



**International Journal of Biology, Pharmacy
and Allied Sciences (IJBPAS)**

'A Bridge Between Laboratory and Reader'

www.ijbpas.com

**THE PREDICTIVE ROLE OF EMPLOYEES' JOB PERFORMANCES BASED ON
EMPOWERMENT AND PSYCHOLOGICAL ASSETS**

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ABSTRACT

This study aimed to evaluate "the predictive role of employees' job performances based on empowerment and psychological assets. The correspondents of the study included hundred nine (109) middle level managers (66 males and 43 females) from hundred fifty five(155) telecommunication company managers in Shiraz, Iran, in 2014. The research tools included Goldsmith's job performance questionnaire to evaluate the employees' job performances Spreitzers' empowerment questionnaire. Descriptive statistics and multivariable and Lootan's psychological asset questionnaire.

Regression together with SPSS software, were used to analyze the obtained data statistically. The findings of the study showed that both empowerment ($P = 0.0001$) and psychological assets ($P = 0.0001$) predicted the employees' job performances. Furthermore, any increase in empowerments and psychological assets can result to the increase of employees' job performances.

Keywords: Job performance, Empowerment, Psychological asset

INTRODUCTION

Due to the increase of efficiency in today's competitive world, the any companies can survive that use their resources and have the most efficiency. Human resource is one of the most important resources of any organization (Shekar-shekan, Hossein 2010). Unsuccessful organization lack productivity to improve their human resources' job performances (Mamali Tafli and Taj-Aldin 2007).

Job performance plays an important role in the productivity of any organization, and it is defined as a set of values that employees possess as expected by the organization.

The improvement of employees' job performance is one of the main organizational goals that every manager wants to achieve. On the other hand, empowerment is another factor that accounts the successes of the organization. (Barzegar M. and Mohammadi N., 2014). Empowerment is an approach that yields to the development of employees' job performances and enhances

their efficiency and the productivity of the organization (Miri and Sabzikaran 2012). If the individual is empowered it affects his/her job performance, and self-sustaining increaseably (Thomas. W and et al 1996).

Psychological assets are other factors that affect the employees' job performances. Psychological assets includes, hope, patience, (Avey J.B et al 2011).

Based on the above mentioned facts the researches aimed to evaluate the predictive role of employees' job performance based on empowerment and psychology assets.

METHODOLOGY

This was a descriptive, co- relation research type. The correspondents of the study consisted hundred nine (109), middle level managers (66 males and 43 females) who were randomly selected from hundred fifty (155) managers in telecommunication company in Shiraz, Iran in 2014. The descriptive sample is shown in **Table 1**.

Table 1: Descriptive Sample Information

Gender	Marital Status		Percentage
	M	S	
Male	60	6	60.6
Female	40	3	39.4
Total Sample 109	100	9	100

Instruments

Three questionnaires were used respectively to obtain the data. 1) **Gold Smith's (1981)** Job performance questionnaire.

This questionnaire consisted of 23 questions.

2) **Spreitzers' (1989)** empowerment questionnaire. This questionnaire consisted of 24 questions. 3) **Lootan's (2007)** psychological assets. This questionnaire consisted 28 questions. Multivariable regression together with SPSS ware was used to analyze the gathered data statistically.

DISCUSSION AND CONCLUSION

The researcher hypothesized two hypothesis.

As following:

1. The components of empowerment can predict the employees' Job performances. To Verify or reject this hypothesis the components of constant efficient Job significancy and Job competency were statistically analyzed and it is found that all components can anticipate or affect the role of employees' Job performances. (These finding are based on the components

constant coefficient (t=3.18, P=0.0001), Job significancy (t=11.52, P=0.0001), and Job competency (t=3.83, P=0.0001)). The statistical information of these findings are presented in **Table 2**.

2. The components of psychological assets can predict the employees' Job performances. To verify or reject this hypothesis the components of constant coefficient, hope, patience, Self-efficiency, and well anticipation were statistically analyzed and it was found out that all above components can predict or affect the role of employees' Job performances. These findings are based on the components: constant coefficient (t=3.76, P=0.0001), hope (t=7.54, P=0.0001), patience (t=3.47, P=0.001), self-efficiency (t=2.17, P=0.048) and well anticipation (t=1.56, P=0.122). The statistical information of this finding are presented in **Table 3**.

Table 2: Statistical Information Of Empowerment Comports.

	Anticipations variables	B	t	P (sig)	R ²	F	df	Independent variable
Empowerment Components	Constant Coefficient	27.61	31.8	0.0001	0.893	451.73	2	Employees' Job Performances
	Job significancy	1.83	11.52	0.0001				
	Job competency	0.376	3.83	0.0001				

Table 3: Statistical Information of Psychological Assets Components.

Dependent variable	components	B	t	P (sig)	R ²	F	df	Independent variable
Psychological Assets	Constant Coefficient	10.21	3.76	0.0001	0.762	83.32	4	Employees' Job Performances
	Hope	0.972	7.54	0.0001				
	Patience	0.190	3.47	0.001				
	Self- efficiency	0.187	2.17	0.048				
	Well anticipation	0.183	1.56	0.122				

ACKNOWLEDGMENT

This manuscript is extracted from my thesis with title The predictive Role of Employees' Job Performances based on Empowerment and Psychological beloved wife and advisor Dr: Mitra Mahmoodi, my beloved daughter, Setareh, Mahmoodi, my thesis consultant, Dr: Shahrbanoo Haghghat and finally Arsanjan Islamic Azad University staffs for their efforts and supports they provided me.

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