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The relationship between psychological empowerment and job satisfaction and organizational commitment of librarians in Libraries affiliated to Iran University of Medical Sciences

Maryam Ahmadi[1], Omid Yousefianzadeh[*2], Abolfazl Taheri[3], Salime Zare abdollahi[4], Majid Heydari[5]

1. **Iran University of Medical Sciences, m_ahmadi24@yahoo.com**
2. **Iran University of Medical Sciences, o.yousefianzadeh@gmail.com(Corresponding Author)**
3. **Isfahan University of Medical Sciences, a.tahery68@gmail.com**
4. **University of Medical Sciences and Health Services Yazd, salimezare2319@gmail.com**
5. **Iran University of Medical Sciences, majidheydari67@gmail.com**

Abstract:

This study aimed to examine the relationship between psychological empowerment and job satisfaction and organizational commitment of librarians in libraries which are affiliated to Iran University of Medical Sciences. This was cross-sectional survey study. The population consisted of all librarians in Iran University of Medical Sciences libraries. The research tools included Spreitzer's Psychological Empowerment Questionnaire, Visoki and Chrome's Job Satisfaction Questionnaire, and Allen & Meyer Organizational Commitment Questionnaire. The analysis of findings showed that the librarians considered their career goals as important and valuable, successfully performed their assigned tasks, had a sense of belonging and commitment to organization, and enjoyed from their membership.

Keywords: Empowerment, Job Satisfaction, Organizational Commitment, Iran University of Medical Sciences.

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Introduction:

Today, the organizations are experiencing rapid and unpredictable changes in their environments such as increasing global competition, development of information technology, and changes in workforce and customers demographics. The successful organizations have successful and efficient staff. According to experts, the committed, motivated, interested, and conscientious employees are the most important source of competitive advantage in organizations. The committed and satisfied manpower will have higher performance and lower absenteeism, delay, and turnover, will improve the organization's image in community, and will pave the way for development of organization. On the contrary, if the manpower have no sense of loyalty, have low organizational commitment, and are inclined to leave the organization, they will not try to achieve organizational goals and will creates a culture of indifference to problems of organization (Zahedi et al., 2009).

Hence, the organizational commitment and job satisfaction are major management issues. They have basic value in organization; the organizing and evaluating human resources are based on them. In fact, the organizational commitment and job satisfaction impact on organizational behavior of employees and organizational efficiency. The organizations cannot succeed unless their members will be committed. According to Allen and Meyer, the organizational commitment is an attitude or mental state which represents desire, need, and requirement to continue working in an organization. The desire means the interest and the will to continue working in organization; the need means the individual continue serving the organization due to his/her investments in organization; and requirement is the responsibility of individual in organization which makes him/her bound to stay. In their opinion, the managers should look for ways to increase commitment and job satisfaction of employees in organization to achieve competitive advantage (Allen and Meyer, 1990). The findings of various studies show that there is positive correlation between organizational commitment and job satisfaction, participation in organizations, organizational citizenship behavior, and job performance; also, there is negative correlation between organizational commitment and damage to organization, tendency to leave the job, and tendency to leave the organization (Rawat, 2011).

According to many experts, the job satisfaction is one of the most challenging organizational concepts and the basis of many managerial policies to increase productivity and efficiency of organization (Hooman, 2002). It is one of the subjects that has been studied in various organizations since 1920s. The study of this issue in libraries (as one of the most dynamic and active community organizations) is also important, because the implementation of their programs is directly affected by human resources. The job satisfaction is the attitude of individuals towards their jobs and meeting their needs according to their abilities and desires. If the goals of organization are closer to wishes and aspirations of employees, the manager creates positive job attitude among employees, and the conditions are fulfilled to provide job satisfaction, the organization will achieve positive results faster and better (Rawat, 2011).

However, the management experts and organizational psychologists believe that the psychological empowerment of employees is the most important strategy to develop organizational commitment and job satisfaction (Saruqi, 1996).

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The findings of various studies show that the psychological empowerment plays an important role in development of organizational commitment (Rawat, 2011, Bogler and Somech, 2004, Choong et al., 2012). The psychological empowerment is the process of increasing internal motivation of job. It increases capabilities of employees, improves employee commitment to organization, and consequently improves the performance of organization. In general, the empowerment is one of the techniques which is used to increase the effectiveness and efficiency of human resources through increasing their organizational commitment.

The findings of studies in Iran show that there is a significant positive correlation between employee empowerment and organizational commitment and job satisfaction(Zahedi et al., 2009, Mooghali et al., 2009). It should be noted that the empowerment have a positive impact on organizational commitment, job satisfaction, and other organizational variables. In this regard, Menon (2001) considers the empowerment of workforce as a new industrial mechanism against the local and international threats in organizations (Menon, 2001). Also, Ahmadzadeh (2013) introduces the personal empowerment as one of the essential elements of management and organizational effectiveness (Ahmadzadeh Ghasab et al., 2013) . Also, the organizational empowerment is the facilitator of appropriate response to environmental changes. Some studies have referred to the impact of employee empowerment on increased sales and profits, reduced organizational costs, greater customer satisfaction, increased loyalty to organization, increased effectiveness, efficiency in problem solving, and improved coordination in tasks (Song et al., 2009). Accordingly, it can be said that the empowerment impacts both on development of organizational commitment and job satisfaction of employees.

In general, due to importance of organizational commitment and job satisfaction within organizations and the impact of psychological empowerment on these two variables, it is important to investigate their relationship and consider the factors affecting them in libraries. There is no doubt that the development of these variables in libraries, especially academic libraries play an important role in advancing research and educational objectives of universities and may impact on performance of libraries, human resources of this organization (librarians), users, and even patients. However, due to shortage of research in this area in libraries, this study aims to investigate the relationship between psychological empowerment and job satisfaction and organizational commitment of librarians in libraries which are affiliated to Iran University of Medical Sciences. The findings of this research may be a good achievement for librarians and library administrators.

Methodology:

This was cross-sectional survey study. The population consisted of all librarians in libraries which are affiliated to Iran University of Medical Sciences (N= 50). The research tools included Spreitzer's Psychological Empowerment Questionnaire which investigates competence, independence, effectiveness, meaningfulness, and trust feelings (Spreitzer, 1995); Visoki and Chrome's Job Satisfaction Questionnaire which includes five components: satisfaction of job nature, satisfaction of supervisor, satisfaction of coworkers, satisfaction of promotion system, and satisfaction

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of payment method (Heresy and Blanchard, 1997); and Allen & Meyer Organizational Commitment Questionnaire which includes components of continued commitment, affective commitment, and normative commitment (Allen and Meyer, 1990). The five-point Likert scale was used in all three questionnaires; the number 3 was considered as the mean of variables. The content validity of these standard questionnaires was confirmed by four medical library and information experts in Tehran and Iran Universities of Medical Sciences. The Cronbach's alpha coefficients of these questionnaires (psychological empowerment= 0.761, job satisfaction= 0.802, and organizational commitment= 0.717) showed that their reliability is in good level. Using SPSS software, the descriptive (mean and standard deviation) and inferential (Pearson correlation test and stepwise multiple regressions) statistics were used for analyzing the data.

Findings:

In terms of demographics characteristics, the female librarians are more frequent than male librarians. Most of them (60.4 percent) are officially employed. Also, 77.4 percent have a librarianship college degree and 92.4 percent have higher education (undergraduate and graduate) degree.

The mean of librarians' psychological empowerment and organizational commitment is 3.82 and 3.54, respectively. Also, the subjects' perceived job satisfaction is 3.6. Accordingly, the three variables are above mean; therefore, the librarians have relatively good situation in terms of these three variables. However, the mean of organizational commitment is lower than the mean of job satisfaction and empowerment. The table 1 shows the results of Pearson test.

Table 1: Results of correlation between psychological empowerment and its dimensions and organizational commitment and job satisfaction

Job satisfaction	Organizational commitment	Variable	
0.75**	0.625**	Meaningfulness	Components
0.272*	0.335*	Competence	
0.667**	0.534**	Independence	
0.777**	0.558**	Effectiveness	
0.798**	0.612**	Trust	
0.813**	0.65**	Psychological Empowerment	

* Indicates a correlation at level of 95%

** Indicates a correlation at level of 99%

According to Table 1, there is a positive significant correlation between psychological empowerment and its dimensions and organizational commitment (=0.650) and job satisfaction (=0.813); therefore, if the level of librarians' empowerment increases or decreases, their organizational commitment and job satisfaction will also increase or decrease. Among the dimensions of this variable, the meaningfulness (=0.625) and trust (=0.612) are most strongly correlated with organizational commitment and the competence has the lowest correlation with organizational

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commitment. Then, the stepwise regression analysis was used to investigate the predictability of librarians' job satisfaction and organizational commitment through the psychological empowerment components in Iran University of Medical Sciences. The results are summarized in Table 2.

Table 2: Psychological empowerment components in predicting organizational commitment and job satisfaction

Sig. level	T value	Beta standard coefficient	Net coefficient of determination (R^2)	Prediction components	Admission step	Criterion variable
0.007 0.014	2.821 2.555	0.391 0.354	0.439	Meaningfulness Trust	2	Organizational Commitment
0.000 0.026 0.014	4.057 2.300 2.199	0.433 0.260 0.269	0.734	Trust Meaningfulness Effectiveness	3	Job Satisfaction

According to table 2, only two components including meaningfulness and trust (R^2 = 0.439) could predict the organizational commitment; although other components were correlated with organizational commitment, they did not contribute in explaining the criterion variable. Based on beta coefficients, the meaningfulness predicts the most of the variance in this variable. In determining the contribution of empowerments components in predicting job satisfaction, the findings showed that the trust, effectiveness, and meaningfulness play a decisive role in explaining job satisfaction of librarians and explain 73% of variance in job satisfaction. The beta coefficients show that the trust explains more the job satisfaction; other components had no significant role in this prediction.

Discussion and conclusion:

The findings showed that more than two-thirds of employees had librarianship degree and high education level (undergraduate and graduate). In this regard, Diani and Mahmoudi (2011) state that the official employment status and having related degree facilitate planning and management (Diani and Mahmoudi, 2011).

Also, the three variables of organizational commitment, psychological empowerment, and job satisfaction were above mean; this suggests librarians' relatively good situation in terms of these three variables. This is consistent with findings of (Papi and Yarmohammadian, 2004, Mooghali et al., 2009, Zanjanizadeh, 2009, Mirkamali and Nastizaei, 2010, Ibli and Nastizaei, 2009).

There is a positive significant correlation between psychological empowerment and its dimensions and organizational commitment and job satisfaction; therefore, if the level of librarians' empowerment increases or decreases, their organizational commitment and job satisfaction will also increase or decrease. Tebyanian et al (2011) and Mirkamali

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et al (2009) showed that there is a significant correlation between empowerment and job satisfaction of employees (Tebyanian et al., 2011, Mirkamali and Nastizaei, 2010). In addition, in terms of correlation between empowerment and organizational commitment, the findings of this study confirmed the findings of Safari Dolu (2011), Mirkamali et al (2009), Janssen (2004), Liden & et al (2000), Bhatnagar (2007). (Safari dolu, 2011, Mirkamali and Nastizaei, 2010, Janssen, 2004, Liden et al., 2000, Bhatnagar, 2007).

In determining the contribution of empowerments components in predicting job satisfaction, the findings showed that the trust, effectiveness, and meaningfulness play a decisive role in explaining job satisfaction of librarians and explain 73% of variance in job satisfaction. The beta coefficients show that the trust explains more the job satisfaction; other components had no significant role in this prediction. In this regard, Jafari (2013) showed that the competence and effectiveness dimensions impact on job satisfaction of staff in West Azerbaijan's police headquarters (Jafari, 2013). Also, Mirkamali et al (2009) showed that only meaningfulness and independence components predict organizational commitment of employees (Mirkamali and Nastizaei, 2010).

The psychological empowerment is the attitudes and perceptions of employees about their role in job and organization. The library managers may more accurately plan for developing psychological empowerment and using it to increase the organizational commitment and job satisfaction of employees and thus, improve the performance and efficiency of libraries. The librarians in Iran University of Medical Sciences consider their career goals as important and valuable, successfully perform their assigned tasks, have a sense of belonging and commitment to organization, and enjoy from their membership. However, they are dissatisfied of upper managers' involvement, provided benefits, employment status, and income. In this regard, delegating some powers to librarians and providing some more benefits may change the perception of librarians about the managers and improve employees' creativity for effectiveness of organization.

Although this study confirmed a positive correlation between empowerment and organizational commitment and job satisfaction, this correlation will be weaken if employees will be in conflict with senior managers, the objectives and policies of organization are not clear, and there will be alternative employment opportunities in outside the organization. Therefore, the clear organizational goals, a friendly atmosphere, and trust between employees and managers will cause the staff to have a deeper attachment to their organization and define their identity in line with organizational goals. Also, if employees participate in decision-making, they will feel greater job security, will be more satisfied with their jobs, and will not be willing to leave the organization even if there will be other job opportunities. However, the empowerment is not just delegating power; it also includes creating a sense of understanding the goals, increasing intrinsic motivation, and adjusting the beliefs and values of employees with organizational goals. Finally, it is recommended that the managers create equal conditions and friendly environment, reduce unwarranted control at hierarchical levels of organization, delegate more authority, propose reward and incentive policies, and implement participatory management (such as group meetings and suggestion system) to make the librarians feel more empowered to increase their satisfaction and attachment to organization.

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