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Investigate the capability level of the dentistry faculty staff of Isfahan Medical University and its relation with organizational factors

Badri Shatalebi a *, Nafiseh Moshref b

Department of Educational sciences, Khorasgan (Isfahan) Branch, Islamic Azad University, Isfahan, Iran
Department of Educational sciences, Khorasgan (Isfahan) Branch, Islamic Azad University, Isfahan, Iran

Abstract

This research was conducted to investigate the capability level of the dentistry faculty staff of Isfahan medical university and its relation with organizational factors. The population of this research has a descriptive–relational method. With contract and temporary staff of the dentistry faculty of Isfahan medical university in 2009-2010, they were 100. The instrument used to gather the data was a researcher-made questionnaire with two sections, the first of which examined the capability level of the staff and the second investigated the affective organizational factors which influenced the capability of the dentistry staff. Organizational factor question air was taken from Wetman and Cameron. The reliability of the question air was 0.85 for capability level section and 0.89 for organizational factors section, using Chronbach alph. The content and face validity was estimated as desirable by the supervisor advisor and some experts in the field. Data analysis was conducted using SPSS is at the two levels of descriptive (frequency, percentage, mean and standard deviation) and inferential (one–tailed t-test, ANOVA, multiple regression), the capability level of the staff is lower than mean at effectiveness, self–reliance, qualifications, meaningfulness, and reliability dimensions. Also, a meaningful relation was found between capability and organizational factors having clear aims, rewarding discipline, availability of the resources, and role evaluation, however no significant difference was found between capability and organization structure and teaching.

Keywords: empowering, effectiveness, meaningfulness, qualification, self–reliance, reliability, organizational factors

1. Introduction

Nowadays the competitive ability of the nations lies in their qualitative human wealth. Organizations move forward to meet their requirements using different sources like; financial, material, information and human. Among these, the man power is the most important element by which organizations operate. In fact the progress and consistency of organizations strongly depend on it. Employees’ empowerment is one of the efficient techniques for their benefits and optimum use of individual and group capabilities along the organizational goals.

There are different definitions for Empowerment. Itzhaky and York (2000) believe, empowerment is an organizational policy by which more independence, freedom and decision making are given to the staff. In other words, empowerment is vertical proliferation and other similar means to enhance the staff freedom of actions. Some experts and researchers believe that empowerment is more or less the same as the partnership management, meaning, the participation and ultimate engagement of employees in decision making (Kim 2002).

* Badri Shatalebi. Tel:+ 989131268471
E-mail address: b_shahtalebi2005@yahoo.com

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Others believe that empowerment is a form of decentralization, provided that the major decisions should be entrusted to subordinates (Tabora, 2000). Empowerment includes teaching subjects to others to be less dependent on you. Hill and Huq (2004), think that empowerment is to recognize the personnel’s values and their participation in affairs. In a comprehensive definition of empowerment, we should consider seven substantial dimensions (Peters, Byrnes and Chio, 2002). Dimensions include:

1- **Authority:** managers must entrust necessary authorities to their subordinates in order to empower them
2- **Decision Making:** employees must have a right to decide about the organization
3- **Information:** employees must be provided the necessary information
4- **Independence:** employees must be provided the necessary independence without severe surveillance
5- **Creativity:** employees must be authorized to use the genuine and creative methods
6- **Knowledge & Skill:** competent employees must have the necessary Knowledge & Skill to accept responsibilities
7- **Responsibility:** staff are responsible for the jobs they are given

In general, in response to the question “what is the empowerment” there are three important points:

a- Employees not only feel themselves responsible think they are committed to the overall progress of the organization
b- Work teams constantly cooperate with each other to upgrade the functionality and efficiency of their organization
c- The structure of the organizations is designed in such a way that the people realize that in order to obtain their expecting results they can work.
d- for their duties, but also they

(Peters and Pierre, 2000) divide the advantages of the staff abilities in two categories:

a- **organizational advantages:**

Many authors that have concentrated on empowerment’s advantages believe that, behind all the efforts resulting in to the work environment capability, there is a potential power. To answer the enhancing pressures in work function betterment, the global competition and changing commercial environment have made the organizational variations inevitable. In expenditure control, adaptability and quality grounds, organizations in particular, have to develop and improve. As a matter of fact, organizations can achieve lots of improvements in economical grounds, although it’s hard to measure the empowerment’s economical advantages. This can only be proved when the other extensive factor such as; human source management is brought up (Peters and Pierre 2000).

b- **individual advantages:**

While empowerment enjoys organizational benefits, it bears other advantages for the staff as well. Those who see themselves powerful, report less ambiguity and contradiction, also they experience a better control in their working environment. According to them this would result in decreasing the emotional restrictions. It’s too hard to measure the individual empowerment advantages. Unlike Organizational advantages which can be assessed by objective realities, individual advantages are so imaginary and complicated. In this regard some criteria such as displacement rate and absence are applied indirectly (Pitts, 2005).

Staff tensions, management intimidation, systems and management symbols, organizational structure, uncertain management, management hopelessness and lack of time and sufficient sources are among the strong reasons to decrease the power of the employees. Meanwhile, other organizational factors such as; having clear goals, the existence of a suitable reward system, staff access to the organizational structure sources, functionality assessment system and employees’ training methods are among the elements that would enhance the abilities of staff (Whetten and Cameron,1998)

The studies Conger and Kanungo (1998), Siegall and Gardner (2000), Scott and Randolph (2004), Pitts (2005), Sasiadek (2006) are among the researches about the human resource empowerment and the factors affecting it. According to above mentioned, the present research is a study about the degree of human resource empowerment in dimensions such as; the sense of competency, authority, efficiency, meaningful feeling and trust and their relationship with the organizational factors like; having clear goals, the existence of a suitable reward system,
staff access to the organizational structure sources, functionality assessment system and employees’ training methods.

2. The research method, society, sample and information gathering tools

Concerning the entity of the subject, the present research is an explanation of a kind of solidarity. All the employees of Dentistry College of Medical Science University are the community of our study in this research, among those, 100 people were chosen to participate. The method employed, is a questionnaire including two sections; The first section refers to the evaluation of the employees’ abilities levels and the second part is a survey of effective organizational factors in empowerment subject. The chronbach alpha rate is used to determine the questionnaire’s durability. The amount of this rate for empowerment and organizational conditions are .85 and .89 accordingly.

The Research Findings

The results showed that the degree of employees’ abilities in all dimensions of the sense of competency, authority, efficiency, meaningful feeling and trust was less than intermediate level. The below table indicates the obtained results.

| question                        | average | T      | D f | quantity |
|---------------------------------|---------|--------|-----|----------|
| Effectiveness                   | 2.69    | -5.171 | 96  | 97       |
| Meaningful feeling              | 2.10    | -17.07 | 96  | 97       |
| authority                       | 2.62    | -4.226 | 96  | 97       |
| competency                      | 2.93    | -2.07  | 96  | 97       |
| trust                           | 2.36    | -10.495| 96  | 97       |

Other result showed the direct connection between the degree of ability and the organizational factors including; having clear goals, the existence of a suitable reward system, staff access to the organizational structure sources and functionality assessment system. No relation was found between the organizational structure & employees training system and human resource capabilities. The below table shows the results obtained in this section.

| Empowerment Organizational dimensions | Solidarity coefficient | Determination coefficient | Meaningful level | quantity |
|--------------------------------------|------------------------|---------------------------|------------------|----------|
| Clear goals                          | .416                   | .173                      | 0.000            | 97       |
| rewards                              | .330                   | .109                      | 0.001            | 97       |
| Access to resources                  | .467                   | .218                      | 0.000            | 97       |
| Organizational structure             | .125                   | 0.0156                    | .222             | 97       |
| Function Assessment training         | .306                   | 0.094                     | .002             | 97       |
|                                       | .128                   | 0.016                     | .212             | 97       |

3. Overall Results

The assessment of the results show that the degree of the empowerment indexes among the employees is lower than the intermediate level, in other words, the amount of efficiency, (keeping the domination against the environment instead of reaction attitudes, meaningful feeling, (the opportunity that the people feel that they follow valuable and important occupational goals), authority (independence in initiative and continuation of behaviours and processes), competency (having the necessary ability and knowledge experience for executing the duties) and trust (positive
expectations of an individual from the other party including; deeds, attitudes, speech and other decisions regardless of opportunistic behaviours) are not at a desirable level. The reason can be found in organizational culture, organizational atmosphere, organization’s structure, the style of management, type of employees’ duties, the degree of staff specialties, values and organizational suppositions etc… he other research finding shows the relation of organizational elements with the abilities of the staff. The results of this research are conformed to the study results of Conger and Kanungo (1998), Siegall and Gardner (2000), Pitts (2005), Scott and Randolph (2004), and nonaligned with the research results of Sasiadek (2006) in empowerment and training of the employees dimensions. In all the above researches, there is a direct and meaningful report between the organizational factors and the amount of the staff abilities.

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