

## Effect of empowerment and autonomy empowering employees in the underlying action (case Study: Islamic Azad University of Shoushtar)

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**Abstract:** In recent years the importance of empowering employees and its impact on their performance, this problem is particularly drawn to the attention of managers. Managers try to increase performance compared to empower them to have more attention. The main objective of this study was to examine the impact of employee empowerment and autonomy in the performance of the underlying empower them. This research is a descriptive survey of the target application that is based on field research and library. The research staff of Islamic Azad University Shoushtar (274 diploma degree and up) and a sample of 160 subjects was determined by the formula. The sampling method in this study, random and variable data through a standard questionnaire (Questionnaire empowerment Spritzer (1995) and the underlying performance and Blankly Moorman (1995) (Cronbach's alpha equal to 0.861) were collected. Survey data collected by the software SPSS was undertaken. The results include employee empowerment and autonomy on the basis of their impact on the performance of the underlying influences on empowerment.

**Key words:** *Empowerment; Autonomy; Performance context*

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### 1. Introduction

Orientation of many books on management skills to help managers to gain knowledge on how to control the behavior of others. They have focused on how managers can improve employee performance, create harmony. Empowerment based on a set of assumptions that are inconsistent with the assumptions managers. Empowerment means that people should be free to us.

They do what they wish to do so successfully, rather than forcing them to do what we want to do. Managers who enable individuals, limitations and boundaries are based out of the way (Vain et al, 2002).

Empowering employees: Some evidence of empowerment: global competition, the need for rapid response to the needs and expectations of customers and a workforce trained to self-determination (autonomy) need more.

Baruch said the only word empowerment is not new, but the recent introduction of the notion of the current trend of management.

In 1988, Conger and Kanga first operational definition of empowerment offered. According to the researcher, Empowerment is: Promoting self-sufficiency of individuals from organizations identify situations that make them feel a lack of power in the Trying to eliminate them by working on a formal organizational practices and informal techniques of providing efficient information (Abtahi et al, 2007). Autonomy: a sense of personal autonomy and the

right to choose a pre-set distance from the activity. Independence, autonomy represents a step in the continuity of behaviors and processes. Sense of autonomy with less alienation in the workplace

Higher job satisfaction and higher levels of job performance and greater entrepreneurial activity and higher levels of job involvement and work pressure is less. The school management perspective, freedom or autonomy should be tailored to the type of job the person. Between freedom and authority granted to a person should be a balance and proportion (Build, 2006).

**Definition of Performance:** Performance of learning-induced changes becomes visible in the form of overt behavior or potential behavior to become the de facto behavior. (Shabani, 2007).

Function is to complete the tasks that the organization has been responsible for staffing. In its simplest definition, represents the share of employees' job performance in an organization in which they work (Sadat, 2007).

**Performance of the underlying:** Campbell functions as the target behavior to be defined. Can be measured by the ratio (Solomon, 2001) to address this definition, it is understood that the performance depends on the personality traits, intellectual abilities and the desire to merge with the institutional goals of each individual.

Bormann and Moto Wade Lu (1997) investigated the performance of the underlying. Greenwood (1999) Components and elements underlying performance, as well as make the most effort, voluntary cooperation with other staff to help them comply with the law, acceptance, commitment, and

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support of organizational goals in line with the defined. Skater and Moto Le Van Wade (1996) underlying performance in two aspects of the commitment and cooperation of the staff to be considered. This definition is derived from the performance indicators that will benefit society and the institutional environment, which helps with job performance on the basis of the engineering profession.

Miraghaee (2007) investigated the level of empowerment and its relationship to organizational factors (A Case Study of Gas Company) stating that: The next level of empowerment competence, effective, and meaningful autonomy is desirable but the trust is not desirable. Adverse findings in the study, the findings of this study indicate: Competency among the employees of the gender dimension, the sense of autonomy and self-determination of employees after the job experience and the feeling of the old staff there. Also, the feeling of empowerment, empowerment of the education is based on five factors, there is no difference.

Conger and Kanga (1988) a study claimed that they need to empower their subordinates to take more seriously when they feel a lack of power. Women and some ethnic groups may have because of the position that no power is required, As a result,

they have fewer capabilities. A study was conducted on the staff of a hospital, it was found that at lower levels of the organization, Women have more capabilities than their male colleagues, but in this case there was a high level of image. Therefore, it is expected that a more males than females and whites than in other ethnic groups have a greater sense of empowerment

**Research Objectives**

The main objective of the present study was to evaluate the performance of the underlying employee empowerment Branch is Shoushtar.

**Secondary objective**

Secondary objective is to determine the impact on performance of the underlying self-empowerment of staff.

**Research hypothesis**

**The main hypotheses:** Empowerment of the underlying performance of the employees affected.

Sub-hypothesis: self-determination, empowerment of employees on the basis of employees affected.

**Conceptual model**

In this model, the effect of empowerment and autonomy in the context of employee empowerment on the show.



Fig. 1: the conceptual model

**2. Material and methods:**

The Research is objective, functional and descriptive survey is how to do it. The population in this study is employees Shoushtar Branch. Notably, the number of personnel Branch of shoushtar 373 persons. In this study, 99 subjects were employees of

the school, the type of response to the questionnaire were excluded. The rest of the staff (274 people) with respect to education as outlined in Table 1 are sorted. Stratified random sampling (quota), and the Cochran formula is used to determine sample size.

Table 1: Classification of the sample according to education

Education	Diploma	Associate degree	Bachelor	MA	education Statistical Society Sample
70	31	145	28	274	
41	18	85	16	160	

**2.1. Methods of data collection:**

In this study two methods for data collection and field library is used. 5 item Likert scale range is used. Of degrees totally agree, agree, no comment, disagree, and completely disagree (scores 5, 4, 3, 2 and 1) and the questionnaire used is as follows:

Empowerment of the questionnaire by spritzer (1995).

Questionnaire, and Mormon background by blackly (1995) is collected.

Normality test variables.

**H0:** variable distribution is normal.

**H1:** Variable distribution is not normal

The values given in Table 2, since the values of the significance level for variables is greater than 0.05 (Sig>0.05), so the null hypothesis is accepted and the normality of variables. (Significance level is greater than 0.05) resulting in variable data were normally distributed and therefore parametric tests for regression testing can be used to evaluate the hypothesis.

**Regression testing of hypotheses:**

**The main hypotheses:**

**Empowerment of the underlying performance of the employees affected.**

Table 2: Distribution of normality in the variables

Variable	Number	Mean	SD	Kolmogorov Smirnov	Significant level
Empowering employees	160	64.737	6.836	1.401	0.059
Performance of the underlying	160	16.443	4.429	0.661	0.661

Table 3: Calculation of stepwise multiple regressions analyzes to empower employees in the performance of their underlying

Source of variance	Total square	Degrees of freedom	Mean square	F	Level Significant	R	R <sup>2</sup>
Regression	404.456	1	404.456				
The remaining	2715.038	158	17.184	23.537	0.000	0.360	0.130
Total	3119.494	159	-				

**Predictive variables:** Empowering Employees  
**Dependent variable:** the performance of the underlying

The results of the regression analysis presented in Table 3 show that the achieved significance level F, the amount of 0.000 with 1 and 158 degrees of freedom is lower than 0.05 (0.000 = p, 537.23 = (158 and 1) The regression model generated statistically

significant. It also varies according to the value of R<sup>2</sup>, 13 per cent of the total variance empowering employees to explain underlying performance. Amount equal to 87 percent is unexplained. In order to evaluate the predictor variables and the impact of learning on the performance of the underlying, Beta coefficients are calculated from the results of this study are given in Table 5:

Table 4: Beta coefficients are calculated in order to identify the extent and Empowerment of the effect of variables on the performance of their underlying

Variable prediction	B	Standard error	Beta	t	Significant levels
Empowering employees	5.540	2.272	-	2.439	0.016
	0.233	0.048	0.360	4.851	0.000

As seen in Table 4 result, the Beta value of this variable is positive and significant impact on the performance of the underlying 0.360 size (0.360 Beta =) and (0.05 > p). The regression equation can be written as follows:

(Employee empowerment) 0.233 + 540.5 = performance of the underlying

**The H1 hypothesis is confirmed.**

**Minor premise: autonomy in the performance of the underlying Empowerment of employees affected.**

Table 5: Calculation of stepwise multiple regressions analyzes for self-empowerment of employees in the performance of their underlying

Source of variance	Total square	Degrees of freedom	Mean square	F	Level Significant	R	R <sup>2</sup>
Regression	275.187	1	275.178				
The remaining	2844.3	158	18.002	0.088	0.297		15.2
Total	3119.4	159	-				

**Prediction variables:** autonomy and empowerment of employees

**Dependent variable:** the performance of the underlying

The results of the regression analysis presented in Table 5 show that the F significant obtained, the amount of 0.000/0 with 1 and 158 degrees of freedom is lower than 0.05 (0.000 = p), 15.287 = (158 F). The model developed is statistically significant. Also according to the value of R<sup>2</sup>, Variable Autonomy in

empowering employees 08/0 total percentage variance explained by the underlying performance moved. Unexplained amount equal to 99.02 cent. To examine the effect of the aforementioned variables to predict the performance of the underlying Beta coefficients are calculated from the results of this study are given in Table 6.

As seen in Table 6 result, according to a Beta value of this variable is positive and significant impact on the performance of the underlying 0.297

size (Beta =0.297) and (p<0.05) The regression equation can be written as follows:

$$\text{(Autonomy, empowerment of employees)} 0.476 + 11.265 = \text{function underlying}$$

**Table 6:** Calculation of beta coefficient to determine the effect of varying the degree of autonomy and empowerment of employees in the performance

Variable prediction	B	Standard error	Beta	t	Significant levels
Constant	11.265	1.366	-	8.245	0.016
Empowering employees	0.476	0.122	0.297	3.910	0.000

**The 1H hypothesis is confirmed. Conclusion**

In recent years the importance of empowering employees and its impact on their performance, this problem is particularly drawn to the attention of managers. Managers try to increase performance compared to empower them to have more attention.

**3. Research proposals**

According to the results of the statistical analysis was carried out following suggestions are offered:

1. Based on the results of testing the main hypothesis is proposed: Managers and supervisors organizational and planning how to set about empowering employees and their dimensions are of great interest.

2. According to the results of the test sub-hypothesis is proposed to consider the following points: Allowing staff to define the way in their business activities and to choose among them. Allowing employees to use their initiative to work on different aspects of the work itself competent to see.

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