The purpose of this study is to investigate the relationship between empowerment and satisfaction. This research in terms of method is descriptive – correlation and in terms of purpose is applied and in terms of data collection is library – field. Data collection tool is a questionnaire consisting of two parts, empowerment and satisfaction. To assess the validity of questionnaire is used the method of content validity and to assess the reliability is used Cronbach’s alpha coefficient. Society of research includes employees of Melli Bank of Guilan (Iran) province and sample size has determined 302 employees based on Cochran formula. To analyze data relationship the independent variable (empowerment) and its dimensions with dependent variable (satisfaction) was determined by Pearson correlation coefficient. Then according to factor structure analysis and path analysis, provide an operational model of research. The results showed that empowerment and dimensions of access to information, reward systems, self-determination and competence have positive relationship and significantly with job satisfaction.

Keywords: Empowerment, Job Satisfaction, Melli Bank of Guilan Province

1. Introduction
Empowerment plays an important role in organizational development that since 1980 has attracted the attention of many researchers (Coony, 2004). The review of literature shows that the process of empowerment increases creativity and initiative of individuals and committed individuals to work more and increases job satisfaction (Wang, 2012). If employees are satisfied with their jobs, will volunteer to help others and will conduct their duties very well (Hamidizadeh, 2012). Environmental change and increasing global competition, the theme of employees empowerment is attention focus of managers because organizations with having employees of empowers, committed, skilled and motivated adapt to better themselves with the changes and to compete (Abdollahi, 2006). Empowerment caused to improve the effectiveness of organization and increase increased flexibility and dynamics of organization and knowledge and people skill (Fardin, 2012). Empowerment refers to the knowledge that says a person has skills necessary to do things in a particular area or for a particular purpose
Empowerment is the healthiest way of sharing employees in power. With this method has created confidence, increased energy, commitment and pride and self-reliance in individuals (Paktinat & Fathizadeh, 2008). Empowerment means that employees understand their duties so well, before tell them what to do. Empowerment refers to the process that provides flexibility and more freedom to employees for job decision and the basic idea is that employees when they are given broad responsibilities, they show reaction of a more creative and are encouraged to participate and help them to be satisfied from their job (Greasley, 2008). Empowerment is one of the main strategies to create these features in individuals and it is new motivational factors in dynamic work environment. Today, the main origin of competitive advantage isn’t in the application of technology purely but form creativity, innovation, positive thinking, quality, commitment and ability of employees (Gresov & Drazin, 2007). Peter and colleagues have identified seven elements for empowerment that include: responsibility and accountability, knowledge and skills, independence, information, creativity, initiative and innovation, power and decision-making (Raja, 2012& Abraiz).

During two decades, two complementary perspectives create about empowerment in the workplace. The first perspective is more in structural conditions and second perspective is about psychological background of empowerment (Spreitzer, 2007). The most important obstacle in the lack of a common definition for empowerment is believe that know it as unit structure and simple while it is a continuous process and occur in the dynamic environment and contains many elements that has options in psychological dimension include “impact, competence, meaningful and free will (Robbins, 2002). In activities and organizational structure has been identified that power through "the development of knowledge and skills, access to information, support resources, and responsibility" is defined as empowering items (Greasley, 2008). Empowerment exists when people feel they have control over their working life that this sense includes "competence, self-determination, affected and meaningful (Howard & Foster, 1999). There are two complementary perspectives about empowerment in the workplace. The first perspective focuses on structural conditions and second perspective is about psychological background of empowerment (Spreitzer, 2007). In this study both the structure and behavior dimensions of empowerment has been studied.

2- Definitions and Concepts
2-1 - The Structural Dimension
Empowerment structural dimension is summarized more in perspective of the values and ideas of democracy and its success and integrity in all of power levels is based on military that majority of employee participation in decision-making will facilitate and promote. These perspectives emphasis on the theory of exchange and social power on division of powers between supervisor and subordinate but empowerment theorists have found (Spritzer, 2007)

2-1-1 - Access to information
Researchers have identified activities and organizational structures and unlike traditional management techniques that will follow emphasize control, strict and hierarchy, nowadays empowerment through the development of knowledge and skills, access to information, support, resources and responsibilities is possible (Greasley, 2008) and because the great delays in decision-making due to lack of access to the information that is major obstacle in
the way of innovation in organizations and Instead, empowerment is as a short cut way granting decision right by easy access to information encourages innovation in an organization (Greasley, 2008). Access to information allows employees to know the status of their organization and analysis.

2-1-2 Reward System
It is process that could improve initiatives and creativity as the highest level of reward in employees continuously (Robbins, 2002) and shape according to motivational theories McClellands that three categories of needs (need for power, need for achievement and the need to belonging) is classified in the workplace.

2-2- The Behavioral (Psychological) Dimension
Empowerment is not a long-term personality characteristic that is evident in various situations but it is hidden in environment of work that reflects employee's knowledge and awareness from themselves. Thoms & wolthous believe that employee empowerment is not just a job evaluation, but to factors such as employees interact with supervisors, colleagues and subordinates are dependent (Moye & Henkin ,2006). Psychological empowerment is increase process intrinsic motivation to perform the assigned task. Psychological empowerment includes five dimensions autonomous sense (self-determination) sense of competence, sense of trust, and feel a sense of effectiveness and sense of meaningful (abdollahi,2006). ( In this study has been investigated both self-determination and competence of the five dimensions ). Psychological empowerment is one of the main factors in the increase job satisfaction (Raja & Abraiz, 2012). Laschinger In his research also showed there is positive and significant relationship between Job satisfaction and psychological empowerment (Indradevi, 2012).

2-2-1 - self determination
It is Perception of individual toward right choices about what they should do (Howard &Foster, 1999) (Ensure to right choose in start and to order to activities related).

2-2-2 – Competence
Sense of competence, a belief of individual about his ability to perform activities is necessary (Carlees, 2004). Competence is a personal belief that person feels that he can successfully perform the tasks assigned (Abdollahi, 2004).
Job satisfaction is the degree of positive feelings and attitudes that people have towards their jobs that a high level job satisfaction in terms of organization reflects organizational climate very favorable that lead to employees recruitment and survival (Khoshahang, 2009).
Job satisfaction affects as a key factor in many of the characteristics of individual behavior and organizational performance. Job satisfaction increase productivity and Individual commitment in the organization, assure the physical and mental health, and also increase a person's mood. Some consequences of job dissatisfaction are performance (productivity), absence, transfer, delayed in work and desertion. Job satisfaction indicates that how much people are satisfied with their job and personal assessment of his job and in the overall assessment, having whether or not a good feeling to their job factors. This assessment
includes perceived job characteristics, feelings of work and the working environment (Brown, 1996).

3- Theoretical Framework
The theoretical framework for research on empowerment model is excerpted from behavioral dimensions (competence and self-determination) Spreitzer psychological empowerment questionnaire (1995) and structural dimensions (measure of access to information) of Kent Blanchard and (measure of reward system) Dennis Kinlaw. Empowerment is the independent variable in this research that is divided into two dimensions of structural and behavioral. Structural dimension is divided access to information and reward system and behavioral dimension are divided into competence and self-determination (Spreitzer, 1995).

Based on a study that was introduced initially to identify different perspectives on empowerment of employees, several models have been proposed that finally, the combination of the models proposed in the research literature to examine employees empowerment and to examine the relationship between job satisfaction and employees empowerment have been used. The reasons for the choice of theoretical perspectives in the employees empowerment are:

1. At this perspectives have emphasized the main dimensions (structural dimension and behavioral dimension) the experts.
2. Above perspective defined either level of structural and behavioral of employees empowerment and study in this framework.
3. It reduces the direct supervision on employees performance. Research model will be as follows:

![Figure 1 - Conceptual model of research](image)

4- Research Methodology
This research in terms of method was descriptive – correlational, in terms of aim was applied and the type of data was quantitative. Standardized questionnaire and designed in the field of employee empowerment consists of the 16 questions (access to information, rewards system, self-determination and competence) and 13 questions about job satisfaction. Validity of
questionnaire is measured by using face and content validity and its reliability by calculating Cronbach's reliability coefficient that Cronbach alpha amount was over 0/7 in all dimensions that indicates reliability of questionnaire. Statistical population of research was employees of Melli Bank in Guilan province that based on quote from office of Guilan province branch personnel is approximately 1,400. The most practical method for determining the sample size is the use of Cochran's formula. Thus sample size is obtained as follow:

\[ n = \frac{Z^2pq}{ND^2 + Z^2pq} \]

5- Data Analysis
First for data analysis were described the variables of research (table 1) and then relationship between the independent variable (empowerment) and its dimensions with dependent variable (satisfaction) was determined by Pearson correlation coefficient.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Number</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimension of access to information</td>
<td>302</td>
<td>1.25</td>
<td>5.00</td>
<td>3.4247</td>
<td>.76461</td>
<td>.585</td>
</tr>
<tr>
<td>Dimension of reward system</td>
<td>302</td>
<td>1.00</td>
<td>4.50</td>
<td>2.5406</td>
<td>.89886</td>
<td>.808</td>
</tr>
<tr>
<td>Dimension of self- determination</td>
<td>302</td>
<td>1.25</td>
<td>4.75</td>
<td>3.1407</td>
<td>.80853</td>
<td>.654</td>
</tr>
<tr>
<td>Dimension of competence</td>
<td>302</td>
<td>2.75</td>
<td>5.00</td>
<td>4.2003</td>
<td>.57315</td>
<td>.329</td>
</tr>
<tr>
<td>Empowerment</td>
<td>302</td>
<td>1.62</td>
<td>4.38</td>
<td>3.3266</td>
<td>.54763</td>
<td>.300</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>302</td>
<td>1.62</td>
<td>5.00</td>
<td>3.8872</td>
<td>.70520</td>
<td>.497</td>
</tr>
</tbody>
</table>

Results of hypothesis testing and the relationship between empowerment and its dimension with job satisfaction showed that the main hypothesis of the research (empowerment and its dimensions with job satisfaction) is confirmed and there is significant and positive relationship between empowerment and job satisfaction. Findings also showed that there are positive and significant between access to information and dimension of reward system and dimension of self-determination and dimension of competence with job satisfaction (table 2).

Table 2 - Test results of it relationship between empowerment and its dimension with job satisfaction

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Type of test</th>
<th>Number</th>
<th>Sig</th>
<th>The correlation coefficient</th>
<th>Test results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- There is relationship between empowerment and job satisfaction.</td>
<td>Pearson</td>
<td>302</td>
<td>0/000</td>
<td>0/449</td>
<td>Confirmed</td>
</tr>
<tr>
<td>1- There is relationship between access to information and job satisfaction.</td>
<td>Pearson</td>
<td>302</td>
<td>0/000</td>
<td>0/383</td>
<td>Confirmed</td>
</tr>
<tr>
<td>1- There is relationship between reward system and job satisfaction.</td>
<td>Pearson</td>
<td>302</td>
<td>0/000</td>
<td>0/330</td>
<td>Confirmed</td>
</tr>
<tr>
<td>1- There is relationship between self-determination and job satisfaction.</td>
<td>Pearson</td>
<td>302</td>
<td>0/000</td>
<td>0/425</td>
<td>Confirmed</td>
</tr>
<tr>
<td>1- There is relationship between competence and job satisfaction.</td>
<td>Pearson</td>
<td>302</td>
<td>0/000</td>
<td>0/409</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>
6- Analysis Results of Research Conceptual Model

After confirming the measurement model of the research variables was investigated conceptual research model through structural equation modeling. The reason for using this method is that relations between all variables analyze simultaneously. SEM approach is a comprehensive method to testing hypotheses about the relations between variables observed and latent variables. Because conceptual research model is intended to examine the causal relationship between variables, in order to provide the possibility to analyze simultaneously relations between variables was used structural equation modeling. For analyzing model is used LISREL software that is one of software recognized in structural equation models. The results of path analysis and causal relationships between the main variables are shown in follow Fig.

![Diagram of path analysis and causal relationships]

**Figure 2 - Analysis of path in the standard mode**

Suitability of path analysis and other criteria were examined model fitting. The results of LISREL in standard modal estimate show that path analysis model is appropriate model; however, ratio of chi-square on df has difference from the range of 2 to 3. But because this measure is influenced by sampling, in this case, other indicators are considered. RMSEA index is equal to 0/103 that this number should be one and below one to be a good fitted model. In this model is approximately equal to 1 that indicating almost a good fit of the model.
Table 3 - Overall fit of the model

<table>
<thead>
<tr>
<th>RMSEA</th>
<th>df/Chi square</th>
<th>Df</th>
<th>Chi square</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/103</td>
<td>11/45</td>
<td>117</td>
<td>1340.36</td>
</tr>
</tbody>
</table>

Figure 3 - The amount of T in path analysis

In figure 3 the path coefficients illustrates the significance of path. As can be observed all relationships is a significant ($T>2$). Coefficients of regression path for dimensions of work life quality and job satisfaction are shown below:

Table 4 - Regression coefficients in standard mode for hidden variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Regression coefficient</th>
<th>Value of T</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural dimensions</td>
<td>job</td>
<td>0/50</td>
<td>7/26</td>
</tr>
<tr>
<td>Behavioral dimensions</td>
<td>job</td>
<td>0/67</td>
<td>8/50</td>
</tr>
</tbody>
</table>

7- Discussion and Conclusion

This study examines the relationship between empowerment and its dimensions with job satisfaction of employees in Melli Bank of Guilan province. Results of this study showed that empowerment and its dimensions include access to information and the rewards system and self-determination and competence have positively related to job satisfaction. In other words, if these dimensions increase, job satisfaction of employees will increased in the Melli Bank of Guilan province. Results of analysis of factor structures also showed that behavioral dimensions consist of two dimensions of self-determination and competence; have more
relationship with Job satisfaction. In fact, can be said that part of empowerment which is associated with perceptions and feelings of people, has more relationship with Job satisfaction. So results of research showed that structural issues such as reward to people and access to information in compared to perceptions and feelings of people is less important associated with job satisfaction.

Results of this study showed that if employees have access to the information they know as part of organization and this issue will increase their job satisfaction. Also in relation to the level of rewards that will be given to employees, if the reward be a systematic and if this rewards can increase a person's motivation, will increase Individual satisfaction. Another perspective of this study was to investigate the behavioral or psychological perspective. Behavioral empowerment of human resources is related to mode, feelings and beliefs of individuals to jobs and organization and is defined as the increase intrinsic motivation. This perspective also has 2 dimensions self-determination and competence. The results in relation to self-determination showed that if the person feels that has the right choice, he/she motivated in terms of behavior and this intrinsic motivation is caused to increase job satisfaction. The results also about competence showed that If occur such believe in person will led to increase Job satisfaction. Thus it is determine that overall job satisfaction is feeling positive and pleasant that individuals have from their jobs. More scientists - generally - social factors, the workplace and work know affecting job satisfaction. All theories of job satisfaction as to meet the needs of individuals, material or psychological know important and attention to demands and know important expectations of the employees. Briefly satisfaction is considered one of important variables in improve performance and increase the productivity of any organization that one of variables that can increase employee satisfaction is employees empowerment. The results of current research also confirm this issue.

8- Research Recommendations

1- It is recommended that the perception and feeling of people should be important for human resource management in human resource planning.

2- It is recommended that performance evaluation committee composed in Melli Bank branches of Guilan province and assess organizational performance according to dimension of structural and behavioral of employees.

3- It is recommended that examine the relationship dimensions of satisfaction and empowerment in further research.

4- It is recommended that it’s will done in other organizations to increase the power of generalizability of research.

5- It is recommended that by doing statistical methods such as Friedman test rank and prioritizes research dimensions in further research.

References

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