A Survey about Dimensions and Components of Empowerment of Islamic Azad University’s Personnel in Mazandaran Province and the Contribution of Each Component

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Abstract: The goal of this research is to examine the dimensions and components for strengthening the personnel of Mazandaran Islamic Azad University in order to determine the contribution of each component. The Research method is a descriptive surveying one. Statistical society of this research includes all personnel of Islamic Azad Universities of Mazandaran Province with a number of 1869 persons and 320 persons out of them were selected as samples based on Morgan table and random cluster sampling method. The tool used for data collection is a researcher-made questionnaire in which K Square and Regression descriptive and inferential statistical methods have been used. The results show that communicative, motivation, cognitive and ultra-cognitive components affect on personnel strengthening. The highest contributions in personnel strengthening are related to cognitive and ultra-cognitive components (79%), motivation components (10%) and communicative components (5%). There is a difference between the viewpoints of men and women regarding personnel strengthening, i.e. women believe more in the effects of motivation factors on personnel strengthening, but there are no differences between the viewpoints of men and women regarding the effects of cognitive and ultra-cognitive components on personnel strengthening. There are also differences between the viewpoints of personnel of university units regarding the effects of motivation components on the strengthening of personnel are different. Finally, there are differences between the viewpoints of personnel of university units regarding the effect of cognitive and ultra-cognitive components on personnel strengthening.

Keywords: Empowerment · Connection’s component · Motivation’s component · Recognition and ultra-recognition components

INTRODUCTION

Since the human society has existed from living's economy and has divided into two groups of employee and employer, the circumstances of increasing of exploitation have also been attended. Sometimes money, power and dissimulation were the tool of exploitation's increasing. Since awareness of people and societies has been increased and regulations which are related to human's right are brought about, the topic of competition and motivation has been become mooted and now the topic is about empowerment of human's power. Management reached to such a prescription that we should transfer motive force from outside to inside of human being, management gave him awareness and clarified goals of task and gave the right of choosing to him and instead of telling him what, how and when to do something, it gives them the power to solve their problems and make decision for themselves, it makes them feeling self confidence and they themselves take responsibilities of management. Empowerment means self controlling, self believing, paying attention to themselves
and granting free for themselves. In psychology, elder has used the concept of "motivation of dominance" and its meaning is endeavor of people in order to reach dominance in contact with their world. In sociology, concept of empowerment has often been used for legal's movements (e.g. civil rights, women rights and employees' rights) and in theology; contestations which are about authority versus compulsion and power versus surrender are some of the examples of empowerment's discussion [1].

The most important challenges of managers of organizations in these days are disuse of thought sources, mind's ability and potential capacities of human sources. In most organizations, the abilities of personnel haven't been used optimally and managers aren't able to use their potential capacities. In other words, personnel have the power of showing creation, innovation and more activities, but in the organization's environment, for some reasons, this ability hasn't been used optimally. Scientists of management's changing and optimization of organization, have introduced empowerment of human sources as an effective guideline, which has a great effect on performance and optimization of human power and they believe that empowerment of human sources is one of the most important and newest conception which has been implementing by organizations in these days. Actually it is answering to the need of contemporary management [2].

In this direction, great studies have been performed in advanced countries, but in our country, any study which is about empowerment of educational managers hasn't been yet performed, and aspects, factors and tasks of empowerment of educational managers, especially school managers haven't been recognized. Of course, nobody has presented a frame work for empowerment of educational management, with special attention to conditions and situations of our country. Therefore, one of the main problems of educational system is that senior and middle managers of ministry of education and training don't have an optimal frame work for empowerment school managers (operating managers, who are in the first line of battle of education and training and who have the responsibility of guidance of educational units) and it appears that aspects, factors and real components of empowerment of school managers are hidden to them. Therefore, researcher is intended to search about aspects and components of empowerment of personnel and he wants to calculate the share of each of the components in Mazandarn Universities.

The Research Questions:

- How much connection's component does effect on empowerment of personnel?
- How much motivation's component does effect on empowerment of personnel?
- How much components of recognition and ultra-recognition do effect on empowerment of personnel?
- How much is the share of each component on empowerment of personnel?

History of Research: Aghayar [3] believes that we should consider empowerment from different aspects and with performing empowerment process and educating personnel continuously can reach to the goals of organization easily. The advantages of empowerment can be increasing of profit and quality, satisfaction of customer, feeling of belonging and ownership of personnel to organization, improvement of job's condition and reduction of expenses, wastages, nervous pressure, accidents and direct control of supervisor. Research findings of Abdollahi [4] showed that empowerment consists of four dimensions of merit, effectiveness, meaningfulness of job and different trust which influencing aspects have been explained below:

Management guidance, conditions of organization, sources of self-efficient effect on empowerment psychology via organization condition. Nasr-Esfahani [5] in his researches tells that today world needs changes of people psychology which are more spacious than economical and political changes. Also, Brossoit [6] in his research proceeded to key results of his work. The authors, such as Heler [7] Block and Breeding [8] Dee Jay [9] have emphasized on important role of leadership in empowerment, but little studies have been performed in this field. Shelton [9] in his PhD dissertation, understood that there is a great relationship between perceptions of personnel about empowerment psychology and trust of personnel to managers. The researcher offers that before doing anything, organization must attract trust of personnel, in order to perform empowerment schedule of personnel. Light [10] in her PhD dissertation with the title of "relationship and effect of personnel empowerment on job's satisfaction in job's environment showed that personnel empowerment influences on job's satisfaction, whatever their empowerment becomes more, their job's satisfaction becomes more [11].
Research Methodology: Research methodology is survey and the statistical society of this research is all of the personnel of Mazandarn Islamic Azad Universities. The number of these personnel is 1869. Statistical samples which are using in this research have been determined by table of determination of Morgan's sample volume and the statistical sample with the Random cluster sampling is 320 Subjects. In this research, in order to collecting information, the questionnaire which has been prepared by the researcher is used. This questionnaire has been prepared in order to considerate aspects and components of personnel empowerment in connection's aspects and motivation's and recognition and ultra recognition's aspects. This questionnaire using Likert scale in communication’s aspect has (22 components), in motivation's aspects has (22 components), in recognition and ultra recognition's aspects has (22 components) and in total it has 66 components.

Admissibility of questionnaire via admissibility of contents has been admitted and considered by 10 clear-sighted people and after having been performed experimental and having been filled the questionnaire by 25 people of personnel who are members of statistical society, its permanent via test-retest method has been examined and permanent coefficient of every aspect, we can judge that most of the samples (78.1%) with empowerment components has been calculated and at the end, total permanent coefficient has been obtained, which is 95%.

Results of which has been obtained from answers of experiencing via SPSS software, in the section of descriptive statistics in order to have descriptive analysis, table of plenty distribution, percent, average of variance and in the section of inferential statistics, K square and regression has been used.

Analyzing Data
First Question: How much connection's component does effect on empowerment of personnel?

The results in Table 1 shows that 45.8% of these samples with quantity of too many and 41% of these samples with quantity of many believe that paying attention to connection's aspects and components is effective in personnel empowerment, 10.8% of these samples with quantity of medium and 2.4% of these samples with quantity of low believe that, these components has an effect on personnel empowerment. In accordance with K square testing shows us that the difference between different samples' ideas is meaningful (because the observed meaningful level is lower than Alfa's quantity and it equals to 0.05). Therefore, the difference which has been seen, between different samples' ideas is real and meaningful and it isn't the result of chance or accident and therefore with 95% certainty, one can judge that most of the samples (86.6%) with quantity of too many, and many believe in the effect of paying attention to connection's components in personnel empowerment.

Second Question: How much motivation's component does effect on empowerment of personnel?

Data in Table 2 depicts that 45.5% of these samples with quantity of too many and 32.6% of these samples with quantity of many believe that paying attention to motivation's aspects and components is effective in personnel empowerment, 18.1% of these samples with quantity of medium and 8.3% of these samples with quantity of low believe that these components have an effect on personnel empowerment. In accordance with K square testing shows us the difference between different samples' ideas is meaningful (because meaningful level has been seen which is lower than Alfa's quantity and it equals to 0.05). Therefore, the difference which has been seen, between different samples' ideas is real and meaningful and it isn't the result of chance or accident and therefore, with 95% certainty, we can judge that most of the samples (78.1%) with quantity of too many and many believe in the effect of paying attention to motivation's components in personnel empowerment.

Third Question: How much components of recognition and ultra-recognition do effect on empowerment of personnel?

Data in Table 3 shows that 39.9% of these samples with quantity of too many and 41.3% of these samples with quantity of many believe that paying attention to recognition's aspects and components is effective in personnel empowerment, 15.3% of these samples with quantity of medium and 3.6% of these samples with quantity of low believe that these components has an effect on personnel empowerment. In accordance with K square testing shows us the difference between different samples' ideas is meaningful (because meaningful level has been seen which is lower than Alfa's quantity and it equals to 0.05). Therefore, the difference which has been seen, between different samples' ideas is real and meaningful and it isn't the result of chance or accident and therefore with 95% certainty, we can judge that most of the samples (81.2%) with quantity of too many and many believe in the effect of components recognition and ultra-recognition in personnel empowerment.
Table 1: The effect of connection's component on empowerment of personnel

<table>
<thead>
<tr>
<th>Indices</th>
<th>Too Many</th>
<th>Many</th>
<th>Medium</th>
<th>Low</th>
<th>X²</th>
<th>Df</th>
<th>Sig</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plenty</td>
<td>132</td>
<td>118</td>
<td>31</td>
<td>7</td>
<td>161.41</td>
<td>3</td>
<td>0.000</td>
<td>0.05</td>
</tr>
<tr>
<td>Plenty's percent</td>
<td>45.8</td>
<td>41</td>
<td>10.8</td>
<td>2.4</td>
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</table>

Table 2: The effect of motivation's component on empowerment of personnel

<table>
<thead>
<tr>
<th>Indices</th>
<th>Too Many</th>
<th>Many</th>
<th>Medium</th>
<th>Low</th>
<th>X²</th>
<th>Df</th>
<th>Sig</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>131</td>
<td>94</td>
<td>52</td>
<td>11</td>
<td>112.30</td>
<td>3</td>
<td>0.000</td>
<td>0.05</td>
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<tr>
<td>Frequency percent</td>
<td>45.5</td>
<td>32.6</td>
<td>18.1</td>
<td>3.8</td>
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</tr>
</tbody>
</table>

Table 3: The effect of components of recognition and ultra-recognition on empowerment of personnel

<table>
<thead>
<tr>
<th>Indices</th>
<th>Too Many</th>
<th>Many</th>
<th>Medium</th>
<th>Low</th>
<th>X²</th>
<th>Df</th>
<th>Sig</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>115</td>
<td>119</td>
<td>44</td>
<td>10</td>
<td>112.63</td>
<td>3</td>
<td>0.000</td>
<td>0.05</td>
</tr>
<tr>
<td>Frequency percent</td>
<td>39.9</td>
<td>41.3</td>
<td>15.3</td>
<td>3.6</td>
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</tbody>
</table>

Table 4: Analyzing data by using regression model in order to determine share

<table>
<thead>
<tr>
<th>Model</th>
<th>Total Squares</th>
<th>Degree of Free</th>
<th>Average of Squares</th>
<th>F</th>
<th>Sig</th>
<th>A</th>
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</thead>
<tbody>
<tr>
<td>Regression</td>
<td>681740.32</td>
<td>3</td>
<td>227246.77</td>
<td>1.60</td>
<td>0.000</td>
<td>0.05</td>
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<tr>
<td>Remainder</td>
<td>40133.55</td>
<td>284</td>
<td>141.31</td>
<td></td>
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<td></td>
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<tr>
<td>Total</td>
<td>721873.87</td>
<td>287</td>
<td></td>
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</tr>
</tbody>
</table>

Table 5: Distributing share of each components of connection, motivation, recognition and ultra-recognition in personnel empowerment

<table>
<thead>
<tr>
<th>Variables</th>
<th>Recognition and Ultra-recognition</th>
<th>Motivation</th>
<th>Connection</th>
<th>Share of Other Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantity of share</td>
<td>0.79</td>
<td>0.10</td>
<td>0.05</td>
<td>0.06</td>
</tr>
</tbody>
</table>

**Fourth Question:** How much is the share of each component on empowerment of personnel?

As data presented in Table 4 shows, regression proofs the effect of all the three variables (components of connection, motivation, recognition and ultra-recognition) on personnel empowerment and it shows us the share of each variable in the below table.

Above findings show that most of the share of personnel empowerment relates to components of empowerment in recognition and ultra-recognition which specifies 0.79 to itself, motivation's component 0.10 and connection's component specify 0.05 to themselves and 0.06 which is remained is related to other factors which didn't considerate in third research.

**CONCLUSION**

- Data shows that aspects and components of connections have an effect on personnel empowerment. The results of this research are consonant with result of the research of Arnold [12] counterparts Therefore, whatever more recognizing connection's components and manager emphasize on those personnel will endeavor more than before divulge of creation and innovation.

- Data shows that aspects and components of motivation have effect on personnel empowerment. The results of this research are consonant with result of research of Spreitzer [13] Mathieu [14]. For this purpose, recognition of motivation's factors via managers and responsible people and gives them priority, can be providing basis of personnel empowerment.

- Data shows that aspects and components of recognition have effect on personnel empowerment. The results of this research are consonant with result of research of Chukwunenye [15]. This shows that recognition and ultra-recognition's components are one of the most important and effective factors in personnel empowerment which must have taken seriously by managers and responsible people.

- Findings show that most of the share of personnel empowerment relates to components of empowerment in recognition and ultra-recognition (0.79), motivation's component (0.10) and connection's component 0.05. Therefore, each of them effects on personnel empowerment but the degree of effectiveness and importance of components of recognition and ultra-recognition assign themselves most of the share and in other organizations and institutions may be the percent which is calculated differently.
REFERENCES


15. Chukwunenye, S., 2007. Managing professional competencies of teaching staff in the university volume 5, Ph.D. Issue 1 Feb 14, 23512 PM.