



Determination of Relation between Psychological Empowerment Factors with Delegated to Managers (Case study: Factories of Industrial City of Rasht, Iran)

^{*1}Mehrdad Goudarzvandchegini, ²Mohammad Taleghani, ³Narges Darvishi

^{1,2}Associate, Department of Management, Islamic Azad University Rasht branch, Iran

³MA. Student at Islamic Azad University Tonokabon branch

ABSTRACT

The present research entitled "Determination of Relation Between Psychological Empowerment Factors with Delegated to Managers.(case study: Factories of Industrial City of Rasht).The research population consisted of all managers worked in the Factories Industrial City of Rasht comprising 220 managers .The research sample (140 subjects) was chosen using the simple random sampling through applying Morgan Table. The research tools were two standardize (Empowerment) and researcher made (Delegation) questionnaires. The obtained coefficients of Cronbach's Alpha for Empowerment and Delegation were 0/88 and 0/87 respectively. Main key dimensions of psychological empowerment with regard to theoretical principles are divided into components : 1. Meaningful Sense 2.Qualifying Sense 3. Optians right Sense 4. Effective Sense . In this research , Pearson's correlation coefficient was applied in order to analyze the data . The research findings showed that : the correlation value between Meaningful Sense and , Delegation ($r=0/381$), between Qualifying Sense and Delegation ($r=0/459$), Optians right Sense and Delegation ($r=0/197$) and . Effective Sense and Delegation ($r=0/440$), are statically meaningful ($p<0/01$). According to direct and meaningful relation between most of Empowerment complied with Delegated to Managers, enhancement of delegation and lack of concentration can lead to enhancement of employers' motivation and better working.

KEYWORDS: Empowerment , Physiological factors, Delegation , Managers.

INTRODUCTION

The working world that we know are changing quickly , the speed of changes in recent two decades was even less than today's.

But it is not contain this mean that there was no changes in those time , inverse there was .

But it seems that today's changes are occurring quickly (Robins , 2009). In today's business world each organization which could not product faster , cheaper , and with more quality versus their international corrivals , will be disappear from business scene . in this Competitive field , the organizations will be success which use all their human capacity. In otherwise the Organizations that still use the traditional model of management that is based on a hierarchical system will not success (mokhtari zade, 2004). In 21 century the organizations Required to change their traditional management to divided into Devolution responsibility and organize authority. Although this organizations still are in check of their employees activities , but it seems this kind of management will not be stable. During Devolution authority the managers of organizations will not manage any more , they will act as leaders who make their employees strong to take decisions for acting their roles.

The leaders who do the Devolution of authority and power , make a future point and prospect for employees and evaluation their qualify (interests, and capability)

Leaders who do the Devolution of authority share the information of employees activities with them frequently .

The successful managers involve their employees in planning process . but decisions are leaved to superior employees .

They are the creative of the environment which the employees with freeness will learn the required knowledge together and they will use the effects of knowing and knowledge learning in organize chart (Dargahi , 2004). Otherwise one of the concepts that presented according the human capacity is the capability of the employees.

*Corresponding Author: Mehrdad Goudarzvandchegini, Associate professor, Department of Management, Islamic Azad University Rasht branch, Iran. Email: goodarzvand@iaurasht.ac.ir

Empowerment is the process to achieve continuous improvement Through the creation of the authority and influence people and groups in all Territories and will effect on duties and all the activities of the organization (Collum, 2004). Empowerment in fact is devolution of power and authority to the employees (Ann, 2008).

Empowerment is the expansion process , the process maybe the cause of improve the employee's might for solve the problem of political view and social view in employees and make them to understand surrounding factors and control them(Collum, 2009).

Baven & laver participate of four element of organization:

Information , reward , decision making power and education are known as Empowerment (kim, 2010).

Koh & lee (2001) also know capabilities as a person Physiologic condition have five dimension of meaning : autonomy , self efficacy , affective, and receive trust that are under effect of empowerment treatment .

The concept of empowerment can not use between the partners , because there is a prerequisite for relationship between attendant and subordinate . Empowerment in the workplace related to the supervisor's role in empowerment of a subset , and all of these five dimension have to get improve to reach to a high level of empowerment (Nilsen , 2008).

Most of the experts in economy and management believe that the organizations for survive themselves in Competitive environment required to improve their product quality and increase speed in services presentation (Chylee et al , 200).

Nowadays the level of the customer's expectation are raise up , so the factories have to increase quality and speed of services presentation . in condition that the financial resources of manpower resources is provided.

The world producers companies aim that the quality in decrease expenses are summarized in improve products and convenient use of time , and satisfaction of customers and decline wastages , correct designed system and capable employees this are the guarantee of successfully .the organization approach from empowerment process is improve the quality level of the products and increase speed in presentation of services , so the result of this process is reach to satisfy the costumers and comply expectations and more profit and growth debentures in bazaar (Talebian, 2009)

It is nature if the managers can improve the might of their employees and this is the reason of the improvement of all the organization. Therefore human is a axis of the company changes for the improve of acceptable balance for the company we should pay more attention in human resources , and growth them from inside seem they are themselves commander(Por kiyae & Per moradi, 2008)

The effective factors in empowerment human resources are also the supporter for innovation and creativity , in a totality ordination we can divide the effective factors in two groups :

- a) internal factors : psychology :this factor are included by emotions , requirement , instinct , theory , personal concepts.
- b) External factors: surrounding: this factors are related to the environment of the job that the person are involve with them (Amin & Ramezani, 2007).

According the spriters researches he recognize 4 internal elements which called internal psychological empowerments this variables includes competence feeling , authority of making decisions , feel to be effective , feel to have meaning .(Amin& Ramezani,2007).

This research attention to the roles of the empowerment in manager's Devolution authority , the relationship between empowerment and devolution authority are importance , however in recent years the empowerment process was in focus but the improve of the base to development devolution authority are so necessary and the most important base in development of devolution authority is in factories hands by making motivation in human sources .

Since this research first features have direct effects on the empowerment and it know as variant and the roles of devolution authority in related with it will be check.

The managers can operate with develop empowerment and Affectivity in creativity with attention to business needs .

Society which are under studying in this research is the managers of the factories in rasht industrial city , and researcher are following the relationship between psychology functions in empowerment and devolution of authority in managers will be the point of study

This functions are:

- 1- Devolution of authority
- 2- authority of making decisions
- 3- feel to be effective

4- feel to have meaning

Thus the main question of the research are introduced :

Is there any relationship between the factors of psychology empowerment and devolution authority in factories of rasht industrial city ?

The basic opinion and Theoretic

Over the past two decades, extensive changes in the thinking of researchers and experts There is an organizational concept Most research has focused on designing human resource systems.

The human resources is one of the most valuable and rare resources . attention to this great resource are cause of survive and increase of efficiency .

Nowadays organizations because of world corrivals and dynamic work environment need to have human funds and qualify to make cense the organization and current dynamic environment . empowerment are the stimulus of the improving work environment(Monavarin , 2007).

Empowerment tells that some of the acts are lateral , from sham empowerment to high level of real involvement and devolution of power.

However the real authority include decision making sort of content , and work with context of work (Garsly and Partners , 2008).

Empowerment is the mean of present , it means to help other people till improve their self confidence to dominate from helplessness and hopelessness and make inside motive for mobilize duty (Blanchard , 1999). Empowerment are included might of work that provides flexibility and more freedom for work decisions .

When we give wide responsibilities to employees. It makes them to act with more creatively and they may encouragement to participate, it helps them to be satisfaction

This major are opposite to management technique are traditional that emphasized control , hierarchy and rigor (Garsly and Partners, 2008)

When empowerment will be made that person feels that have control on itself work life . this feel are include : self determination , personal meaning , competence and conception affect (Haward & Foster, 1999).

Empowerment have background in science just like psychology , sociology , religions that back to past decades and even past centuries (Adler, 1927).

In context of psychology he proposed with emphasize on effort in persons for gain domination in confront with universe . wight in 1995 told that stimulus and impressments is one inside stimulus that make things happens .

Brihem view (1996) : empowerment is a psychological reaction. Harter (1978) : he told the motive of conversance is in fact a effort to face problems and solve them (Veten & Cameron, 2002).

All of this studies in concept of basic are might it means that the persons trend to have self experience controller , care about themselves and have freedom , both are the same.

In management precedent of using the idiom “ empowerment “ it back to season of human relation movement that was the focus point , some thing like : involve the employees in decision making in organization by different titles such as team making and association of quality management .

Editing this theory in first with y theory of “ mac gregor (1960) began .

This theory are based on make situation for move persons to gain point instead of manage and leading . in mac gregor theory manager has the view of y , and the employee have participate in all levels off decides . this encourage relations to move up and with accuracy care about suggestions of the employees and giving them the opportunity for big responsibilities .

Many of emphasized methods on psychological expressions or motivational in empowerment , in theories of human motivation with motivation methods are not appearance for job designed , for example maslow (1971) in himself needs hierarchy tells that in upper levels of hierarchy , person thorough their needs for meaningful work and responsibility and achievement what is valuable .

Also defend from job enrichment “ herzberg” (1968) express that the only way for excite the employees are giving them challenging works so they can feel responsibility in this .

Most of the excitant which are declare from mazlow such as opportunities for self actualization , autonomy , valuable emotions , all have base on the empowerment and psychology. Qualify and effect can be find in examples of “ vroom “ (1964) .

Importance of innate capacity are notice in motivation researches “staw (1976) reflected in (Robins, 2002).

Consistency this topic in decades of year 1990 illustrate that the managers should learn how to improve empowerment process , but with stress in different shapes involve employees in empowerment still have not publicity and its find rare .

In following there is some examples of internal and foreign researches :

“Zareh and partners (2007)” in his research by the title of relationship between functional Psychological empowerment for experts and Corporate entrepreneurship in the country's Physical Education Organization .

Social of this research includes all the experts district , which 169 persons are selected as statistical examples the results display : there is a positive relationship between expert's job and entrepreneurship it means that if the expert's feeling about valuable work be more like their mind standards and what they works will done be the same with themselves feeling, the entrepreneurship will increase

There is a positive and meaningful relationship between competence feeling and organize entrepreneurship it means that how much the experts trust to their abilities the entrepreneurship will increase .

meaningful Relationship between self nomination in experts and organize entrepreneurship hence how much the experts have independence and freedom in actions and decides , the entrepreneurship will increase .

there is a positive relation between competence feeling in experts and entrepreneurship. However when the experts feels that they are effective In their job the entrepreneurship of organization will improve.

Also there is a positive relationship between the trust feel in experts and organize entrepreneurship. whatever the experts have trust to partners , managers, corporate decides the entrepreneurship will increase.

The other research by title of “ the effective factors in empowerment of naja officers “

In year of 1385 wrote by ali reza jazine with guide of dr adel azar are done in university of “ tarbiyat modares “ in this research the effective roles in empowerment of naja officers in paths of: leading style , job satisfaction , training , organize structures and motivation as theory in this Research are studied with taking pretest recognize the important factors in empowerment.

In a Thesis of M.A by title of “study of connection in organize structure and empowerment of employees “ in factory of Iran's distribution petroleum material with guide of Vaezi wrote by Esmail Sabzikaran in university of alame tabatabaye in year of 1386 established , and it descript dimension of structures in organization by titles of complexity , officialism , centralize , and its relationships with empowerment are under study in the result of this research the acceptable theories shows that there is a meaningful relationship between organize structures and employees empowerment.

Sami nejad in his research in year 2002 by title of “Relationship between managers successful implementation of decentralization in school activities from the perspective of teachers in high schools in area one zanzan city”Realized that the decentralization of operational activities in school and success of managers it affect on their performance .

Fateme Amini on her research by title of “relation in devolution authority of managers with the ways of leading employees it have direct relevance, also the result display that balance in devolution authority are low and in un- devolution authority is high.

Mrs mahnaz rashide on her research by title of “Delegated authority to determine the system's performance and management of hospitals in tehran “

In order to participate in the performance of all hospitals to achieve these results

1. Delegated authority between the Board's control and management functions in Tehran hospitals and there was a significant inverse relationship

Delegated authority between the Board's control and planning in Tehran hospitals and there was a significant inverse relationship

2. Delegated authority between the Board's control and Organizing in Tehran hospitals and there was a significant inverse relationship

3. Delegated authority between the Board's control and leading in Tehran hospitals and there was a significant relationship

4. Delegated authority between the Board's control and control in Tehran hospitals and there was a significant relationship.

Meyerson & klim (2008) in a research entitled “Psychological and environmental empowerment. Introduction and results”

realize that environment empowerment is better able to predict the outcome rather than psychological empowerment

a research entitled “leader –member exchange(lmx) and empowerment produced by haris and his partners(2009) the result display that when the exchange quality below negative result will be appear . at all when the two variable be high good result will be appear.

When the staffs are without motivation (low empowerment) relationship between leader and follower get more important If employee empowerment is necessarily high, it seems important to discuss the leader and follower.

In research as” empowering employees with advanced technology in the workplace “

That took by koh and his partners (2010), this result displayed that redesign in job and empowerment have direct and positive effect in staff’s duty .specially redesign will improve the assurance of staffs in empowerment process. Raush in a research which entitled by “centralize on leading in management “ in year 2005, it present a special application model for all the manager or persons who act as leader in their own team . and other people in other situation. He developed a teaching and leadership in public and private organizations and organizational units proposed. The model helps - raush decisions , Issues related to leadership roles in the intended. The content is relatively simple and consists of eight questions and the leader of the bonds will help ensure that decisions.

Raush’s research model based on three principles :

A , Decision-making practices of leadership decision-making in the field of employment

B, The real impact of leadership and motivation theories on leadership decisions

C, Responsibilities related to the effective application of leadership in management activities in all fields.

Goddard & mannion in a research in 2006 entitled by “Decentralization in NHS” he attend measurement Decentralization result.

It reflecting on focus in past and Decentralization in this time.

Such opposition has led to the conflict by This collaboration not only within organizations but also affect the balance of power within the local economy .

This study showed that challenge policymakers. Managers and doctors to manage such conflicts .

Chadwick and otenko & nguyen in their research entitled “Increased support model XACML For multi-jurisdictional , Members delegate authority to the dynamic in 2009.

Delegated authority to make decisions for granting support to increase the dynamic The proposed model of the computer system.

Entrusting the role played by the hands of one another and access control is based on the model will continue .

The researchers told the Problems and needs that require the devolution authority and control elements that are necessary for devolution authority only can solve with the engineering solution . they offer a significance service that called XACML model .

The approach of the current research is “ determine relation between psychology factors in empowerment with devolution authority of managers in rasht industrial city factories .

this research have applications points such as:

1. measurement of relationship between significant job and devolution authority in managers
2. measurement of relationship between Feelings of competence and devolution authority in managers
3. measurement of relationship between Sense of choice and devolution authority in managers
4. measurement of relationship between sense to Affectivity and devolution authority in managers

METHODS

According to the research topic “ determine relation between psychology factors in empowerment with devolution authority of managers in rasht industrial city factories .

It is Descriptive type & Correlation It seeks to explore and explain the data is described.

The actuarial social :

The study population consists of all managers employed in factories in the industrial city of Rasht and include 220 persons .

Sample about research and sampling methods

Due to the statistical population size with 120 , through the Morgan’s table and is implemented through simple random sampling.

RESULTS

The main theory of research :

There is a relationship between psychological empowerment factors and devolution authority in industrial city of rasht.

Table1 . Correlation matrix between psychological empowerment factors devolution authority

	Devolution authority	Being meaning ful	competence	Serse of choice	Being effective
Devolution authority	1	**0/381	**0/459	**0/197	**0/440
Being meaning ful	**0/381	1	**0/58	**0/26	**0/419
competence	**0/459	**0/58	1	**0/375	0/582
Serse of choice	**0/197	**0/226	**0/375	1	**0/647
Being effective	**0/440	**0/419	0/582	**0/647	1

As you seen in the above table rate of Correlation between meaningful feeling in job and devolution authority ($r=0,381$)

Between feeling of competence and devolution authority ($r=0\459$)

The sense of choice and devolution authority ($r=0\197$)

And Affectivity and devolution authority ($r=0\440$)

It is meaningful from actuarial view .

Table 2 . multifold Correlation between psychological empowerment factors devolution authority

Quadrate	Multiple Correlation Coefficient
R^2	R
0/282	0/531

ratio multiple Correlation R 0\531

quadrate of ratio multiple Correlation R^2 0/282

As you seen in the above table there is a relationship between psychological empowerment factors and devolution authority $r=0/531$

This topic displayed that the psychological factors in empowerment could determine 28% of devolution authority variance .

Table 3. test of analysis the variance and watson’s camera for make meaningful model

Watsons camera	level of meaning	F Ms	Quadrate average	Fredom rate	sum total of quadrate	Amplitude of changes
			df	ss		
1/915	0/0001	13/08	582/125	4	2328/625	regerson
			44/499	133	5918/367	Remain(error)

As you seen in above table F (4,133)=0813 from actuarial view have meaning .

So the meaningfully in model are acceptable also the waston’s camera (d=1/915)

Displayed that we are permissible to analysis regerson .

Rate of d are between -4 till +4 sign that we are permissible for regerson test .

Table 4.Standard ratios and unstandard for predict devolution authority through the predict variables .

Standard Ratio	anstandard Ratio			Ratio Variables predict
Level of meaning fully	t	Beta	B	
0/0001	5/264	8/124	42/767	static value
0/12	1/563	0/142	0/431	meaning fully
0/022	2/309	0/234	0/261	competence
0/124	-1/547	-0/149	0/278	sence of choice
0/002	3/088	0/341	0/464	effective

According the data in above table competence variable by ($b=0 / 602$. $p < 0.22$)

Affectivity by ($b=1/433$ $p < 0.002$)

Meaningfully in predict devolution authority.

Also beta ratios display that the beta variables ($3/088$). Are more than variables that can predict devolution authority .

According the above results the formula of devolution authority are in this shape :

First theory of the research :

There is a relationship between meaningfully in job and managers devolution authority in industrial city of rasht.

Table 5. Correlation coefficient between job meaningfully sense and devolution authority .

Significant level Sign	Correlation coefficient R	variable
0/0001	0/459	Significant devolution authority .

As shown in the table above is a significant correlation between the amount of job and devolution authority ($r=0/381$) form statistically perspective are significant ($p < 0/00001$)

So in H_0 That no significant relationship between feeling and devolution authority the job to be rejected , We can conclude that the sense of meaningful work and meaningful relationships are in devolution authority.

The second sub-hypothesis research:

There is a relationship competence feeling and devolution authority in managers of rasht industrial city.

Table 6 .Correlation coefficient between competence feeling and managers devolution authority

Significant level Sign	Correlation coefficient R	variable
0/01	0/197	Competence devolution authority

As you seen in above table correlation level between competence feeling and devolution authority ($r=0/459$) it is statistically significant ($p > 0/0001$). So the theory H_0 are rejected thus with 99% of assurance we understand that there is a significant relationship between competence feeling and devolution authority in managers.

The third sub-hypothesis research :

There is a relationship between sense in choice and devolution authority in managers of rasht industrial city .

Table 7. Correlation coefficient between sense of choice and managers devolution authority

As you seen in above table correlation level between sense of choice and devolution authority ($r=0/197$) it is statistically significant ($p > 0/01$). So the theory H_0 are rejected thus with 99% of assurance we understand that there is a significant relationship between sense of choice and devolution authority in managers.

The 4th sub-hypothesis research:

There is a relationship between affectivity and devolution authority in managers of rasht industrial city .

Table 8. correlation between affectivity and managers devolution authority

Significant level Sign	Correlation coefficient R	variable
0/0001	0/44	Affectivity devolution authority

As you seen in above table correlation level between affectivity and devolution authority ($r=0/44$) it is statistically significant ($p > 0/00001$). So the theory H_0 are rejected thus with 99% of assurance we understand that there is a significant relationship between affectivity and devolution authority in managers.

DISCUSSION AND CONCLUSION

The main theory of the research : there is a significant relationship between psychological factors in empowerment and managers devolution authority.

According the session 4 data , competence variable by ($b=0/602, p</022$)

Affectivity by ($b=1/433, p</022$) it shows significant roles in predict devolution authority also beta ratios display that from predict variables , affectivity variable with ($\beta=3/088$)

Are more predictable than other variables in devolution authority . the result with researches of Mohamadi (2001), Norozi(2005), Shahrani(2006), Jazine (2006), Sabzikaran (2007), Zareh and Partners(2007), Rezaii (2007), Fotohi(2008), Brach(1998), Saveri voloks(2001), Becker and Partners(2003), Hanser and George(2003), Hold zorth (2003), Sharmeta samad(2007), Leo and Partners(2007), Orjenle and Partners(2007), Vakariot(2008), Chang leo(2008), Merson and Kelin(2008), researches of this people are the same. About result we can say the empowerment experience in all 4 side are visible if any of this 4 side be absent in result empowerment will be limited , for example if persons have discretion for taking decision but have not attendance in their decisions they will be out of empowerment feels .

And at least if persons believe that they can be effective but they feel that they have no ability to do their job , they will be out of empowerment feels. Therefore when staffs feels that they are real empowerment which have all the 4 sides .

Responsibility and trust are under corporate in organization and workplace and relation key in process of empowerment, psychological and personal difference are the reason to adapt in workplace and have direct effect on it ,

Relation between psychological empowerment with empowerment treatment by the texture of organization are the reason to adaptation , however we can say that there is so many problem may occur in unsuitable devolution authority, and failed in suitable relation and true transport .

Most of manager are protest in limited time and a huge work size , therefore the way to Delegate tasks are so importance , good Delegate tasks have nice results at all , and it known as a good application , sharing work and responsibilities have a profitable results for the staffs , it take levels of decisions in right way and the details will be in attention and delay will be decrease because of Delegate tasks, and maybe we can see this things in staffs in Rasht industrial city .

The first sub-hypothesis : there is a significant relationship between meaningfully in job and managers devolution authority in factories of rasht industrial city.

With attention in session 4 data , Correlation level between meaningfully in work and devolution authority ($r=0/381$) are statistically meaningful ($p</0001$) because of that the zero theory as relationship between meaningfully in job and devolution authority will accept by 99% of assurance .

The results are the same in this researchers studies .

Jazine(2006), Sabzikaran(2007) , Zareh and Partners(2007), Rezaii (2007), Fotohi(2008), Brach(1998), Hold zorth(2003), Sharmeta samad(2007), Leo and Partners(2007), Orjenle and Partners(2007), Vakariot(2008), Chang leo(2008), Merson and Kelin(2008).

In this result we can see empowerment are not giving power to staffs, persons have power by their educations and motivation in fact empowerment are for make this powers free, empowerment have special contains for use of human abilities, in empowerment the staffs are known as power source , the staff by their motivation , ownership, proud, and responsibilities feeling make their best creativity. From those time that the employees make themselves free from work dictators, they felt in new traps such as corrivals, un safety, and the pressures from the partners and groups. Also the concept of empowerment are more than authority in work, and managers should make a base to satisfaction for approach to organize points. If managers claims that their staffs are empowerment by itself , we should not be hope full to any changes happened , till someone else make the guarantee , because the managers in their analysis will not always tells the truth. The leaders can not capable their followers unless be Sympathetic with them motivate them and make them to walk on right way and faithfully , in first step they should be honest . at least meaningfully in work are essential , and it depends on duty , relations , personals standards, what ever a duty be equivalent with staff personal standards the staff will do the job better , without meaningfully there is no possibility for empowerment.

The second sub-hypothesis : there is a significant relationship between competence and managers devolution authority in factories of rasht industrial city.

With attention in session 4 data , Correlation level between meaningfully in work and devolution authority ($r=0/459$) are statistically meaningful ($p<0/0001$) because of that the zero theory as relationship between competence in job and devolution authority will accept by 99% of assurance .

The results are the same in this researchers studies .

Mohamadi (2001), Norozi(2005), Shahrani(2006), Jazine (2006), Sabzikaran (2007), Zareh and Partners(2007), Rezaii (2007), Fotohi(2008), Leo and Partners(2007), Orjenle and Partners(2007), Vakariot(2008), Chang leo (2008), Merson and Kelin(2008).

As the collected result we can say that more of managers have not gentry in their treatment and when they discuss about empowerment they know themselves as a participate but in act their lead ways are despotism . the staffs are capable in their job but when they want to do their jobs the manager meddle in their jobs and tells them “what to do or don’t do it “

It is hard for manager to share their authority and they think with devolution authority they power will be limit .

Therefore , empowerment require a different kind of treatment and use of group work instruments and utilization of relation between employees in one word “ management by honestly “ and fake empowerment are useless in morality relations .

During past 50 years managers tried to make their employees empowerment through mind percept and most of this tries got failed and it make employees downbeat from managers, also managers catch their responsibilities in empowerments , honestly, and trust, that result maybe make a fake empowerment.(Esmale, 2010). For make true the empowerment the persons who have responsibilities to do that should have abilities , education, experience, and other capabilities, that needed for moving front through trust.

The third sub-hypothesis : there is a significant relationship between sense of choice and managers devolution authority in factories of rasht industrial city.

With attention in session 4 data , Correlation level between sense of choice in work and devolution authority ($r=0/197$) are statistically meaningful ($p<0/01$) because of that the zero theory as relationship between sense of choice in job and devolution authority will accept by 99% of assurance .

The results are the same in this researchers studies .

Norozi(2005) Shahrani(2006), Jazine (2006), Sabzikaran (2007), Zareh and Partners(2007) Rezaii (2007), Fotohi (2008), leo and partners (2007) Orjenle and Partners(2007), Vakariot (2008), Chang leo (2008), Merson and Kelin(2008).

In collected results authority of choice are mean of personal treatment , according this model every their opportunity to make choice be more the empowerments will increase , therefore it is hard for managers

To delegate their authority to others , because they think by this their power will be limit

But we should notify that one of the most factors in empowerment is devolution authority.

So, handle of empowerment in ever organization in angle of psychology have a direct relation with devolution authority.

Leaders who do devolution authority and devolution power they have future approach and challenge their competence , the successful managers involve their employees in planning but important decision will take by perfect employees .

Therefore empowerment is so important in rasht industrial city factories and for reason of dynamic industrial , it is important to introduce managers to devolution authority topic in a new job situation .

The third sub-hypothesis : there is a significant relationship between affectivity and managers devolution authority in factories of rasht industrial city.

With attention in session 4 data , Correlation level between meaningfully in work and devolution authority ($r=0/459$) are statistically meaningful ($p<0/0001$) because of that the zero theory as relationship between affectivity in job and devolution authority will accept by 99% of assurance .

The results are the same in this researchers studies .

Mohamadi (2001) , Norozi(2005) Shahrani(2006), Jazine (2006), Sabzikaran (2007), Zareh and Partners(2007) Rezaii (2007), Fotohi (2008) , Leo and Partners (2007) Orjenle and Partners(2007), Mmerson and Kelin(2008), (2001) Becker and Partners (2003) Hanser and George (2003) Hold zorth (2003), Sharmeta Samad(2007), Leo and Partners (2007), Orjenle and Partners(2007), Vakariot (2008), Chang leo (2008), Merson and Kelin(2008).

In collected result we can see that the mean of affectivity in doing a job or duty are make any change in all parts of work?

Every more the staff believe in that his motivation will increase . so its necessary to have a kind of self control feel for health and empowerment. Otherwise even strongest people can not control all happens , no body's have complete control in life results, however empowerment helps people to take more control in their personal results .it depends on recognize ability , and effect on change surrounding and to make increase in focus.

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