

## **Investigating the Effect of Self-Discretion and Confidence On Improvement of Team working Activities**

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### **Abstract**

This study has performed regarding the Investigating the effect of Self-Discretion and Confidence on Improvement of Team working Activities in Mellat Banks in Kermanshah City. Statistical population in this study included all official and contractual personnel of Mellat Banks in Kermanshah city in 2015. Data collection was performed by simple stratified random sampling and use of Sprietzer's (1995) standard empowerment questionnaire and evaluation of teamwork was performed using the questionnaire by Khajeh Anari (2009). For evaluation of the correlation between research variables, descriptive statistical tests, Pearson's correlation coefficient and linear regression analysis were used. Results of the tests showed that statistically meaningful correlation exists between the five empowerment dimensions of employees and improvement in team work. Additionally, results of regression analysis showed that among the five dimensions of empowerment in order of priority Feeling of confidence and security, Feeling of personal choice, Feeling of ability to influence are effective on teamwork.

**Key words:** Self-Discretion, Feeling of Confidence and Security, Trust, improving the Team working activities.

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### **Introduction**

Our today's society constitutes of an organized collection of groups that transfer traditions and norms to individuals. In general, for reaching an entrepreneurial society, growth of team work is a necessity and without these qualities, entrepreneurship in society will not become all inclusive. In many societies, the governing culture inhibits individuals from social activities and this group is generally attached to individual environments and personal work. In Iran also, collect and group work has still not found its place appropriately and for reasons rooted in the society's culture group work is avoided. Since humans spend their lives in groups and learn their style of communication with others through these groups and self-orientation is decreased and social behavior is more expressed, the context for blossoming of talents is created. With this regard, attention to a series of points requires us to attain more information about dynamics groups (Hosseinzadeh, 2012).

### **Research Problem:**

Today's organizations face problems such as rapid changes, customer taste and expectation of receiving best services and for this purpose, enterprises should be able to be innovative appropriate to these changes and reevaluate their outlooks, goals and methods of performing tasks (Rezaei, 2011). In fact, when environments are unstable and unpredictable, organizations need to be more flexible. What is evident is that every organization's management is not individually able to plan and make implementations for realization of goals appropriate to the changes referred to. Instead, the latter is possible only under the umbrella of collaboration and use of mental and specialty abilities of employees and they should be involved in decision making and wide participation and in other words be empowered. On the one hand, in this regard in recent years the method of performing tasks has changed to teamwork. On this topic, numerous studies have been performed in relation with empowerment, teamwork and team formation by researchers among which we can name the research by Allah Gholizadeh Azari and Saeedi (2009) titled "Effect of empowerment and psychology on organizational effectiveness. Yet, a study that specifically evaluates the effect of empowerment on improvement of teamwork has not been performed. In Mellat Banks and organizations with similar activities, work is principally performed in the framework of teams and various work groups such as teams for design, executive supervision, finance and human resource and etc. On the other hand, the importance of improvement in the performance of these teams and naturally their members and employees, increased applicability, with company goals for all companies including the company under study is clear and evident.

### **Necessity for this Research**

Among the criteria considered in today's organizations for speeding ahead of competitors on the one hand is attention to management of human resources and particularly empowerment of the employees (Rezaei, 2013) and on the other hand is the culture of group and team work. Overall, for reaching an entrepreneurial society growth of group and team work is a necessity and without this characteristic, entrepreneurship in society will not become all inclusive (Lahafi, 2011). Now a day, changes in the work environment has forced organizations first for their sustenance and second for succeeding against their competitors in the turbulent world to reevaluate their managerial systems and employee empowerment as the main topic relevant to leadership and managerial performance (Rezaei, 2013). Research has shown that existence of various view points and at times contradictory ones lead to creation of new ideas and opinions and solutions which are designed by teams due to increased

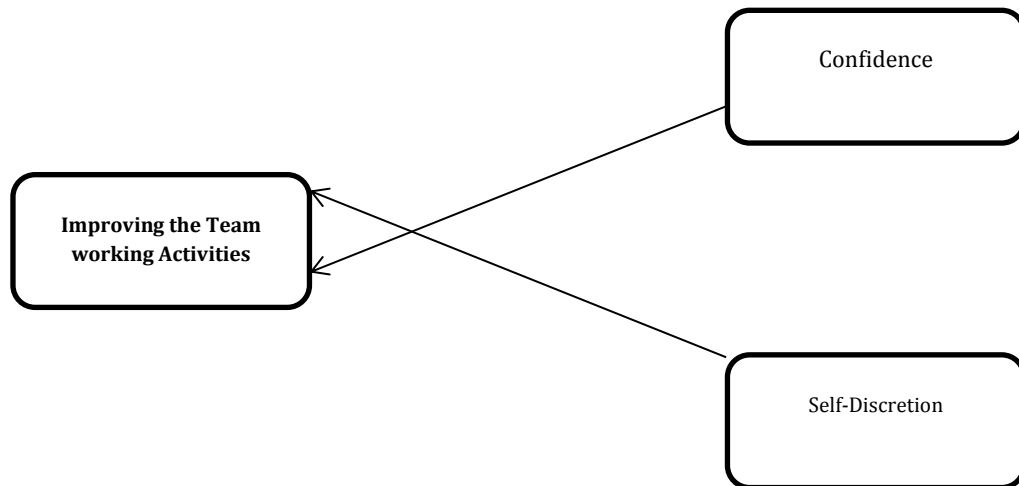
identification and perception of opportunities possessing more applicable advantages (Adler1, 2002). With this in mind, it appears that in the future, strategic and economic advantage will belong to organizations and companies that can by way of use of empowered employees better than others absorb a diverse group composed of the best and brightest human talents in the market, train them and concurrent with effective profiting from them, get to keep them as well (Dini and Teimourinejad, 2005). In fact, this is how the concept of team is realized and the mission of this research is finding the relationship between empowerment and improvement and advancement of team activities compared to the present situation.

### Research Background

Researcher	Title	Results
Askarzadeh & Dehnavi, 2013	"Evaluation of the relationship between empowerment of human resources with group work skills"	Results of test of hypotheses showed that positive and meaningful correlation exists between the level of group work of employees of health centers and the constituents of empowerment including competence, autonomy, effectiveness, being meaningful and trusting others. Additionally, results of regression analysis of group work and constituents of empowerment show that in decreasing order the constituents of trust in others, effectiveness, meaningfulness, competence and autonomy are the most effective variables effective on group work skills of employees.
Jafaei, 2013	"Relationship between teamwork and empowerment"	In this research that evaluated the relationship between empowerment with dimensions of teamwork including adaptively-communication-coordination and collaboration-decision making-intra team relationships-leadership and division of duties meaningful correlation has been found.
Baghban & Hajhberian, 2011	"Belbin's application of team role for improvement of effectiveness of working teams"	This study was performed with the purpose of using the Belbin model of team role for improving effectiveness of team working in taking advantage of the potential of young forces in the company in working teams. Ultimately, the results showed that use of the Belbin model of teaming leads to improvement of effectiveness of team working in the domains of leadership effectiveness, creativity, and clarity of role, progressivity, methods and work atmosphere.
Katin Bektas & Nasrin Sohrabifard, 2012	"Parts of psychology: personnel empowerment and team working"	Empowerment has been considered as the process of increasing authority for decision making and increased profiting of employees and increased commitment and responsibility taking by employees, improvement of quality and increased work satisfaction. Additionally, organizational team work has been considered as a tool for creating synergy which is itself of the results and uses of empowerment. Additionally, results of the research showed a positive and meaningful correlation between empowerment and teamwork.
Vahelin, Eka & Eidwall, 2012	"Evaluation of empowerment in the society of office workers"	The findings of this study showed that the employees of intensive care units found out that they can promote empowerment by states such as increased satisfaction from their work and their increased knowledge and skills in relation with their job. This area is considered internal empowerment. Additionally, external empowerment can be promoted by betterment of team work atmosphere. Ultimately, they concluded that the results showed that not only personal knowledge and skills but also group collaboration and presence of a group are among the most important factors in increasing employee status, because personnel should be able to improve their style of relationship with patients in the hospital in this way.
Gazolli, Hencer & Park, 2012	"Evaluation of the method of advancement of the level of empowerment of employees"	This study was performed with the purpose of evaluating the topic of how level of empowerment can be improved among employees and by such job satisfaction and commitment can be achieved. According to the results obtained from this study, it has been stated that the index of empowerment is the most important factor in job satisfaction and customer satisfaction. Therefore, it was stated that these personnel have shown a positive approach towards these interviews and this has led to increased level of work satisfaction.

### Research conceptual model

According to the title of current study, it is under title "Identification of the Relationship between Empowerment of Employees and Improvement in Team working activities (case study: Mellat Banks in Kermanshah City). Also, considering the meaning of Empowerment that was defined to five indicators, such as: Competence, being meaningful, self-discretion, confidence (Kurd, 2012). In this research for Improvement in Team working was considered seven indicators, such as: Communication, Coordination, Qualified Leadership and Decision making. Khajeh Anari (2009). Finally, the Research conceptual model is as follows:



### Research Hypotheses

Hypothesis 1- There is significant Relationship between «Feeling of personal selection (self-discretion) » and improvement in team working activities in Mellat Banks in Kermanshah City

Hypothesis 2-There is significant Relationship between «Feeling of personal selection (self-discretion) » and improvement in team working activities in Mellat Banks in Kermanshah City

Hypothesis 3-There is significant Relationship between «Feeling of confidence and security (trust) » And improvement in team working activities in Mellat Banks in Kermanshah City

### Research Methodology

This study regarding purpose and quality was applied and its method was descriptive and it was a field study. Statistical population included all official and contractual personnel of Mellat Banks in Kermanshah city in 2015 which constituted of 520 individuals. Based on the Cochran formula, 221 individuals were estimated as the statistical sample size and due to the possibility of alteration of some questionnaires; time of collection or lack of response by some employees, a number of 250 questionnaires with attention to occupational levels was distributed among the personnel. In this research for collection of data relevant to test of hypotheses, in general field method with use of questionnaire was selected.

### Research Finding For Research Hypotheses

#### First Hypothesis

There is significant Relationship between «Feeling of personal selection (self-discretion) » and improvement in team working activities in Mellat Banks in Kermanshah City

#### Testing of Pearson Correlation Coefficient

For investigation of Relationship between «Feeling of personal selection (self-discretion) » and improvement in team working activities we have used the Pearson Correlation Coefficient.

Results of testing are shown in the following table 1.

Table 1: Results of the test of Pearson's correlation coefficient between «Feeling of personal selection (self-discretion) » and improvement in team working activities

	improvement in team working activities	
Feeling of personal selection	Pearson's correlation	0.304
	Significance level	0.001
	Number	229

Considering the above table , since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant Relationship between «Feeling of personal selection (self-discretion) » and improvement in team working activities is accepted. Additionally, considering that the value for the correlation coefficient between the two variables is 0.304, it can be concluded that the correlation between «Feeling of personal selection (self-discretion) » and improvement in team working activities is weak.

### Second Hypothesis

There is significant Relationship between «Feeling of ability to influence (personal-acceptance of the result) » and improvement in team working activities in Mellat Banks in Kermanshah City

#### Testing of Pearson Correlation Coefficient

For investigation of Relationship between «Feeling of ability to influence (personal-acceptance of the result) » and improvement in team working activities we have used the Pearson Correlation Coefficient.

Results of testing are shown in the following table 2.

Table 2: Results of the test of Pearson's correlation coefficient between «Feeling of ability to influence (personal-acceptance of the result) » and improvement in team working activities

	improvement in team working activities	
Feeling of ability to influence	Pearson's correlation	0.270
	Significance level	0.001
	Number	229

Considering the above table, since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant Relationship between «Feeling of ability to influence (personal-acceptance of the result) » and improvement in team working activities is accepted. Additionally, considering that the value for the correlation coefficient between the two variables is 0.270, it can be concluded that the correlation between «Feeling of ability to influence (personal-acceptance of the result) » and improvement in team working activities is weak.

### Third Hypothesis

There is significant Relationship between «Feeling of confidence and security (trust) » And improvement in team working activities in Mellat Banks in Kermanshah City

#### Testing of Pearson Correlation Coefficient

For investigation of Relationship «Feeling of confidence and security (trust) » And improvement in team working activities, we have used the Pearson Correlation Coefficient.

Results of testing are shown in the following table 3.

Table 3: Results of the test of Pearson's correlation coefficient between «Feeling of confidence and security (trust) » And improvement in team working activities.

	improvement in team working activities	
Feeling of confidence and security	Pearson's correlation	0.428
	Significance level	0.001
	Number	229

Considering the above table, since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant «Feeling of confidence and security (trust) » And improvement in team working activities is accepted. Additionally, considering that the value for the correlation coefficient between the two variables is 0.428, it can be concluded that the correlation between «Feeling of confidence and security (trust) » And improvement in team working activities is moderate.

Empowerment and its dimensions Team Working Activities		Employee empowerment	Feeling of confidence and security	Feeling of personal selection	Feeling of ability to influence	Overall, the findings from the research results are as follows: Table 7: Correlation coefficients between employee's empowerment and improvement in team working activities Feeling of value of work
		<b>Improvement of team activities</b>	Pearson's correlation	0.354	0.428	
	Significance level	0.001	0.001	0.001	0.001	0.001

Table 4: Coefficients of the equation for predicting team activities using the dimensions of empowerment

Model	B coefficients	Standard error	Standard beta coefficients	t statistics	Significance level
<b>Constant amount</b>	62.133	8.129		7.585	0.001
<b>Feeling of personal selection</b>	1.701	0.354	0.304	4.808	0.001
<b>Feeling of ability to influence</b>	1.774	0.420	0.270	4.225	0.001
<b>Feeling of confidence and security</b>	2.417	0.428	0.428	7.133	0.001

The regression equation in general is as follows:

$$Y = 62.133 + 1.701x_1 + 1.774x_2 + 2.417x_3$$

### Discussion and Conclusion

The results of this study showed that there is significant Relationship between employee empowerment and improvement in team working activities. The results of this research agree with the findings of Askarzadeh and Dehnavi (2013) and Jafaei (2013). In fact, creation of an empowered working environment is dependent on the relationship between organizational activities, enterprise environment and management style. Organizational activities for empowerment of employees in companies include teaming, occupational enrichment and management based on goals (Deputy of Planning and Programming, University of Ferdowsi, Mashad, 2012). Therefore, of the attainments of empowerment is formation of working groups and teams in organizations. The results of this Research showed that there is significant Relationship between «Feeling of personal selection (self-discretion) » and improvement in team working activities. The right of choice as a motivating factor, as predicted by Herzberg, can lead to increased job satisfaction. Therefore, as mentioned above, job satisfaction can also lead to formation of teams and working groups. The results of this Research showed that there is significant Relationship between «Feeling of ability to influence (self-acceptance of the result) » and improvement in team working activities in Mellat Banks in Kermanshah City. The feeling of being effective which has inverse relationship with the feeling of acquired inability will lead to increased work satisfaction, because the feeling of inability by discouraging individuals from identification of opportunities, decreased motivation and lack of creation of motivation leads to job dissatisfaction. On the other hand, increased work satisfaction leads to stronger organizational commitment in individuals and since increased job satisfaction is in direct correlation with decreased job transfers, therefore, it is expected that empowerment will lead to decreased employee transfers (Entezari et al, 2013). The results of this Research showed that there is significant Relationship between «Feeling of confidence and security (trust) » And improvement in team working activities. If individuals dependent on a team feel that value has been given to their work and they are important, they find increased Feeling of belonging to the team which leads to improved team activities. Therefore, if employees of an organization have job security in the company and if they trust management and the organization, they can also create the Feeling of trust among other organization individuals. Additionally, one of the parameters that are effective on creating a team is the Feeling of trust between the members. As a result, it can lead to team formation.

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