

ANALYSIS THE RELATIONSHIP BETWEEN EMPLOYEE'S PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION (CASE STUDY: SADRA MUNICIPAL EMPLOYEES)

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Abstract. This study aimed to analyze the relationship between employees psychological empowerment and job satisfaction (Case Study: Sadra Municipal Employees) is done. The research is descriptive and correlational, for this purpose, study population was Sadra municipal employees selected by researcher in the study as their numbers at the time was 76 people, all members of society through the census designated as sample size and questionnaire distributed among the population. Validity through content and reliability of the questionnaire by Cronbach's alpha, respectively (0.86) and (0.98) were obtained, and to analyze the information obtained SPSS16 software is used. The results showed that there is a significant relationship between psychological empowerment and job satisfaction of Sadra municipal employees.

Keywords: psychological empowerment, job satisfaction, Sadra municipal employees

1 Introduction

Human resources should be considered as the most important asset of an organization that has a key role in achieving the organization goals, today, organizations spend high costs to attract and retain human resources till in competition field catch up from other competitors. At present, due to competition between organizations and companies in order to gain greater control over resources has gained importance. If organizations have the best technology and have the best possible benefit, but do not have the skilled and efficient work force and the ability to gain the necessary interest, unable to affect the environment and succeed in the competition. The quality of this investment is more favorable, the probability of success, survival and improving the organization.

2 Methodology

Since the factors of production, human resources unlike other corporate resources as the reason and the coordinator of the other known factors as well as the most important factor in increasing productivity and organization, so a special place and special attention should be paid to it (Allahverdi et al., 2009). Job satisfaction or dissatisfaction is the person's attitude way to job (Saatchi et al., 2008). Job satisfaction is person's general attitude towards the job (Kohistani and Shojaee Far, 2011). Job satisfaction is press mode, positive, emotional, and feel in relation to jobs as a result of individual assessment of his work experience is obtained (Keramati, Mirkamali and Gholam Zadeh, 2005). According to Specter, job satisfaction has two dimensions: the human aspect that is worthy of the employees to be treated fairly and with respect and the behavioral aspects of the behavior of employees according to job satisfaction could lead the way that is effective in organizational functions and tasks. Success largely to the efforts of satisfaction and motivation of human resources depends on their mood. Human resources for desirable behavior should be in line with the objectives of the organization, have the motivation and right to be raised and this does not happen except through whys identify behavior or desire causes and reasons for motivation and employee satisfaction. Job satisfaction is one of the most important variables in organizational behavior as well as a central variable in research and organizational theory (Darwishi, 2007).

Today, organizations progress requires to achieve higher quality and more innovative while cost savings. Knowledge of personality characteristics that influence employee motivation and belief in the organization is essential to the advancement of

human behavior (Ebrahimi Nejad and Soleimian, 2007). Managers surrounded how to motivate employees and their motivation to ease step removed. Job satisfaction is not only an issue of interested to organizations, also has attracted researchers' attention (Bushra & Usman, 2011). Increasing job satisfaction in an organization, the turnover is minimized, resulting in reputation and competitive position. Job satisfaction is one of the most important variables in organizational behavior as well as a central variable in research and organizational theory (Darwishi, 2007). Environmental changes and increasing global competition, the topic focuses on managers is employee empowerment. Why organizations with empowered employees, committed, skilled and motivated, better able to adapt to changes and compete. Empowerment, sharing the healthiest way people in power. In this way, confidence, energy, pride, self-sufficiency in people's commitment and sense of increased participation in organizational matters, improved performance will follow (Mohammadi, 2001).

Conger & Kanungo (1988) due to the following reasons for the severity of empowerment put it:

1. Studies management skills show that subordinates empower are an important part of organizational effectiveness and management.
2. The analysis of power and control in organizations suggests that employees share in power and control, increase organizational effectiveness.
3. Experience in organized groups implies that empowerment strategies play an important role in the creation and survival of the group and ultimately the survival of the organization.

2.1 Research objectives

1. Explanation of relationship between psychological empowerment and job satisfaction of Sadra municipal employees
2. Explanation of psychological empowerment of municipal employees Sadra is significant predictor of job satisfaction
3. Explanation of the psychological empowerment of male and female of Sadra municipal employees is significant predictor of job satisfaction
4. Explanation of the psychological empowerment of Sadra municipal employees has significant predictor of job satisfaction

2.2 Research questions

In this study, two standard questionnaires Spreitzer psychological empowerment (1995) and Minnesota job satisfaction (2012) was used.

First questions: is there a significant relationship between psychological empowerment of municipal employees Sadra and job satisfaction?

Table 1, the correlation between the variables of psychological empowerment (job significance, sense of competence, given the choice, feel effective, having trust in others) with job satisfaction has shown. The results obtained indicate that given the choice, job satisfaction ($r=0.44$ and $0.002 > p$) has a significant positive correlation with job satisfaction and sense of effectiveness ($r=0.68$ and $0.0001 > p$) has positive and significant relationship with job satisfaction. However, significant job with job satisfaction ($r=0.17$ and $p = nS$) and sense of competence with job satisfaction ($r=0.17$ and $p = nS$) has not a significant relationship.

Table (1), correlation coefficient result of research variables

Variable		Significant jobs	Sense of competence	Right to Choose	To be effective	Reliance on others
Job Satisfaction	Correlation coefficient	0.17	0.02	0.44	0.34	0.48
	Significance level	0.14	0.84	0.002	0.0001	0.0001
	Number	74				

Second question: Does psychological empowerment of Sadra municipal employees is a significant predictor of job satisfaction?

Based on the results in Table 2, observed, employee psychological empowerment 37 percent of the variance in job satisfaction predicted. The results indicate that trust to others

with regression coefficients 0.38, right to choose with regression coefficient 0.29, job significance with regression coefficient 0.22 has highest and the lowest has significant and positive predictive power of job satisfaction, but a sense of competence and effectiveness are not a significant predictor of job satisfaction.

Table (2) the prediction of job satisfaction based on employee's psychological empowerment variables

Predictor variables	Criterion variable	F	R	R ²	β	t	Significance level
Significant jobs	Job Satisfaction	8.14 0.0001<p	0.61	0.37	0.22	2.07	0.04
Sense of competence					0.06	0.57	0.56
Right to Choose					0.29	2.32	0.02
To be effective					0.04	0.34	0.73
Reliance on others					0.38	3.42	0.001

Third question: Does man and woman psychological empowerment of Sadra municipal employees is a significant predictor of job satisfaction?

Based on the results in Table 2, observed, man employee psychological empowerment 41 percent of the variance in job

satisfaction predicted. The results indicate that trust to others with regression coefficients 0.45, right to choose with regression coefficient 0.33 has highest and the lowest has significant and positive predictive power of man employee's job satisfaction, but a sense of competence and effectiveness are not a significant predictor of man employee's job satisfaction.

Table (3) the prediction of job satisfaction based on man employee's psychological empowerment variables

Predictor variables	Criterion variable	F	R	R ²	β	t	Significance level
Significant jobs	Job Satisfaction	9.06 0.0001<p	0.68	0.41	0.15	1.30	0.19
Sense of competence					0.03	0.57	0.75
Right to Choose					0.33	2.49	0.01
To be effective					0.005	0.34	0.97
Reliance on others					0.45	3.46	0.001

Based on the results in Table 3, observed, woman employee psychological empowerment 53 percent of the variance in job satisfaction predicted. The results indicate that trust to others with regression coefficients 0.86, job significance with regression coefficient 0.60, sense of competence with regression

coefficient 0.50 has highest and the lowest has significant and positive predictive power of man employee's job satisfaction, but trust to others and effectiveness are not a significant predictor of man employee's job satisfaction.

Table (3) the prediction of job satisfaction based on woman employee's psychological empowerment variables

Predictor variables	Criterion variable	F	R	R ²	β	t	Significance level
Significant jobs	Job Satisfaction	4.74 0.0001<p	0.82	0.53	0.60	3.40	0.006
Sense of competence					0.50	2.40	0.03
Right to Choose					0.86	2.22	0.04
To be effective					0.44	1.21	0.24
Reliance on others					0.21	1.11	0.28

Fourth question: Does psychological empowerment of Sadra municipal employees with different degrees is a significant predictor of job satisfaction?

Based on the results in Table 4, observed, dimensions of employee psychological empowerment with diploma 52 percent of the variance in job satisfaction predicted. The results indicate

that trust to others with regression coefficients 0.68, right to choose with regression coefficient 0.50, job significance with regression coefficient 0.30 and sense of competence with regression coefficient 0.28 has highest and the lowest has significant and positive predictive power of diploma employee's job satisfaction, but effectiveness are not a significant predictor of diploma employee's job satisfaction.

Table (4) the prediction of job satisfaction based on diploma employee's psychological empowerment variables

Predictor variables	Criterion variable	F	R	R ²	β	t	Significance level
Significant jobs	Job Satisfaction	6.88 0.0001<p	0.78	0.52	0.30	1.47	0.01
Sense of competence					0.28	1.15	0.03
Right to Choose					0.50	2.47	0.004
To be effective					0.20	0.97	0.25
Reliance on others					0.68	3.59	0.001

Based on the results in Table 5, observed, dimensions of employee psychological empowerment with associate degree 37 percent of the variance in job satisfaction predicted. The results indicate that right to choose with regression coefficient 0.68, job significance with regression coefficient 0.44 has highest and the

lowest has significant and positive predictive power of associate degree employee's job satisfaction, but trust, sense of competence and effectiveness are not a significant predictor of associate degree employee's job satisfaction.

Table (5) prediction of job satisfaction based on associate degree employee's psychological empowerment variables

Predictor variables	Criterion variable	F	R	R ²	β	t	Significance level
Significant jobs	Job Satisfaction	7.82 0.0001<p	0.91	0.72	0.44	2.86	0.02
Sense of competence					0.03	0.20	0.84
Right to Choose					0.68	2.70	0.02
To be effective					0.008	0.04	0.96
Reliance on others					0.38	3.42	0.001

Based on the results in Table 5, observed, dimensions of employee psychological empowerment with bachelor degree 37 percent of the variance in job satisfaction predicted. The results indicate that trust to other with regression coefficient 0.59 has significant and positive predictive of bachelor employee's job satisfaction, sense of competence, right to choose and effectiveness are not a significant predictor of bachelor degree employee's job satisfaction.

3 Results

Correlation between the variables of psychological empowerment (job significance, sense of competence, given the choice, feel effective, having trust in others) with job satisfaction has shown. The results obtained indicate that given the choice, job satisfaction ($r=0.44$ and $0.002 > p$) has a significant positive correlation with job satisfaction and sense of effectiveness ($r=0.68$ and $0.0001 > p$) has positive and significant relationship with job satisfaction. However, significant job with job satisfaction ($r=0.17$ and $p = nS$) and sense of competence with job satisfaction ($r=0.17$ and $p = nS$) has not a significant relationship.

According to the results obtained from test this hypothesis; there is significant relationship between employees' psychological empowerment and job satisfaction. This means that the employees in the organization have benefited from more psychological empowerment, job satisfaction is more in them and motivating them to stay and work out more. In fact, psychological empowerment is a means to empower the individual; this means that the staff will help to strengthen their sense of self-confidence and to overcome their feelings of impotence and helplessness. So workers have this sense of empowerment in the organization are more satisfied and to leave the job less reluctant to think it does not show. The relationship between competence and job satisfaction has been confirmed that the relationship between their satisfaction and effective we can say that this feature is important because having a sense of competence is psychological empowerment element that determines and people will try to do hard work and perseverance. In fact, by increasing the effectiveness of job satisfaction also increases the sense of feeling effective in municipalities or individual tasks with the creation of a positive effect on the effectiveness of the organization. Results and significant correlation test and predictor of job satisfaction corroborates and it can be assumed that individuals are empowered with a sense of confidence and are confident that the

organization treats them fairly and staff feel more prepared to trust the honesty and sincerity to pretend they and their successor more research-oriented, autonomous, self-confidence and are eager to learn. Also significant relationship between feelings and choices with job satisfaction results show that direct and meaningful relationship between these two components is obtained. When employees feel it is important and valuable to pursue career goals and their work is important and more committed and involved and more show perseverance and the pursuit of desired goals.

Based on the results in Table 2, observed, man employee psychological empowerment 41 percent of the variance in job satisfaction predicted. The results indicate that trust to others with regression coefficients 0.45, right to choose with regression coefficient 0.33 has highest and the lowest has significant and positive predictive power of man employee's job satisfaction, but a sense of competence and effectiveness are not a significant predictor of man employee's job satisfaction.

In addition, it observed woman employee psychological empowerment 53 percent of the variance in job satisfaction predicted. The results indicate that trust to others with regression coefficients 0.86, job significance with regression coefficient 0.60, sense of competence with regression coefficient 0.50 has highest and the lowest has significant and positive predictive power of man employee's job satisfaction, but trust to others and effectiveness are not a significant predictor of man employee's job satisfaction.

The results show that the harmony and psychological empowerment significant difference between male and female employees in other words, psychological empowerment of women employees are significantly more likely than men and this is probably due to the sense of competence and means to render the top women in the municipality. However, trust others and feel significantly more effective in men than in women and this is probably due to the feeling of being effective and trust in the men in our society. Expected increases in measures enabling organizations to increase awareness and experience of the staff, enhance their sense of participation and the need to improve efficiency, especially in the years between employments, due to the inadequacy of the measures considered to be of enabler. On the other hand enabling the organization may be more focused groups that have been established in the organization at the same time until retirement and have more opportunities. Study limitations during employment, contractual employees and

contractual restrictions on access to certain institutional advantages and opportunities, greater attention to key employment categories, disproportionate allocation of educational and administrative facilities, and inadequate investment on conventional forces and could be the reason. Better empowerment of women employees in the research and commitment of women to a greater sense of empowerment knows, the result of the study is consistent with the results Abesi and Kord (2009), Cloetet et al., (2002).

Based on the results observed, dimensions of employee psychological empowerment with diploma 52 percent of the variance in job satisfaction predicted. The results indicate that trust to others with regression coefficients 0.68, right to choose with regression coefficient 0.50, job significance with regression coefficient 0.30 and sense of competence with regression coefficient 0.28 has highest and the lowest has significant and positive predictive power of diploma employee's job satisfaction, but effectiveness are not a significant predictor of diploma employee's job satisfaction.

In addition, it observed, dimensions of employee psychological empowerment with associate degree 37 percent of the variance in job satisfaction predicted. The results indicate that right to choose with regression coefficient 0.68, job significance with regression coefficient 0.44 has highest and the lowest has significant and positive predictive power of associate degree employee's job satisfaction, but trust, sense of competence and effectiveness are not a significant predictor of associate degree employee's job satisfaction.

It observed dimensions of employee psychological empowerment with bachelor degree 37 percent of the variance in job satisfaction predicted. The results indicate that trust to other with regression coefficient 0.59 has significant and positive predictive of bachelor employee's job satisfaction, sense of competence, right to choose and effectiveness are not a significant predictor of bachelor degree employee's job satisfaction.

In addition, it observed, dimensions of employee psychological empowerment with MA degree 37 percent of the variance in job satisfaction predicted. The results indicate that right to choose with regression coefficient 0.71 and sense of competence with regression coefficient 0.54 and trust to other with regression coefficient 0.45 has significant and positive predictive of MA employee's job satisfaction, sense of competence, right to choose and effectiveness are not a significant predictor of MA degree employee's job satisfaction.

The results show that the increase in average tests and psychological components of empowerment by increasing qualification. According to the results obtained by separation according to degree, these species can be deduced and the research community feels with a higher degree of psychological empowerment of employees increased. However, 53 percent of the changes in employees' job satisfaction hold a diploma predicted. In today's competitive environment, organizations with an amazing transformation must be managed. In such circumstances, managers do not have much time to control employees and must spend most of your time and energy identifying the internal and external environment, and other everyday tasks entrusted their staff. When employees can handle well in tasks of skill, knowledge and ability necessary well understand and objectives of the organization. A tool can help managers in the field to rush the process of empowerment. It enables a new method for the survival of the lead to organizations in the competitive environment. A successful organization is composed of people with intellectual and set common goals with flexible teamwork in the organization; experiences and knowledge to development of the organization are located. Therefore, each individual has a functional organization that does have a sense of ownership. The use of suitable potential is huge advantage for any organization. Today's organizations are affected by factors such as increased

global competition, rapid changes, the need for quality and after-sales service and limited resources and are under a lot of pressure. After many years of experience, the world has concluded that if an organization wants to be a leader in economic and business affairs and must not fall behind the competition from experts, creative and motivated is high. Human resources constituted the real wealth of an organization effective educational system by promoting job skills and human resources is an increased efficiency. The educational system is not efficient and is not tailored to the needs of time and business, virtually the organization's efforts to strengthen human resources to results comparable to those countries that have favorable conditions, will not get. The results of the studies are consistent with results conducted by Hassanpour et al., (2009) and Bennis et al., (1985), Clark and Stander (2014).

4 Applied research proposals

Please enable their employees based on specifications and willingness to transfer its knowledge and efforts to promote the valuation. In order to comply with the payment of the salary of the actions that led to encouraging people to empower the organization. Encourage employees whose individual skills, team and improve the quality of their work. They use their own experience and others that may be useful or negative, are used. Empower people with the skills and values they admired their work and to respect all ideas and suggestions will be considered.

1) Measures such as job rotation, job enrichment and empowerment and according to the enjoyable work, perception of meaning at work improved and managers can plan with enabling employees to achieve in these areas. In particular, the results were significant aspect of influence and competence, these measures can be effective steps taken to strengthen these two dimensions.

2) Organization tries to improve relations between managers and employees. In this respect, goal setting program function can be useful. Since the quality of the relationship between employees and supervisors adequate time properly carry out the duties assigned to staff, this applies to goal setting programs, set performance targets for each employee. That the duties of staff for a clear and specific time to be determined by taking to achieve the goal. After the designated time, the assessment of individual activities and feedback given to employees finally, based on the tasks that employees do they have weaknesses, determine an appropriate educational program.

3) Identify key personnel in the organization. Key staff are very creative people and effective that will empower them to empower others and with greater participation than they used. They trained in behavior and psychological empowerment and the roots of the organization as they used to enhance the capabilities of other employees. In addition, it will lead to increase good relations between employees and increase their interest in staying in the organization and the lack of turnover.

4.1 Management proposals for future research

Future researchers who are interested in research in this field is suggested that:

- The study for analysis and comparison between public and private organizations and companies to do different work environments and activities examined in this regard.
- Other factors affecting research by bringing in models such as the effect of organizational climate, organizational health, communication management, organizational commitment, personality characteristics.

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