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**THE ANALYSIS OF EFFECT OF PSYCHOLOGICAL EMPOWERMENT OF PERSONNEL ON
QUALITY OF OCCUPATIONAL LIFE FOR PERSONNEL OF SOCIAL SECURITY
ORGANIZATION IN SHOOSHTAR CITY**

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Resumen: La presente investigación se ha realizado para interpretar el efecto del empoderamiento psicológico sobre la calidad de vida ocupacional del personal de la organización de seguridad social en la ciudad de Shooshtar. La población estadística de este estudio estaba compuesta por 70 miembros del personal de la organización de seguridad social en la ciudad de Shooshtar y el método de censo se utilizó debido a la baja población estadística y la muestra disponible para este propósito. Para examinar el empoderamiento, se utilizó el cuestionario de empoderamiento psicológico (Spreitzer, 1995) y para medir la calidad de vida ocupacional se empleó la calidad del inventario de la vida ocupacional (Walton, 1973). Este estudio es una investigación aplicada en términos de meta y es una encuesta en términos de naturaleza. Las hipótesis de investigación se probaron con la ayuda del software SPSS. Los resultados demostraron que el empoderamiento y sus dimensiones (Sentido de significación, sentido de la competencia, sentido del derecho de elección, confianza en los demás y sentido del impacto) afectaron significativamente la calidad de la vida ocupacional del personal.

Palabras clave: Calidad de vida laboral, Significado, Competencia, Derecho de elección, Confianza en los demás, Empoderamiento

Abstract: The present research has been conducted to interpret effect of psychological empowerment on quality of occupational life of personnel of social security organization in Shooshtar city. The statistical population of this study was composed of 70 members of personnel from social security organization in Shooshtar city and census method was used because of low size of statistical population and available sample for this purpose. In order to examine empowerment, the psychological empowerment questionnaire (Spreitzer, 1995) was utilized and to measure quality of occupational life, quality of occupational life inventory (Walton, 1973) was employed. This study is an applied research in terms of goal and it is a survey in terms of nature. The research hypotheses were tested by the aid of SPSS software. The given results showed that empowerment and its dimensions (Sense of meaningfulness, sense of competence, sense of right of choice, and trust in others and sense of impact) significantly affected quality of occupational life of personnel.

Keywords: Quality of occupational life, Meaningfulness, Competence, Right of choice, Trust in others, Empowerment

1. INTRODUCTION

The scientists and theorists of organizational development have discussed about concepts of quality of occupational life from various points of view and proposed different definitions for this subject. However despite presence of distinctive aspects of impressions of quality of occupational life, the conducted studies indicate that some of these parameters which are mentioned in most of cases are as follows: salaries and benefits, medical cares, welfare services, insurance and retirement and the like (Salmani, D., 2005). The quality of occupational life denotes subjective image and impression of personnel of an organization about physical and mental utility of workplace and their working conditions (Allameh, M. 1999). The quality of occupational life is a process whereby all members of the organization can generally impact on decisions made for their jobs and workplace through open and appropriate communication canals created for this purpose and typically interfere in them and as a result their participation and satisfaction increases with work and the stress of their work is reduced. In this definition, quality of occupational life indicates a type of management method (Dolan, C.L., Ross SH. 2001).

On the other hand, empowerment of manpower mainly aims to develop motivation in personnel by presentation of challenging jobs; namely, those jobs which are presented at higher levels of position, occupational variation, and information feedback regarding the results. Gradually, quality of occupational life also covered administrative styles and physical working environment beyond of the related individual occupations and forms of teamwork and effective specifications of workplace on satisfaction and productivity of personnel such as rewarding system and work flow (Gorji, M. 2010). Empowerment is the process of giving power to individuals. In this process we contribute to the individuals to prevail over sense of their disability and distress. Empowerment is led to mobilization of internal motives in individuals in this concept (Lalianpoor, N., and Mohammadzadeh, A. (2011).

Social Security Organization has been known as one of the greatest and most pervasive social institutions to which the majority of people are typically related. Social Security Organization is the potential origin for important and valuable changes in all different life aspects for individuals, especially workers. With respect to this extent and importance and given the complexity governing over its role, the crucial role of directors and personnel can be perceived as workforce of this organization in employment and life in the society. Therefore, the human resource should be aptly and

duly utilized at maximum level that necessitates for development of training and expertise further for growth and developing talents and creativity in its manpower and thereby to prepare needed grounds for upgrading quality of occupational life in human resources.

The management theorists propose empowerment of personnel as an effective factor for achievement of organization and improvement of efficiency in personnel where in this course; organizational directors should provide appropriate climate and the needed strategies for empowerment of personnel. The plans of quality of occupational life for personnel and improvement of productivity, efficiency and effectiveness are one of the strategies and measures taken for improvement of organizational empowerment. The quality of occupational life is a group of real working conditions and workplace in the organization that includes rate of salaries and benefits, welfare and healthcare and safety facilities and participation in decision-making and occupational development and promotion (Mahdavi, A.M., and Piltan, A.. 2012). Now, the main question is that what is the effect of investment of Social Security Organization in empowerment of personnel on quality of their occupational life? Can investment by Social Security Organization in Shooshtar city in empowerment of personnel upgrade quality of their occupational life? How much can empowerment of personnel (sense of meaningfulness, sense of competence, sense of right of choice, and trust in others and sense of impact) affect quality of occupational life in personnel?

2. RESEARCH LITERATURE

Quality of occupational life: One can find historical roots of using the phrase of 'quality of occupational life' in classic works from Aristotle that was related to year of 330BC. In classic ethical principles of his book he explained about relationship among quality of life upon happiness and subjective values of individuals (Mokhtari, M, Nazari J. 2010).

Term of 'quality of life' has been passed through many historical periods and several changes have been exerted to this term. This phrase comprises of personal interests, experiences, emotions, attitudes, and beliefs about philosophical, cultural, intellectual, psychological, and financial etc. in everyday life. Interest in analysis of effective factors on satisfaction and welfare of human has a long background in history of human life. In fact, how should and could live to acquire the best benefit is dated back to ability of human for thinking about the future and taking lesson from the

past (Bahmani, B. 2010). The quality of life was introduced in USA about 40 years ago and social sciences became the harbinger of spirit and measurement for it. At the end of 20th century, subject of quality of life was addressed with further importance in social science and in 1955 such studies were internalized by establishment of International Community to study about quality of life (Mokhtari, M, Nazari J. 2010).

Since the last quarter of twentieth century several researchers have commented about quality of life and its balance with different characteristics of humans. For example, since the early period of developing concept of quality of life, some experts have assumed future development in protection from physical and mental health as subject to ever-increasing attention paid to strategies for primary prevention in order to develop quality of life for individuals (Bahmani, B. 2010).

By 1970s, quality of life was basically considered as related to financial paradigms and consequence of economic growth. Since 1970s, as the consequence of advent of negative effects resulting from economic growth on the one hand and emerging of theory of sustainable development on the other hand, quality of life included more social and perceptual dimensions and comprised of several subjects e.g. distribution of consequences resulting from growth, conservation of natural resources, and environment etc. and it seriously entered into planning topics as the main development objective and also 1990s was the start point for discussion about social life with emphasis in social constructs like social capital, social correlation, and social justice and so forth (Ghaffarzadeh, F. 2001). The quality of life is one of the very important subjects in organizational studies during recent decades. The plans relating to quality of occupational life were initially invented in Europe and during fiftieth decade (1950-1959). These studies were conducted by Trait et al. in Tavistock Institute in London that was led to creation of technical- social systems for designing of job. Afterwards in 1970, in innovative Tennis Pat Food Factory locating in Topeka at Kansas a new method was designed for developing of enriched participation techniques of personnel and they were later noticed as a model for other goods in factories (Doaei, H., and 2014).

Empowerment: The empowerment concept has been introduced since 1980s and it has been so far attracted attention and interest by many researchers. The basic assumption is this point in empowerment of human resources that the human resources are the foremost factor for growth and development and optimization of any organization (Saatchi, M. 2011).

Louis et al. (2004): Empowerment denotes recognition of value of individuals and the role they can play in doing of these activities. Despite extensive application of empowerment term in organizational sciences, proposing of an operational definition of this term is one of the subjects which have been less addressed for using this term at primary steps. Most of the proposed definitions were not comprehensive and perfect. To give definition, totally synonymous terms were used and they mainly described a group of specific methods and their effect on empowerment instead of dealing with definitions of this term (Louis B., et al. 2004). The management texts have noticed power and control constructs by two different approaches. Therefore, it should be looked at empowerment from the same viewpoints.

Empowerment as a communicative construct:

Empowerment is a process whereby a director tries to divide his/ her power between his/ her subordinates. Whereas power is manifested in organizations mainly with framework of legal options for a person thus empowerment means assignment of power (Saatchi, M. 2011).

Empowerment as a motivational construct:

Individuals are naturally inclined to acquire power and control over others. The motive for power is satisfied in individuals when they think they possess power and can react when they are exposed to various accidents, situations and or individuals (Louis B., et al. 2004).

Psychological factors of empowerment

Spreitzer (1992) has identified four psychological (factors) dimensions for empowerment in one of the best so far conducted studies about empowerment this day. If directors can successfully empower the others they should create these five features in them: 1) Sense of Competence, 2) Right of Choice, 3) Sense of Impact, 4) Sense of meaningfulness (valuable), and Sense of trust in others (Lalianpoor, N., and Mohammadzadeh, A. (2011).

As directors are able to train these five features in others they will empower them successfully. The empowered individuals not only can do their tasks, but also they are able to think differently about their own. These five dimensions describe that difference.

1. Sense of competence: When individuals are empowered they feel sense of self-efficacy or they feel they possess the needed potential and mastery for doing of a task successfully. The empowered persons not only feel sense of competence, but also the sense of confidence to do a task adequately. They feel sense of personal mastery and believe

that they can learn and grow to confront with new challenges. Some authors believe that this characteristic is the foremost element of empowerment because possessing of competence determines whether individual will try for doing a difficult task and are diligent or not Mahdavi, A.M., and Piltan, A.. 2012).

2. Sense of right of choice: The empowered persons feel sense of self-determination. The self-determination means the experiencing of choice in execution and organizing one's activities by an individual. As individuals are voluntarily and intentionally involved in their tasks instead of involvement by coercion or quitting of a task; they feel sense of choice in working. Their activities are the consequence of personal freedom and authority (Louis B., et al. 2004).

3. Sense of impact: The empowered individuals believe that they can exert change by influence in the environment where they work or the outcomes they produce. Greenberger argues that sense of impact denotes individual beliefs about his/ her ability to create change favorably within certain time interval. This is a resolute belief that a person can influence in what occurs by his/ her activities Shahrokni, H., (2002).

4. Sense of meaningfulness: The empowered persons feel sense of meaningfulness. They attach importance for the intention or objectives and activity they are involved in. their ideals and standards are seen congruent with what they are doing. The activity is assumed as important in their value-driven system; the empowered persons think carefully about what they produce and also believe in them Shahrokni, H., (2002).

5. Sense of trust in others: At last, the empowered persons possess a sense called trust. They are sure they will be treated fairly. These individuals preserve this confidence that even under subordinated position; the final outcomes of their activities will result in justice and fairness not damage and loss as well. Usually this sense means that they are sure the practitioners of in power centers with owners of power will not damage them and they will be treated neutrally (Louis B., et al. 2004).

3. RESEARCH LITERATURE

According to the findings of study done by Rostami et al. (2015) under title of 'Analysis of effect of quality of occupational life on job performance mediated by psychological empowerment of citizens', the relationship was confirmed among

quality of occupational life and empowerment (Rostami R, et al., 2015). The results of survey of Talebnejad et al. (2012) confirm the relationship among psychological empowerment with quality of occupational life at significance level (99%). Among dimensions of psychological empowerment in this study, only variable of competence with quality of occupational life lacked significant relationship (other dimensions were significantly related) (Talebnejad A., et al, 2012). The findings from investigation of Doaei et al. (2014) indicated that intellectual capital with the related dimensions (human capital, structural capital and capital of customer) has positive and significant effect on quality of occupational life in personnel by empowerment (Doaei, H., and 2014). Data analysis has been done in study of Mahdavi and Piltan (2012) using correlation coefficient method and the given results suggested that the quality of occupational life was significantly related to empowerment Mahdavi, A.M., and Piltan, A.. 2012). The results derived from study of Tajrobi and Moradi (2016) verify the significant relationship among psychological empowerment with quality of occupational life. Except relationship among competence with quality of occupational life, among the minor hypotheses the significant relationship was confirmed between other dimensions of psychological empowerment including impact, self-determination, meaningfulness and trust in others with quality of occupational life (Tajrobi, SH, and Moradi H. 2016).

Also among studies abroad, in a survey Li et al. (2010) indicated that quality of occupational life was significantly related to empowerment (Li.j. and yeo, Roland.k. 2010). The findings and related outputs for job were examined as a consequence of quality of occupational life in study done by Konemie et al. (2009) and it was characterized that quality of occupational life was positively related to three units of job outputs i.e. job satisfaction, organizational commitment and team spirit (Koonmee, K., et al. 2009).

4. RESEARCH HYPOTHESES

Research major hypothesis:

The psychological empowerment significantly affects quality of occupational life in personnel of social security organization in Shooshtar city.

Minor hypotheses:

1) Sense of competence significantly affects quality of occupational life in personnel of social security organization in Shooshtar city.

- 2) Sense of right of choice significantly affects quality of occupational life in personnel of social security organization in Shooshtar city.
- 3) Sense of meaningfulness significantly affects quality of occupational life in personnel of social security organization in Shooshtar city.
- 4) Sense of trust in others significantly affects quality of occupational life in personnel of social security organization in Shooshtar city.
- 5) Sense of impact significantly affects quality of occupational life in personnel of social security organization in Shooshtar city.

5. METHODOLOGY

examined by a few academic teachers and experts and masters in management field. This aimed to delete or modify or convert words, phrases or questions that lacked the needed validity and or addition of needed questions to the inventory. After verification of questionnaire by aforesaid masters, the questionnaire was distributed as trial between 30 testees outside statistical population were selected by simple randomized sampling in order to analyze validity of the given questionnaire more accurately.

In order to measure reliability of questionnaires (reliability of tool), Cronbach alpha coefficient was used and rate of reliability of questionnaires was derived 0.737 and 0.912 respectively. This showed

Table 1: Demographic features of statistical sample

		Frequency	Frequency percentage
Gender	Female	18	25.71
	Male	52	74.29
Age	Under 30 years	43	61.42
	31-40 years	15	21.43
	41-50 years	12	17.15
Education	Diploma and lower	5	7.14
	BA	57	81.42
	MA	8	11.44
Work background	Less than 10 years	30	42.85
	11-20 years	28	40
	21-30 years	12	17.15
Marital status	Single	5	7.14
	Married	65	92.86

6.2. Research hypotheses

In order to determine status of correlation between research variables with respect to scale of each of them, the correlation coefficient was calculated by using Spearman correlation coefficient and significance levels were specified in them.

Table 3. Multivariate regression analysis among empowerment and quality of occupational life of personnel

The research technique is of applied type in terms of objective and it is descriptive type in terms of data collection technique and librarian studies and questionnaire was utilized for data collection. Statistical population of this study comprised of personnel of social security organization in Shooshtar city including 70 respondents and census method was adapted because of low volume of statistical population and their availability. In order to determine research variables, researcher utilized psychological empowerment questionnaire (Spreitzer, 1995) and quality of occupational life inventory (Walton). To determine validity of measurement tool, content validity was employed. As a result, after administration of questionnaire, its validity was

the questionnaire had the favorable validity and reliability. The Spearman correlation coefficient test and also multivariate regression technique (twin) were adapted for data analysis.

6. RESULTS (FINDINGS) OF RESEARCH

6.1. Demographic features of statistical sample

The descriptive and demographic features of study are given in the following table.

Table 2. The correlation between research variables

Null hypothesis	First variable	Scale	Second variable	Scale	Spearman correlation coefficient	Significance levels
1	Empowerment	Ordinal	Quality of occupational life	Ordinal	0.426	0.001
2	Meaningfulness	Ordinal	Quality of occupational life	Ordinal	0.392	0.001
3	Competence	Interval	Quality of occupational life	Ordinal	0.632	0.001
4	Choice	Ordinal	Quality of occupational life	Ordinal	0.431	0.001
5	Trust in others	Ordinal	Quality of occupational life	Ordinal	0.512	0.001
6	Impact	Ordinal	Quality of occupational life	Ordinal	0.378	0.001

As you observe in table above, the relationship was confirmed among empowerment and its elements (sense of meaningfulness, competence, choice, trust in others and impact) with quality of occupational life between personnel of social security organization of Shooshtar city.

The multivariate regression is presented in Tables 3 and 4 among empowerment as an independent variable with quality of occupational life of personnel as the dependent variable by means of technique of Synchronous Enter:

Titles	SS	df	MS	F-P	RS	MR
Regression	17.700	1	17.230	4.325	0.386	0.426
Residuals	15.325	68	0.153	0.001		

With respect to the listed information in Table 3 and the given correlation coefficient (MR=0.426), it

Table 4. Correlation coefficient of empowerment variable with quality of occupational life

Variable	B	Beta	T	P
X1- empowerment	0.387	0.364	3.175	0.001
Fixed value	4.121		4.432	0.001

With respect to the listed information in Table 4, it should be implied variables of sense of meaningfulness, competence, choice, trust in others and impact as independent variables with quality

Table 5. Multivariate regression analysis between variables of empowerment with quality of occupational life of personnel

Titles	SS	df	MS	F-P	RS	MR
Regression	21.437	5	2.289	3.287	0.583	0.604
Residuals	13.800	64	0.063	0.001		

that 58.3% of variance of criterion variable (quality of occupational life of personnel) can be determined by means of its linear relationship with predictor variables.

Table 6. Correlation

Variable	B	Beta	T	P
X1- significance	0.237	0.213	4.191	0.004
X2- Competence	0.122	0.116	2.324	0.011
X3- Choice	0.193	0.126	2.929	0.003
X4- Trust in others	0.186	0.121	3.412	0.017
X5- Impact	0.184	0.124	3.151	0.021
Fixed value	2.121		5.732	0.001

Table 7. Summary of hypotheses

Title of hypotheses	Effect coefficient	Sign	Result
Major hypothesis: Psychological empowerment significantly affects quality of occupational life of personnel of social security organization.	0.387	0.001	Verified
First minor hypothesis: Sense of competence significantly affects quality of occupational life of personnel.	0.122	0.011	Verified
Second minor hypothesis: Sense of right of choice significantly affects quality of occupational life of personnel.	0.193	0.003	Verified
Third minor hypothesis: Sense of meaningfulness significantly affects quality of occupational life of personnel.	0.237	0.004	Verified
Fourth minor hypothesis: Sense of trust in others significantly affects quality of occupational life of personnel.	0.186	0.017	Verified
Fifth minor hypothesis: Sense of impact significantly affects quality of occupational life of personnel.	0.184	0.021	Verified

7. DISCUSSION AND CONCLUSION

can be mentioned that there is strong correlation among predictor variable (empowerment). Similarly, with respect to the adjusted determination coefficient (RS=0.386) it can be also implied that 38.6% of variance of criterion variable (quality of occupational life of personnel) can be determined by its linear relationship with predictor variable.

others, and impact as independent variables affect significantly quality of occupational life of personnel. Accordingly, one can propose a prediction equation for quality of occupational life of personnel as following formula:

$$Y = 4.121 + 0.387X_1$$

The multivariate regression

of occupational life of personnel as the dependent variable using Synchronous Enter technique:

Given the listed information in Table 5 and the derived correlation coefficient (MR = 0.604) it can be said that there is strong correlation between predictor variables (sense of meaningfulness, competence, choice, trust in others and impact). With respect to rate of adjusted determination coefficient (RS = 0.583) it can be mentioned coefficient of variables of empowerment with quality of occupational life of personnel

With respect to the mentioned information in Table 6, it should be implied that the variables of sense of meaningfulness, competence, choice, trust in others, and impact as independent variables significantly affect quality of occupational life of personnel. Accordingly, a prediction equation can be proposed for quality of occupational life of personnel as the following formula:

$$Y = 2.121 + 0.237X_1 + 0.122X_2 + 0.193X_3 + 0.186X_4 + 0.184X_5$$

Based on research findings and with respect to significant effect of psychological empowerment and the related variables on quality of occupational life of personnel, it is suggested that the derived information from this study can help directors of organizations to implement programs for improvement and enhancement of empowerment level of personnel in organization and improvement of quality of occupational life by awareness of importance of relationship among psychological empowerment and quality of occupational life. With respect to the findings in this study and in order to enhance psychological empowerment and subsequently improvement in quality of occupational life of personnel more than ever, some suggestions are proposed:

- Creation of clear outlook for personnel through introducing achievement and providing financial and intellectual supports by increasing of sense of impact will be and satisfaction and followed by enhancement of quality of occupational life.
- Reducing of supervisions and controls and creating potential for self-determination in doing of assigned tasks will be followed by self-reliance of personnel and improvement of quality of occupational life by presentation of the needed information and other sources and assigning of power directly.
- Creation of pleasant occupational climate whether physically or in terms of software such as welfare facilities and supportive culture in organization- by direct effect on empowerment dimensions will be efficient in enhancement of quality of occupational life.
- Creation of job feedbacks for personnel by increase in sense of impact may prepare the ground for tendency and motive for working and job promotion and finally leads to improvement of quality of occupational life.
- Establishment of system for giving suggestions, appreciation for comments of personnel and ensuring personnel of skills of their directors and avoiding from hidden plans with increase in sense of trust in organization will be efficient in enhancement of quality of occupational life.
- Holding of training courses for upgrading of skills by increasing in sense of impact and further tendency and motive for working may prepare the ground for improvement in quality of occupational life.

provided by further efforts made in doing of assigned tasks and job promotion

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