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THE RELATIONSHIP BETWEEN EMPOWERMENT AND COMMUNICATION SKILLS WITH JOB PERFORMANCE OF MUNICIPALITY OF SIRJAN EMPLOYEES

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ABSTRACT

The present study has been done with aimed at determining the relationship between empowerment and communication skills with job performance of Municipality of Sirjan employees. In the present study, 129 members of Municipality of Sirjan employees were systematically selected by classification sampling and answered to the questions of the research questionnaires. In this study, confirmatory factor analysis was used to assess the validity and Cronbach's alpha was used to examine the reliability. Data analysis was done by IBM Statistic SPSS 22 and Amos Graphics 22 through statistical methods of determining central and dispersion indicators and also correlation analysis was done by using Spearman and Pearson correlation coefficient. The sample was consisted of 129 members, including 113 men (87.8 %) and 16 women (12.2 %).Kaiser-Myer-Olkin (KMO) indicator was greater than 0.764 in validity analysis of all structures (except validity of communication skills in which (KMO) equals to 0.5) and Cronbach's alpha was reported to be greater than 0.778 in validity analysis of all components. According to research findings, self-efficacy components and audio skills are significantly correlated with job performance of Municipality of Sirjan employees with the coefficient of greater than 0.7. Also the components of self-organization, self-worth and verbal skills were significantly correlated with job performance of Municipality of Sirjan employees at

the intermediate level and above 0.625. But trust variable in spite of significant correlation had a weak linear relationship with job performance of Municipality of Sirjan employee.

Keywords: Employee Empowerment, Communication skills and Job performance

INTRODUCTION

The role of director in classical and traditional organizations was to control human resources and employees must have behaved under director's control. But today, in modern organizations, individuals are empowered to manage and decide their own affairs. Thus there is a huge gap between empowering and the traditional philosophy of organization formation. Leading organizations to continue their life have special features, such as customer orientation, transparency, continuous improvement, flexibility and to contribute to the achievement of such attributes they should empower the most important source of competitive tool which is human resources. In this context, organizations are designed in such a way so that they use individual's energy and ability to do the job, and achieve their goals. Naturally, if managers are able to increase the capability of employees, they have been developing and improving organization's work.

Since managers do not have much opportunity to control their employees and should spend most of their time identifying the internal and external environment they should entrust other everyday tasks to their employees. Employees are able to cope well with the duties of the skills when they have necessary knowledge and abilities and can identify goals well. A Means in this context that can be useful to managers is the empowering process. Empowering is a new approach to leading organizations in a competitive environment. Given in the above and considering today's organizations, the scope for creativity and creative team, and changing customer's requirements and needs, flexibility, agility and the ability of employees, are required for admission to work; thus planning for the empowerment of human resources and communication skills component are part of strategic programs to affect the employees performance.

In a capable organization, successful director is the one who has an idea and the ability to manage employees and push them towards the common goal of the organization and use a method to increase their efficiency, and to take advantage of all the capabilities of human resources ,this is called employee empowerment [Kaffashi and Hatami nnejad, 2009].

The need for capability development of the employees who has the ability to self-manage, caused by humans as a new paradigm to attract the attention of many management experts

[Seyed Javadin, et al, 2009]. The experts believe that both employees and managers will benefit of empowering. Empowerment by fostering a sense of and self-sufficiency and creating autonomy for employees the, creates an opportunity to improve abilities and skills and to provide their effectiveness. On the other hand, empowering by fostering motivated and able employees help directors and managers to react faster and better in the dynamics of the competitive environment. In addition, in the current era empowerment is known as a tool by which managers can manage today's organizations which have a variety of features such as channels of influence, development of horizontal structure and cooperation networks and reduce reliance on the organization belongs [Kina, 2004].

In this regard therefore the employees empower themselves through knowledge, experience and motivation, and in fact empowering is releasing this power. This technique provides the potential to tap into the wellspring of human ability that it is not complete and in a healthy organizational environment offers balance between controlling by the management and full freedom of the entire employees [Vtn David and Cameron, 2002].

On the other hand, the social nature of man requires that a person should communicate with different aspects of the community and its sets. In modern societies in which increasingly sophisticated problems for human life has emerged, communication becomes more important. In such societies communication is one important factor in the development of human excellence and success. Organization as a fundamental social institution for purposes beyond everyday communication, establishes some organizational communication between individuals. Obviously in this field, communication and how to deploy them to organizational goals is one of essential points to managers. Also managers found that effective communications with human resource and understanding the motivations of employee communication is an important factor to achieve the objectives of the organization [Ahanchian and Monidari, 2004]. According to this, managers in different levels are responsible for creating the proper communication in organization, so they must be aware of the details of the communication process and know how to communicate effectively [Alvani,2007]. Thus, we need to recognize this relationship and how this process can appear more than before as in recent years, some researchers have studied the relationship between communication skills and competencies in the organization (Aula and Siira). In this regard, according to what was said in the study with regard to certain aspects of the concepts for

each topic, the relationship between empowerment and communication skills with job performance of employees of Tabriz International Airport is being investigated.

2. Literature Review

Empowerment

Empowerment is a process by which people in society become aware of their needs and desires; and gain some kind of self-confidence and self- reliance and based on that can be able to achieve their goals. Psychological dimensions of organization employee empowerment can be studied by four dimensions [Kaffashi and Hatami nnejad, 2009]:

- A sense of competence (self-efficacy):

Empowered employees feel self-efficacy, or feel that they have the necessary abilities to perform the job successfully. Empowered individuals also feel deserved and confident and do the works with competency and efficiently and feel self -superior.

- A sense of choice (self-organization):

Empowered employees feel that they are independent in carrying out tasks and can decide about their job duties and have necessary powers to determine the timing and speed to do their tasks in the organization. Self-organization means the experience of feeling selection in performance and self- organizing activities of one's own. Empowered employees have a sense of ownership in their work because they can recognize how to do what they do. Having a less sense of the right of choice or alienation in the workplace, higher job satisfaction, higher performance, more entrepreneurship and creativity, higher levels of job involvement and work pressure is reduced.

- A sense of meaning (self-worth):

It refers to the value of a work based on objective standards of employees. If a person values the task that he is performing it has a significant feature. Empowered individuals feel of being meaningful. These employees value the work to which they are employed to and are seen alike with their ideals and standards. Activities are important in their value systems and inspire meaningful activities, and create a sense of purpose and excitement for employees.

- Trust: empowered individuals have the sense of trust. They are sure that they will be treated fairly and equally. They are confident that even in lower levels the end result of their work will be not damaging but justice and sincerity. This feeling usually means that the authorities are confident they will not harm or loss, or that they will be treated impartially. Nevertheless, even in the absence of power and flexibility, Empowered individuals still retain any sense of personal

confidence. Those with confidence, expressing interest in others, work with others and are effective part of the group, are research-oriented, self-assembling and self- disclosure also eager to learn, on their own, more honest and listen carefully to others, and are more enabled.
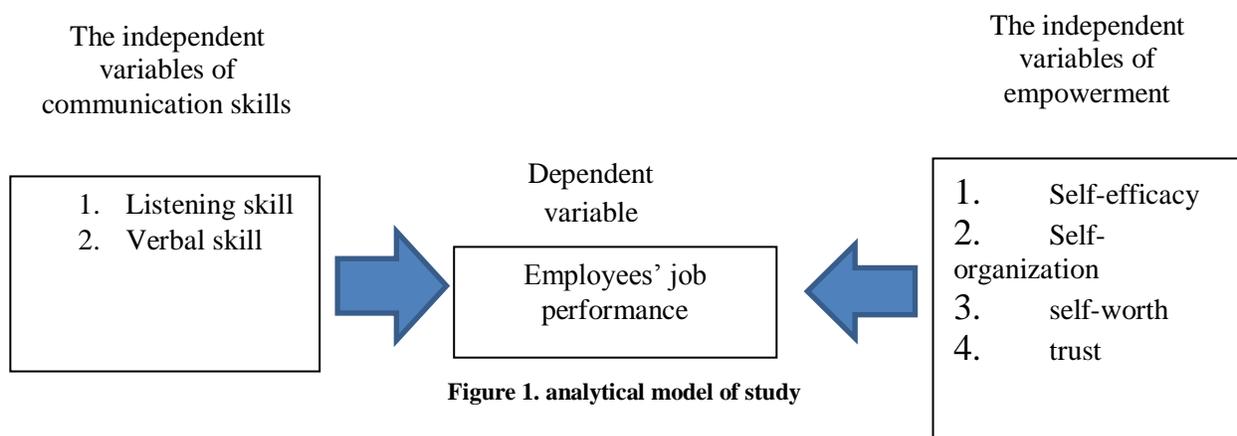
Communication skills

Communication skills as a technique of employee's behavior, is one of the most important skills as a tool for managers who have significant effect on the success and effectiveness and is divided into three types, including effective listening skills and verbal skills and feedback.

Employees' Job Performance

Performance is overall behaviors in relation to job that individuals show [Blanchard,2008]. Predicted performance benchmark or key benchmark is in a framework that we offer and the framework operates as a tool for judging the effectiveness of individuals, groups and organizations.

Job performance is a product and efficiency of the work individuals are doing, in other words performance is the same as real works that individuals do with regard to the description of their duties [Noor Alizade, 2004]. Indeed job performance is to complete the tasks that the organization has made the human resources responsible for[David and Cameron, 2002].Vaysvsvaran and Vance (2000) know the job performance as practices of behaviors through which their employees are involved in the organizational objectives and contribute to organizational goals.

The independent variables of communication skills

| 1. Listening skill |
| 2. Verbal skill |

Dependent variable

Employees' job performance

The independent variables of empowerment

| 1.   Self-efficacy |
| 2.   Self-organization |
| 3.   self-worth |
| 4.   trust |

Figure 1. analytical model of study

3.Hypotheses

1. There is a relationship between self-efficacy and job performance of Municipality of Sirjan employees.

2. There is a relationship between self-organization and job performance of Municipality of Sirjan employees.

3. There is a relationship between self-worth and job performance of Municipality of Sirjan employees.

4. There is a relationship between trust and job performance of Municipality of Sirjan employees.

5. There is a relationship between listening skill and job performance of Municipality of Sirjan employees.

6. There is a relationship between verbal skill and job performance of Municipality of Sirjan employees.

MATERIALS AND METHODS

The purpose of the present study was application and the time is cross sectional. The type of research method for collecting data was descriptive information. Study population of this research were Municipality of Sirjan employees, information was collected in the field by means of a questionnaire; in making tool, indicators associated with each variable were specified by conceptual and operational definition of research variables and measure indicators and then each indicator was converted to a questionnaire. In this study, four-component self-efficacy, self-organization ,self-worth and trust and each based on any of the options "totally disagree", "disagree", "neutral", "agree" and "strongly agree", with scores of 5,4,3,2,1 respectively, were scored. Also the performance variables were scored with the options "rarely", "often", "sometimes" and "always" with scores of 1,2,3,4 respectively (table 1). In line with the objective of the study, we examined analysis of construct validity using factor analysis and indexing variables that needed to be scaled. In the analysis of the validity we found that to achieve the desired validity, one question of self-efficacy, two questions of self-organization, one question related to self-worth and two questions of trust of empowering and one question related to listening skills of communication skills section and two questions related to job performance need to be deleted from analysis process (In Table 1, the number of outstanding questions and the scoring range is specified).

The table 1 shows the range of possible scores for each variable that has been declared.

After removal of these questions, the analysis of the validity of the questions associated with each component is described in Table (2). Reliability was calculated 0.778 through technical Cronbach's alpha coefficient.

The **table 2** shows the Cronbach's alpha coefficient for all cases that is greater than 0.778, Therefore we can conclude that the questionnaire used in the study is valid.

Data analysis is done in the field of descriptive and inferential domains. First, using frequency tables and central and dispersion parameters in statistics, portrait of the population studied (Estimated population parameter) was described. Since the normal probability distribution assumptions underlying variable component in most statistical analysis methods we initially evaluated using the Kolmogorov-Smirnov test. In order to test the research hypotheses for the study of the relationship between two variables in measures and the ratio of correlation, Spearman's correlation coefficient and to scale distance Pearson's correlation coefficient was used. In the multivariate analysis, the association between variables was proposed in a structural equation and we analyzed that using IBM SPSS Statistics and Amos Graphics software by path analysis method.

5. Data Analysis

For more accurate inferences about normal probability distribution of data, Kolmogorov-Smirnov test was used; that in all cases the Kolmogorov-Smirnov test, with a significance level of $0.05 > p$ was obtained and assuming normal distribution of the variables was rejected; thus the nonparametric test (Pearson) was used to examine the relationship between averages.

First hypothesis: the relationship between self-efficacy variables and job performance

Based on the results of the table 3, the correlation coefficient between the two variables is equal to 0.731, Suggesting a relatively strong linear relationship between two variables, the value obtained for the credit risk of the null hypothesis of zero correlation coefficient of two variables in the population is equal to 0.000 we strongly reject the hypothesis and the correlation between these two variables can be considered significant.

Based on the results of table 4, the correlation coefficient between the two variables is equal to 0.65, Suggesting a relatively average linear relationship between two variables, the value obtained for the credit risk of the null hypothesis of zero correlation coefficient of two variables in the population is equal to 0.000 we strongly reject the hypothesis and the correlation between these two variables can be considered significant.

Third hypothesis: the relationship between self-worth variables and job performance.

Based on the results of table 5, the correlation coefficient between the two variables is equal to 0.625, Suggesting a relatively average linear relationship between two variables, the value obtained for the credit risk of the null hypothesis of zero correlation coefficient of two variables in the population is equal to 0.000 we strongly reject the hypothesis and the correlation between these two variables can be considered significant.

Fourth hypothesis: the relationship between trust variables and job performance.

Based on the results of the table 6, the correlation coefficient between the two variables is equal to 0.27, Suggesting a relatively weak linear relationship between two variables, the value obtained for the credit risk of the null hypothesis of zero correlation coefficient of two variables in the population is equal to 0.000 we strongly reject the hypothesis and the correlation between these two variables can be considered significant.

Fifth hypothesis: the relationship between listening skills variables and job performance.

Based on the results of table (7), the correlation coefficient between the two variables is equal to 0.7, Suggesting a relatively strong linear relationship between two variables, the value obtained for the credit risk of the null hypothesis of zero correlation coefficient of two variables in the population is equal to 0.000 we strongly reject the hypothesis and the correlation between these two variables can be considered significant.

Sixth hypothesis: the relationship between verbal skills variables and job performance.

Based on the results of the a table 8, the correlation coefficient between the two variables is equal to 0.678, Suggesting a relatively average linear relationship between two variables, the value obtained for the credit risk of the null hypothesis of zero correlation coefficient of two variables in the population is equal to 0.000 we strongly reject the hypothesis and the correlation between these two variables can be considered significant.

Multivariate analysis and test research hypotheses

Structural model of study

In this study, in order to analyze multivariate and test hypothesis we want to use structural equation modeling (figure 2).

In the above structural model two variables of empowerment and communication skills after scaling factors using factor analysis by following their subset components, as two independent variables affect jobperformance variables and actually two variables empowerment and

communication skills regression on the job performance variables should be studied but due to the high correlation between the two variables of empowerment and communication skills linear problem has arisen and there is practically impossible to do so in the same general structure. Therefore to examine the relationship level between empowerment and communication skills and job performance variables of Municipality of Sirjan employees which is the main objective of the study, first, the variables of empowerment and communication skills were scaled through factor analysis then the correlation of each variable with performance was assessed.

Scaling Empowerment Variable

As previously mentioned, this variable has been evaluated by four components, self-efficacy, self-organization, self-worthy and trust. Since there is a significant correlation between these four components except trust, we remove the trust variable from analysis process therefore the correlation between other components can be accepted and as a result, the main components factor analysis method cannot be used. And as it was referred before the possible distribution of any of the componentssignificantly does not follow normal distribution so the maximum likelihood method also cannot be used in factor analysis so the least squares method is used in the factor analysis. After rotation factor through Varimax, charges of all the components are greater than 0.886 (Table 9).

It equals to 0.764 and is greater than 0.7, on the other hand the significance level for the null hypothesis of uncorrelated (KMO) index data in Bartlett test equals to 0.000 therefore, and these results indicate the utility of conducted factor analysis. Percentage of variance explained by this factor is equal to 87.351 percent. Scree- cattle dependency graph for this analysis is as follows. (Figure 3).

We consider the total scores of self- efficacy, empowerment, and self- worth as empowerment variable point.

Scaling communication skills Variable:

As previously mentioned, this variable has been evaluated by two components, listening skills and verbal skills. Since there is a significant correlation between these two components, as a result the principal components cannot be used in factor analysis. And as it was referred before the possible distribution of any of the components significantly does not follow normal distribution so the maximum likelihood method also cannot be used in factor analysis so the least squares method is used in the factor analysis (Table 10).

Kaiser-Myer-Olkin indicator equals to 0.5 and is lower than 0.7, however, given that there are only two components of listening skills and verbal skills to explain communication skills variable, therefore the analysis process will continue with little tolerance. Since the significance level for the null hypothesis of uncorrelated in Bartlett test equals to 0.000, and these results indicate the utility of conducted factor analysis. Percentage of variance explained by this factor is equal to 92.389 percent. Scree- cattle dependency graph for this analysis is as follows. (Figure 4) Thus we consider the total scores of listening skills and verbal skills as communication skills variable point.

Correlation analysis between empowerment variables and communication skills and job performance variable and research hypotheses review

Given the nature of the relationship of scales of, empowerment and communication skills variables and job performance variable the scatter plot of the relationship between these variables and the Pearson correlation coefficient was used for analysis. Figure 5 shows a diagram of the study in both a linear trend which indicates the existence of a linear relationship between two variables of empowerment and communication skills with job performance.

Second hypothesis: the relationship between self-organization variables and job performance.

Table 1: The range of possible scores for study component

Job performance	Verbal skills	Listening skills	trust	Self-worth	Self-organization	Self-efficacy	
13	8	7	8	9	8	9	**Number of questions**
13	8	7	8	9	8	9	**Lowest score**
52	40	35	40	45	40	45	**Highest score**

Table 2: Analysis of the components of the research credit

Cronbach's alpha coefficient	Number of questions	Component title	The studied variables
0.911	9	Self-efficacy	
0.814	8	Self-organization	
0.885	9	Self- worth	
0.778	8	trust	**Empowerment**
0.849	7	Listening skills	
0.863	8	Verbal skills	**Communication skills**
0.916	13	Job performance	

Table 3: The results of self-efficacy variables and job performance

Job performance		
0.731	**Spearman's correlation coefficient**	
0.000	**Significance level**	**Self-efficacy**
129	**Number of views**	

Table 4: The results of self-organization variables and job performance

Job performance	

0.65	Spearman's correlation coefficient	Self-organization
0.000	Significance level	
129	Number of views	

Table 5: The results of self-worth variables and job performance

Job performance		
0.625	Spearman's correlation coefficient	Self-worth
0.000	Significance level	
129	Number of views	

Table 6: The results of trust variables and job performance

Job performance		
0.27	Spearman's correlation coefficient	Trust
0.000	Significance level	
129	Number of views	

Table 7: The results of listening skills variables and job performance

Job performance		
0.7	Spearman's correlation coefficient	Listening skills
0.000	Significance level	
129	Number of views	

Table 8: The results of verbal skills variables and job performance

Job performance		
0.678	Spearman's correlation coefficient	Verbal skills
0.000	Significance level	
129	Number of views	

Table 9. Indicators of factor analysis in reliability analysis of empowerment variable

Kaiser-Myer-Olkin and Bartlett Test	
0.764	Kaiser-Myer-Olkin indicators
296.43	Bartlett's chi-square test statistic
3	Bartlett's test of chi-square test
0.000	Significant level of Bartlett test

Table 10. Indicators of factor analysis in reliability analysis of communication skills variable

Kaiser-Myer-Olkin and Bartlett Test	
0.05	Kaiser-Myer-Olkin indicators
158.159	Bartlett's chi-square test statistic
1	Bartlett's test of chi-square test
0.000	Significant level of Bartlett test

Table 11. The results of the variables of empowerment and communication skills with job performance

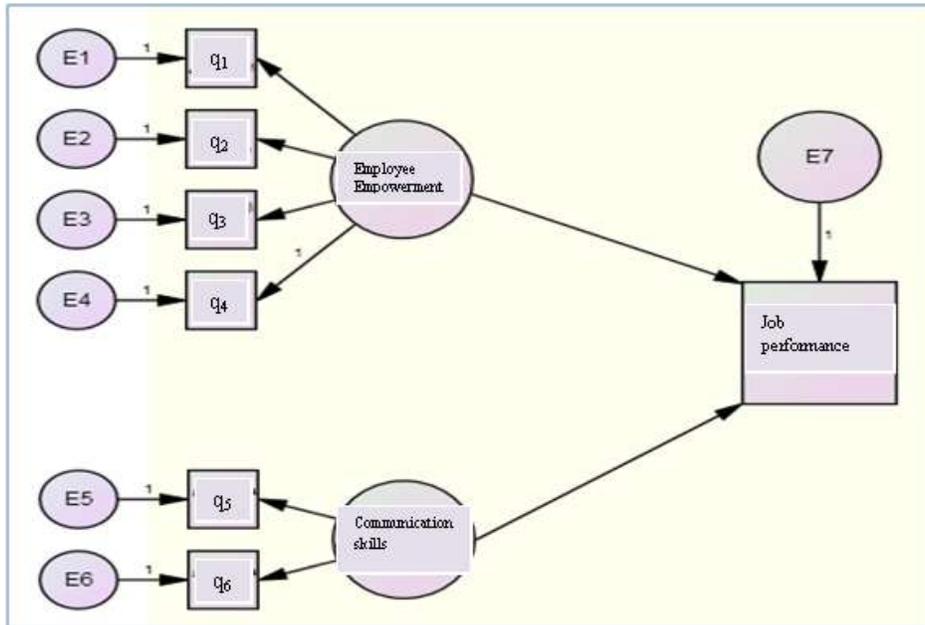| Communication skills	Empowerment		
0.857	0.872	Spearman's correlation coefficient	Job performance
0.000	0.000	Significance level	
129	129	Number of views	

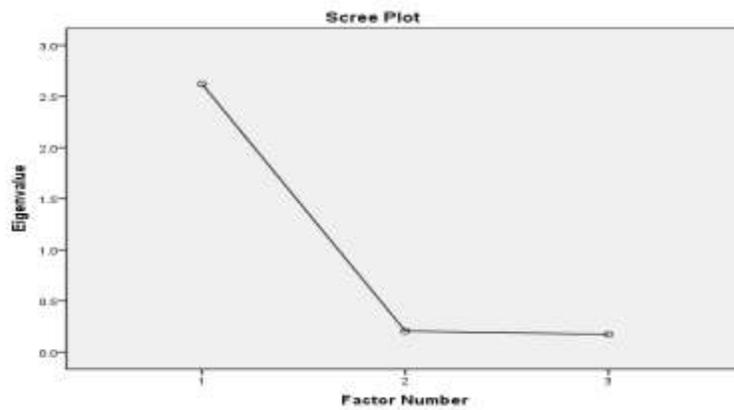**Figure 2: Structural model of study**

Figure 3: Cattell's Scree plot in validity analysis of empowerment variable
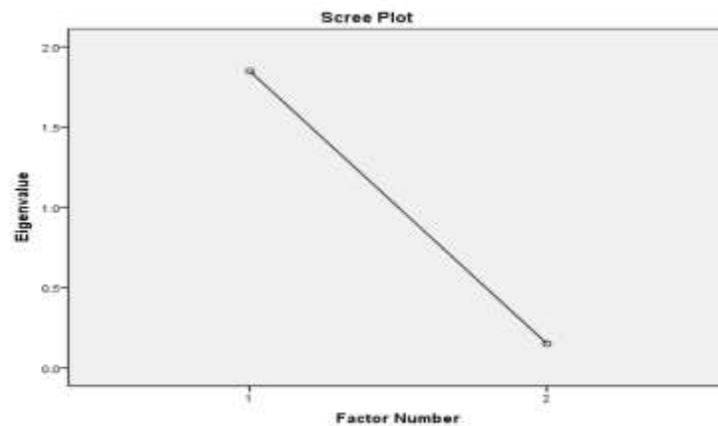

Figure 4: Cattell's Scree plot in validity analysis of communication skills variable
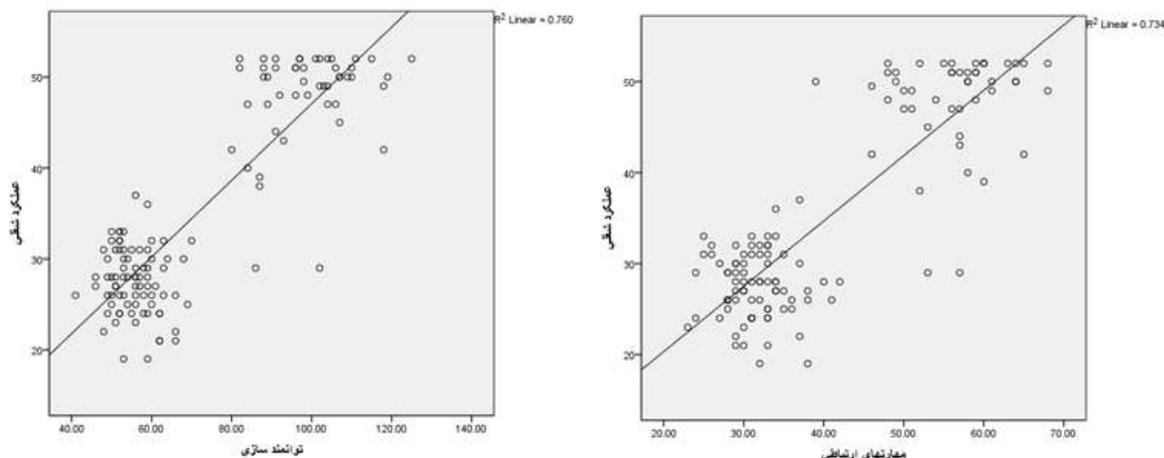
Figure 5: Distribution diagrams of linear correlation between variables of empowerment and communication skills with job performance

Pearson correlation coefficient was calculated and analyzed to determine the exact relationship for both.

Based on the results of the table 11, Pearson correlation coefficient between two variables of empowerment and job performance equals to 0.872 and between two variables of communication skills and job performance equals to 0.875 which indicates of a strong linear relationship between these variables. Also the value obtained for the credit risk of the null hypothesis of zero correlation between variables in the population is equal to 0.00, thus this hypothesis is strongly rejected and correlation between variables are considered significantly. The results of these studies show that empowerment and promotion of communication skills levels of

Municipality of Sirjan employees influence their job performance.

CONCLUSION

The results of present study show that planning for promoting self-efficacy and listening skills have a great influence on job performance of Municipality of Sirjan employees. Also in this regard, promoting self-organization, self- worth and verbal skills to some extents affect job performance of employees of Municipality of Sirjan but the effect of trust on job performance can be ignored. The significance of communication skills with job performance of employees indicate that the methods chosen and performed by directors for communicating with employees in order to empower them are effective and play an important role. This issue reminds officials of fostering managers'

communication skills and it is recommended that educational programs need to be planned by organization training officer for teaching these skills.

The results of the study indicate that among factors of employee empowerment which are in relation with job performance, the indicator of self-efficacy compared to other factors, has more effect on job performance. Therefore, theories of some writers such as Shipper and Charles (1999) who believe that self-efficacy is the most important element of empowerment is true, since feeling efficiently determines that whether individuals put effort for difficult jobs or not; thus directors moreover to identify confounders of the relationship between empowerment and job performance, should be developed and have plans. They need to have a special investment to improve both self-efficacy and self - organization (which is the most effective indicator after self-efficacy).

Among other practical results we can refer to:1- Providing resources that help employees to carry out their duties. Providing these resources of the organization leads to the feeling that the organization cares about employees and thus strengthens the feeling of being important. 2-Creating an environment where employees can see their results and when they see their results they will

experience more empowerment. 3- Strengthen confidence in the organization and employees have a sense of confidence to manager's competence, instead of suspicion and ensure that they are consistent with the objectives of both the manager and the organization. 3- Participating individuals in information, to create a sense of ownership among employees, create trust in organization, greater accountability and helping to decide appropriately.

SUGGESTIONS

-It is suggested that additional research be done to identify factors that influence the communication skills to provide the best possible model for teaching communication skills.

-Given the importance of the subject, empowerment should be studied from different aspects. The organizations that tend to perform empowerment should know the concept well. Therefore it is need that in separate study effective factors of empowerment be analyzed more specifically.

-Researches show that by process of empowerment and continuous training of employees can easily achieve the goals. Empowerment can be used to increase the benefits (profits, quality, customer satisfaction, a sense of belonging and ownership of the organization's employee and

organization (improving working conditions and reducing) costs, waste, stress, trauma, head of direct supervision). So in other research methods can align with the goals of empowering employees and the resulting benefits are discussed and analyzed.

-It is necessary that at certain time intervals, such as the research study to assess the communication skills of managers and also to empower employees to always have accurate assessment of the current status of the indicators.

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