

Research Article

THE RELATIONSHIP BETWEEN PSYCHOLOGICAL EMPOWERMENT OF EMPLOYEES WITH ENTREPRENEURIAL BEHAVIOR AND PRODUCTIVITY OF EMPLOYEES IN THE HOSPITAL BAGHIAT ALAZAM ASR ALIABAD CITY

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ABSTRACT

This study aimed to investigate the relationship between employee empowerment and entrepreneurial behavior and the efficiency of the rest of Baghyataalah Azam (PUH) hospital staff in Aliabad Katoul city. The population of this research included all of the hospital staff of Baghyataalah Azam (PUH) in Aliabad Katoul city and statistical sample included 105 individuals of hospital employees who were selected randomly using Cochran formula and were assessed by questionnaire. In terms of types, the research is survey – correlation, and in terms of the purpose was applied that was done with a field method and finally, findings collected by questionnaire were analysed using spss software and statistical tests of Pearson and Regression. In general, Pearson test results showed that there is significant relationship between psychological empowerment and entrepreneurial behavior of employees and employee productivity. As well as there is a significant relationship between staff competence, sense of meaning, a sense of choice, a sense of confidence and entrepreneurial behavior. There is a significant relationship between staff competence, sense of meaning, a sense of choice, a sense of confidence and efficiency. Regression testing also confirmed the strength of the relationship between these variables.

Keywords: *Employee Empowerment, Entrepreneurial Behavior, Employee Productivity*

INTRODUCTION

The concept of entrepreneurship is highly regarded as a way to keep the indicators of success and excellence in organizations. Therefore, managers are increasingly trying to find out how their organizations would be the creative entrepreneurs so they can create their own success (Ataei, 2008). Because if new ideas do not enter into enterprises, they will be deteriorated. Also, the need for entrepreneurship is serious in organizations with the rapid rise of new competitors and creates a sense of distrust in traditional management practices in organizations as well as the loss of the best workforce (Moqimi, 1998).

Also, the entrepreneurship is done by the staffing agency. Therefore, organizations need people who can provide the best use of advanced technology and innovation to find and be able to improve their products and services (Smith, 2002). One of the ways to accomplish this, is human resource empowerment that is a very efficient tool and based on a change of attitude in the management, so that by using it, organizations can have very long and rapid strides in the development, improve their growth. Empowering the staff can develop technical and managerial skills to help to raise awareness and increase their commitment to organizational goals and also expand their employment opportunities (Jahanian, 2002).

Low productivity in organizations, departments and institutions results from various factors. Commensurate with these factors, there are different ways to fix problems. To improve the efficiency of human resources within organizations makes them to better be able think, create, innovate and find a systematic approach, a thinking that is aiming to create the present and the past and the future (Mooghali et al., 2009). So staff empowerment is important in the development of culture and entrepreneurial behavior in organizations. Staff empowerment is of new and effective techniques to increase employee productivity and efficiency in the use of personal ability and organizational goals. On the other hand, when the results of pre-determined goals are similar, organizational experts and the organization's management believes will be effective.

Research Article

In other words, access to the people is very necessary with the entrepreneurial character of (innovation). In conclusion, the high productivity of an organization is that we have to give some authority to staff, the freedom to organize the process of decision-making to increase ability of employees. Empowerment is to provide more potential to staff. In this process, we work to improve our employees' confidence and overcome their feelings of despair and distress to help them out (autonomy). Strengthen the level arises from the personal motivation (Gholifar *et al.*, 2011). The aim of this study is to answer the basic question whether there is a relationship between mental empowering of employees with entrepreneurial behavior and productivity of the rest of the hospital staff of BaghyataalahAzam (PUH) in Aliabad Katoul city or not.

Hypotheses of the Study

Main Hypothesis of the Research

There is a significant relationship between empowerment of employees with entrepreneurial behavior in BaghyataalahAzam (PUH) hospital staff in Aliabad Katoul city.

Secondary Research Hypotheses

- ✓ There is a significant relationship between the competencies of employees with entrepreneurial behavior in BaghyataalahAzam (PUH) hospital staff in Aliabad Katoul city.
- ✓ There is a significant relationship between meaningfulness of work of employees with entrepreneurial behavior in BaghyataalahAzam (PUH) hospital staff in Aliabad Katoul city.
- ✓ There is a significant relationship between the senses of the effectiveness of employees with entrepreneurial behavior in BaghyataalahAzam (PUH) hospital staff in Aliabad Katoul city.
- ✓ There is a significant relationship between the feelings of having the right people with the entrepreneurial behavior in BaghyataalahAzam (PUH) hospital staff in Aliabad Katoul city.
- ✓ There is a significant relationship between the sense of trust in others, people with entrepreneurial behavior in BaghyataalahAzam (PUH) hospital staff in Aliabad Katoul city.

Concept of Empowerment and Approaches

The concept of empowerment is derived from the English word of "Empower" that means according to the Oxford Dictionary as "to be powered", or "empowering". Actually, the potential power and ability is manifested in two words of "power" and "having freedom to act", by controlling the self and the organization through structural design and to improve and strengthen the working trend and to guide the organizational environment (Abtahi and Abbasi, 2007) that to comply with this word can be said that the concept of empowerment as a communication structures means: the process by which the information provided by its subordinates sharing the administrator or as a motivational concept, creating the conditions for the promotion of motivation people doing their jobs by fostering a sense of adequacy (Conger and Kanonkou, 1988).

Enabling employees from different perspectives, has varied definitions that taken with categories definitions will be more readily possible in both mechanical and organic approach to understanding these definitions. According to Quinn and Spreitzer (1997), there is both mechanical and organic approach in the definition and concept of empowerment. In the mechanical approach, empowerment is a process through which a leader or director is trying to divide power among his underlings (Conger, 1988).

According to this approach, Haray (1999) stated that the empowering is a tool for keeping staff free to enjoy freedom so that they can do what they think is "best" without fear of being veto by their chiefs, (Krakunda *et al.*, 1999). Bardwick *et al.*, (1993), defined the empowerment as the division of power among the organization's process (Herenkle *et al.*, 1999).

Based on the organic approach to empowerment is not something that should managers do for employee, but it is about the attitudes and perceptions about their role in job and the organization. Since the 1990s and after which the organizational theorists and experts psychology distinguished human resource empowerment are complex and multidimensional concept and the characteristics of the situation (management practices) and employees' perception of these features. Conger and Kanangou (1988) have suggested that management actions are not just a set of conditions that can empower employees, but not necessarily so. At the same time, managers can base and provide opportunities for the empowerment of

Research Article

staff (Abdullahi, 2005). Savari and Lucks believe that empowerment means that employees can understand their duties well, tell them what to do before (Savari and Lacks, 2001).

Based on previous research can consider psychological empowerment of employees in five aspects, including competency, feel effective, meaningful sense, a sense of autonomy and trust summed (Amin and Ramezani, 2006).

Comments and Theories of Entrepreneurship

As economist believes, entrepreneur is required to contribute his ability to raise capital development to the growth of his business. In contrast, psychologists consider the specific features necessary to entrepreneurship. Psychologists in the mid-twentieth century had turned their attention to one of their distinguishing characteristics and unique perspective to the success of an entrepreneur (Bennett, 2000). Miner *et al.*, (1989) also proposed a business motivation theory. According to this theory driving and inhibiting factors affecting the business are considered. Entrepreneurs expect financial rewards, social prestige and personal satisfaction as well. At the same time the threat of failure and bankruptcy work is experienced. Theory of motivation usually associated with the right amount of personal goals and organization. As much as value is away from the center, the entrepreneur is more exposed on the brink of failure and bankruptcy (Tolar, 2001). It also came with sociologists and other scientists to study business management, socio-cultural theory and social network theory took shape. In addition, they consider the individual characteristics of entrepreneurs using the behavioral approach, introducing entrepreneurship as a process that eventually leads to the creation of new companies. This theory is the most important socio-cultural factors influencing behavioral approach to childhood circumstances, the influence of family, previous work experience, social status, etc. (Ahmadpoor, 2002).

Role of Empowerment of Staff Productivity

In general, productivity in the industrial engineer is defined at the factory as the relationship between output (production) and input (resources). So the efficiency, on one hand, is closely related to the use and availability of resources. It can be said that productivity declines if the resources of a company is not handled properly or if there is a shortage of resources. On the other hand productivity is strongly associated with value creation. The high efficiency is achieved when all activities and resources are used in manufacturing processes in order to increase the value of the products (Tangen, 2002). It can also be said that the efficiency is an administrative word scale at all economic levels from the area to measure the skill level of national economic sense. Regardless of the importance of efficiency in the limited level, very few studies have examined the lining of the word in terms of use (Demeter *et al.*, 2011). The technical efficiency can be obtained as a measure of output from a given amount of input. It also can be used as input from various sources within the organization or planned to achieve the desired results (outcomes) interpretation (Water, 2011; Darab, 2000). Japan Productivity Center, defines productivity to maximize the use of physical resources, human resources and other factors which the scientific method leads to lower production costs, expand markets, increase employment and raise the standard of living of all sections of society. Productivity Institute Europe, defines and maintains the degree of efficiency and effective use of each of the factors of production are strictly that efficiency is a way of thinking and vision that each person can do things and duties any day better than the day before. To believe to improve the efficiency means having faith in human progress. Davis defined the efficiency changes resulting product value consumed for the resources. Productivity and Quality Productivity Center America defines the efficiency in the form of the following equation $\text{profitability} = \text{efficiency} * \text{recycle price}$ (Alvani and Ahmadi, 2001).

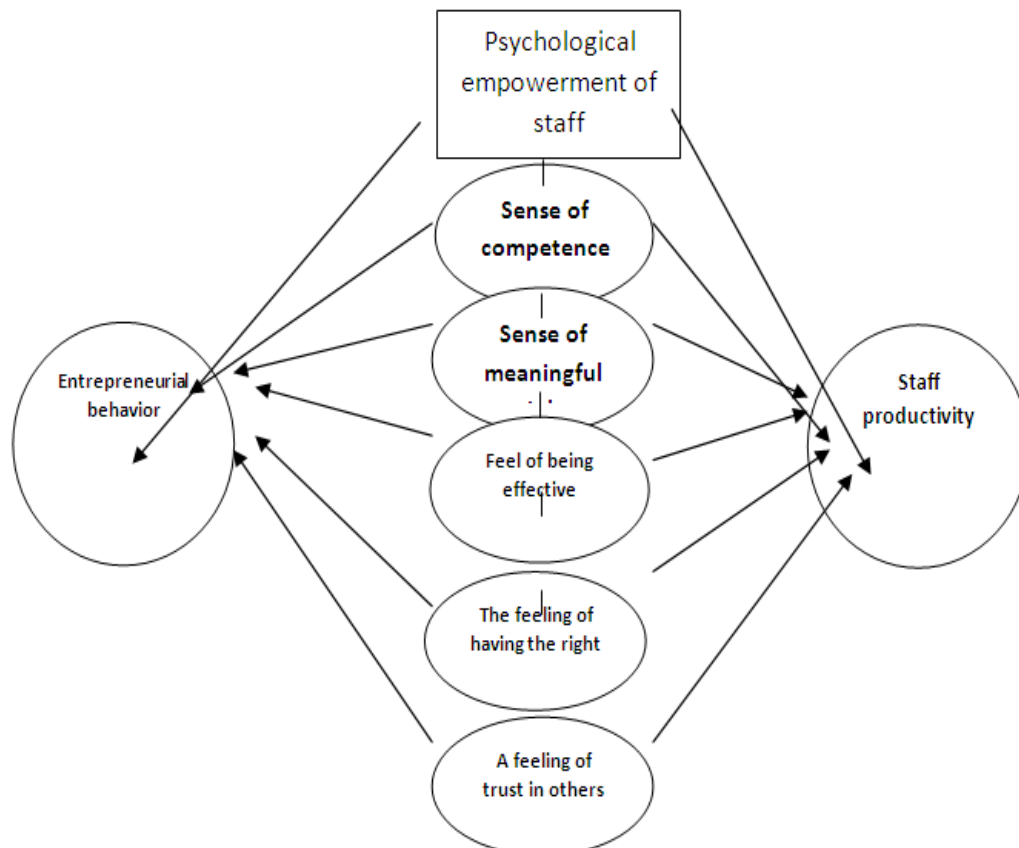
Literature Review

Dehghani *et al.*, (2013) presented a paper at Conference on Trade, Economics and Management as (empowerment, entrepreneurial behavior and organizational efficiency in Iranian training camps). In this study, 165 employees were selected among the final sample. Required data were collected by questionnaire for the variables empowerment and entrepreneurial behavior and organizational efficiency. Data analysis has shown that there is a positive significant correlation between the total empowerment, entrepreneurship and organizational efficiency.

Research Article

Sandbu (1999) in a study entitled "Empowerment balancing strategic resource model based on low-tech activities and organizational innovation in service firms", surveyed the relationship between empowerment and entrepreneurship in Danish companies. He suggested in his research that companies cause corporate innovation activities through two systems: the first system enabling expert systems (Snape *et al.*, 2004) Srivasta and Agrawal (2010) in an exploratory study identify factors affecting the pay of corporate entrepreneurship. The two researchers came to the conclusion that the most important factors influencing entrepreneurship include organizational systems, collective spirit, management support and empowerment.

Research Model



Source: (Dehghani *et al.*, 2013)

MATERIALS AND METHODS

Methodology

This research is an applied research. With regard to "the method of data collection" is documentary and on the other hand is a field study. The research method used in this study, is the field - survey. The population evaluated in this study included all other Baghyatallah (PUH) hospital staff in Aliabad Katoul city (145 people).

Cochran formula was used to determine sample size. Based on this formula, the number of samples according to the sample is estimated 105 people and the questionnaire will be distributed among them to complete. After the validity and reliability of the items, the questionnaire will be used to collect information.

Analysis of the Data

Main Hypotheses

There is a significant relationship between empowerment of employees with entrepreneurial behavior in BaghyatallahAzam (PUH) in Aliabad Katoul city.

Research Article

Table 8: Pearson correlation coefficient

		Entrepreneurial behavior	Psychological empowerment
Entrepreneurial behavior	Pearson correlation coefficient	1	.418**
	Significance level		.000
	Number	105	105
Psychological empowerment	Pearson correlation coefficient	.418**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between psychological empowerment of employees and employee productivity in BaghyatallahAzam (PUH) in Aliabad Katoul city.

Table 9: Pearson correlation coefficient

		Staff productivity	Psychological empowerment
Staff productivity	Pearson correlation coefficient	1	.361**
	Significance level		.000
	Number	105	105
Psychological empowerment	Pearson correlation coefficient	.361**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, and therefore there is a significant relationship between these two variables with the probability of 99 percent.

Secondary Hypotheses

There is a significant relationship between the competencies of employees with entrepreneurial behavior in BaghyatallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 10: Pearson correlation coefficient

		Entrepreneurial behavior	Sense of competence
Entrepreneurial behavior	Pearson correlation coefficient	1	.720**
	Significance level		.000
	Number	105	105
Sense of competence	Pearson correlation coefficient	.720**	1
	Significance level	.000	
	Number	105	105

Research Article

Since the significance level is equal to 0 and is less than 1 per cent, and therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between meaningfulness of job of employees with entrepreneurial behavior in BaghaytallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 11: Pearson correlation coefficient

		Entrepreneurial behavior	A feeling of significance
Entrepreneurial behavior	Pearson correlation coefficient	1	.613**
	Significance level		.000
	Number	105	105
A feeling of significance	Pearson correlation coefficient	.613**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between feelings of the effectiveness of employees with entrepreneurial behavior in BaghayatallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 12: Pearson correlation coefficient

		Entrepreneurial behavior	A feeling of effectiveness
Entrepreneurial behavior	Pearson correlation coefficient	1	.533**
	Significance level		.000
	Number	105	105
A feeling of effectiveness	Pearson correlation coefficient	.533**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between feelings of having the right people with the entrepreneurial behavior in BaghyatallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 13: Pearson correlation coefficient

		Entrepreneurial behavior	electoral right
Entrepreneurial behavior	Pearson correlation coefficient	1	.780**
	Significance level		.000
	Number	105	105
electoral right	Pearson correlation	.780**	1

Research Article

	coefficient		
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between sense of trust in others, people with entrepreneurial behavior in BaghyatallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 14: Pearson correlation coefficient

		Entrepreneurial behavior	A feeling of trust
Entrepreneurial behavior	Pearson correlation coefficient	1	.670**
	Significance level		.000
	Number	105	105
A feeling of trust	Pearson correlation coefficient	.670**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between competency of personnel and employee productivity in BaghyatallahAzam hospital staff in Aliabad Katoul city.

Table 15: Pearson correlation coefficient

		Staff productivity	Sense of competence
Staff productivity	Pearson correlation coefficient	1	.453**
	Significance level		.000
	Number	105	105
Sense of competence	Pearson correlation coefficient	.453**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between meaningfulness job of employees and employee productivity in BaghyatallahAzam hospital staff in Aliabad Katoul city.

Table 16: Pearson correlation coefficient

		Staff productivity	A feeling of significance
Staff productivity	Pearson correlation coefficient	1	.464**
	Significance level		.000
	Number	105	105

Research Article

A feeling of significance	Pearson correlation coefficient	.464**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between a feeling of the effectiveness of employees and employee productivity in BaghyatallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 17: Pearson correlation coefficient

		Staff productivity	A feeling of effectiveness
Staff productivity	Pearson correlation coefficient	1	.399**
	Significance level		.000
	Number	105	105
A feeling of effectiveness	Pearson correlation coefficient	.399**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between feelings of having the right people with the rest staff of BaghyatallahAzam (PUH) hospital productivity in Aliabad Katoul city.

Table 18: Pearson correlation coefficient

		Staff productivity	A feeling of having a choice
Staff productivity	Pearson correlation coefficient	1	.641**
	Significance level		.000
	Number	105	105
A feeling of having a choice	Pearson correlation coefficient	.641**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

There is a significant relationship between the sense of trust in employees and employee productivity in BaghyatallahAzam (PUH) hospital staff in Aliabad Katoul city.

Table 19: Pearson correlation coefficient

		Staff productivity	Trust in others
Staff productivity	Pearson correlation coefficient	1	.645**
	Significance level		.000

Research Article

	Number	105	105
Trust in others	Pearson correlation coefficient	.645**	1
	Significance level	.000	
	Number	105	105

Since the significance level is equal to 0 and is less than 1 per cent, therefore there is a significant relationship between these two variables with the probability of 99 percent.

CONCLUSION

Empowering the human resources is a complex concept, which management practices can create the right conditions for the staff, to provide it following on empowering the human resources and organizational effectiveness. To increase the self-esteem in staff and to feel being effective and independent, internal initiative raises better performance of duties. Humans as noblest of all creatures have a creative thinking and innovation and are able to change themselves and their surroundings.

Mixed productivity is one of the concepts of efficiency, effectiveness, profitability, quality, innovation, quality of life, energy and culture, and in the meantime drives the optimal use of opportunities, capabilities, resources and capabilities of the organization towards greater efficiency. In today's competitive world, productivity is defined as a philosophy and a strategy-based approach to improve the organization's most important goal that can be used as chain activities of all sections of society. Today, all countries seek to achieve progress in efficiency. Efforts are to improve the efficiency of people to live better the efficiency, effectiveness and to improve performance is of the most important goals of the organization, therefore in the new era of empowerment and develop the efficiency and management of infectious and efficiency are a necessary importance in the organization and Office.

Management of the organization and believing in the entrepreneur's full commitment is supporting the organization's entrepreneurial activities, in which the culture of the organization will be changed.

Although the study of entrepreneurship is growing in order to identify the characteristics of individuals and strengthen entrepreneurial behavior in universities and scientific media content and how the organization, it is still unclear challenges on both organizations need to further guidance in order to efficiently use the resources the effectiveness of corporate entrepreneurship, and in theory they should be elements that change the environment for the foreseeable future will be evaluated in a large range.

Generally, Pearson test results showed that there is a significant relationship between the psychological empowerment and entrepreneurial behavior of staff and staff productivity. As well as there is a significant relationship between of staff competence, sense of meaning, a sense of choice, a sense of confidence and entrepreneurial behavior.

There is a significant relationship between the of staff competence, sense of meaning, a sense of choice, a sense of trust and Staff productivity. Regression testing confirmed the strength of the relationship between these variables.

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Research Article

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