

INVESTIGANDO A RELAÇÃO ENTRE O EMPODERAMENTO PSICOLÓGICO DOS FUNCIONÁRIOS E O DESEMPENHO ORGANIZACIONAL E A RESPONSABILIDADE SOCIAL (ESTUDO DE CASO: COMITÊ DE SOCORRO IMAM KHOMEINI DE PISHVA E VARAMIN)

INVESTIGATING THE RELATIONSHIP BETWEEN EMPLOYEES' PSYCHOLOGICAL EMPOWERMENT AND ORGANIZATIONAL PERFORMANCE AND SOCIAL RESPONSIBILITY (CASE STUDY: IMAM KHOMEINI RELIEF COMMITTEE OF PISHVA AND VARAMIN)

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Resumo: O objetivo deste estudo foi investigar a relação entre o empoderamento psicológico dos funcionários e o desempenho organizacional e a responsabilidade social entre os membros do Comitê de Socorro Imam Khomeini de Pishva e Varamin. O método deste estudo é a correlação descritiva. A população do estudo inclui 88 funcionários. O tamanho da amostra foi um método de amostragem aleatória simples baseado em um censo (seleção total da população). Finalmente, 85 questionários foram usados para excluir os questionários. O instrumento de pesquisa consistiu em três questionários de empoderamento psicológico, desempenho organizacional e responsabilidade social que possuíam validade e confiabilidade adequadas. O teste de Kolmogorov-Smirnov e o coeficiente de correlação de Pearson foram utilizados para analisar os dados. Os resultados mostraram que existe uma relação positiva e significativa entre o empoderamento psicológico dos funcionários com desempenho organizacional e responsabilidade social ($p < 0,05$).

Palavras-chave: Empoderamento Psicológico, Desempenho Organizacional, Responsabilidade Social

Abstract: The purpose of this study was to investigate the relationship between psychological empowerment of employees and organizational performance and social responsibility among staff members of Imam Khomeini Relief Committee of Pishva and Varamin. The method of this study is descriptive-correlation. The study population includes 88 employees. The sample size was a simple random sampling method based on a census (total population selection). Finally, 85 questionnaires were used to delete the questionnaires. The research instrument consisted of three psychological empowerment, organizational performance and social responsibility questionnaires that had appropriate validity and reliability. Kolmogorov-Smirnov test and Pearson correlation coefficient were used to analyze the data. The results showed that there is a positive and significant relationship between the psychological empowerment of employees with organizational performance and social responsibility ($p < 0.05$).

Keywords: Psychological Empowerment, Organizational Performance, Social Responsibility

Introduction

Nowadays, organizations are witnessing several rapid and unforeseeable environmental changes with the increasing global competitions, the development of IT and, changes in the demographic features of both the workforces and the customers at their heart (Beer & Guerilla, 1991: 62). The current period of human existence is accompanied by several incredible changes and evolutions and as subsets of human existence, organizations must be prepared to face these massive evolutions in order to be able to survive; otherwise they will be forced out of the ring of competition. By the former preparedness, we are not referring to information and equipment bound preparedness; rather we are trying to refer to the preparedness of the employees; the utmost fundamental and valuable assets of every organization (Farahani et al., 2011). On this basis, in the current era of modern competitions, the only organizations that will be able to survive and continue their activities are the ones that have made the required plans for their future while having a realistic anticipation of the challenging events in future. Hereby, the past is no longer the light of the way forward and the pace of changes and evolutions is a witness to this (Abolalaei & Ghafari, 2010: 5). One element that plays a strategic role in the achievement of predetermined organizational goals is the possession of efficient, expert and motivated human resources in all organizational positions. However, no organization would be able to improve its efficiency and effectiveness unless its employees are voluntarily willing to collaborate. In this context, the difference between spontaneous collaboration and forced collaboration is crucial. In the case of forced collaboration, the individuals will fulfill their tasks corresponding to the determined rules and standards of the organization merely to extent needed and specified by the regulations; while in the case of spontaneous collaboration individuals use their efforts, energy and foresight for the purpose of efflorescence of their own abilities in the favor of their organization. On the other hand, empowerment of employees is also a sufficient technic for the improvement of employees' efficiency while also providing an opportunity for enhanced utilization of their both individual and team capabilities towards the realization of organizational goals (Hoseini, 2012). Empowerment is a process in which continuous enhancement of performance is enabled through the development and expansion of the influences and capabilities of individuals and teams. In other words, empowerment is a strategy for organizational development and efflorescence. In fact empowerment is an instrument that gives privilege to the employees in a way that they are free to express what they think is best, without being afraid of being rejected by the bosses. In spite of the increasing interests in the empowerment of employees, we still have a limited awareness about this concept and only a few scientific studies have elaborated on the organizational variables related to the empowerment of employees. One of the most interesting organizational variables for both researchers and executive managers is Corporate Social Responsibility (CSR) (Ramzgooyan & Ashtiani, 2011). Considering the fact that one of every organization's main goals is to obtain a suitable performance, the only way of approaching this goal seems to be adoption of a special type of systematic, localized and practical perspective. The significant successes of organizations with the least facilities during the past decade on the one hand and the failures of organizations with the best financial capabilities on the other hand, point to the significant roles played by immaterial factors in the success of organizations. In this context, the factors of psychological empowerment and CSR are considered as two important factors effective on the performance of organizations.

Organizational performance is defined as achievement of both organizational and social goals and even going further than that. Performance management includes three major acts: 1) Performance planning: determination of goals and instructions for the followers, during the initial phase of planning in addition to codification of certain plans that help achieving the former goals; 2) Education: daily feedbacks and progressive activities aimed at amplification of performance plans; 3) Revision of performance: making a general evaluation of the performance for a specific planning phase. Adoption of the localized approach regarding the management of performance enables managers to turn education and revision into individualized matters through selecting this category of managerial technics (Gavrea et al., 2011).

In general, every organization follows the main goal of profitability and increased profits for its stakeholders. However, during time and as a result of previously mentioned environmental evolutions, certain changes have been made to this approach to the extent that it is no longer

sufficient for a guaranteed survival.

In the modern markets, every corporation must endeavor to keep the communities satisfied in order to be able to survive, no matter its size or the market it is associated with. However, this satisfaction comes only when communities believe that a corporation's activities have beneficial effects on both individuals and communities. Corporate social responsibility is a basic survival element for every corporation. Since every corporation and organization is somehow connected to the society, their social responsibility (CSR) has become an unavoidable issue despite their size or sector (Imami, 2011). During the past few years, CSR has remained a sensitive and interesting issue to the extent that certain International organizations such as the United Nations (UN) and the European Union (EU) have proposed specific standards regarding it. It has also been clearly specified that both industries and corporations have grown to the extent that they are touching social welfare. Since every business is growing in a social context, every corporation must try to maintain those aspects of social welfare that are prone to be mitigated due to their business processes. Considering this content, making plans for organizational performance and corporate responsibility of every corporation is a strategic step taken by various corporations that is related to sustainable social benefits. In fact the former and latter constructs are considered as measures in which corporations consider their involvement in both organizational and social activities while also trying to mitigate the destructive effects of their business on both the society and the natural environment (Setiawan & Darmawan, 2014). CSR is a sort of corporate decision making package that obliges the corporation to consider for the welfare and comfort of citizens (Crison, 2015).

In every country, the government and the bureaucratic system are considered as the most important contexts for growth and development while also being counted as main instruments for the execution of state activities and tasks. On this basis, inefficiencies in these contexts will develop several difficulties and problems for a society. During the past thirty years, Iran has been suffering from various economic and administrative problems and therefore the governments have continuously faced major issues and challenges in various contexts. During the aforementioned period, the oversized organizations of state departments have lacked efficiency in their performance and effectiveness, making them deviated from their main goal being servicing citizens (Abiavi et al., 2012). In this context, while emphasizing on the low efficiency of state organizations, Rahnavard (2008) states that if the state organizations were up for a better performance, we wouldn't have been witnessing such a large gap between the performance rates of Iranian state corporations and foreign countries' state corporations. According to the existing statistics, performance rates of Iranian state corporations are significantly low; with their rate of waste of resources being equal to approximately 5-12% of the total GDP (Nikko Eqbal, 2010). Among these state organizations, the ones associated to the service provision sector, especially the organization of Committee-Emdad-Imam-Khomeini (Aid Committee of Imam Khomeini), are in relatively poor conditions and their performances are lower than the rate specified in the development plan (Khorasani, 2012). In such circumstances, it is necessary to try to investigate the existing conditions and identify the main effective factors. Therefore, considering the importance given to the empowerment of employees, social responsibility and, organizational performance and the scientific role these variables play in an organization's manner of provision of services and the realization of its goals, the present research tries to investigate the relationships between empowerment of employees, corporate social responsibility and, organizational performance while also proposing a suitable model. In fact, the paradigm of effectiveness of empowerment of employees, social responsibility and organizational performance is a managerial challenge and in this regard, the present study tries to investigate the manner of the association between these variables. Hereby, the main problem of the study is the identification of various types of empowerment and their relationship with CSR (Corporate Social Responsibility) and OP (Organizational Performance).

Theoretical Review of Literature

Psychological empowerment

Empowerment is not a new concept; rather the history of first mentioning of a definition for the concept of empowerment dates back to 1788 when empowerment was viewed as delegation

of privilege to organizational roles while this privilege must either be given to an individual, or be witnessed in his/her organizational role. This empowerment referred to the willingness of an individual for acceptance of a responsibility and therefore this word was initially interpreted as responsiveness. In 1990, Gandez conceptualized empowerment as delegation of the decision making privilege to the employees. Empowerment refers to providing more freedom, higher working independence, decision making responsibility and self-control in the execution of works (Mullins, 1999). Lee J.A (2001) believes that empowerment causes the employees to think of their work and organization as their own and makes them proud of doing their work. Without empowerment, neither the organizations, nor the managers are able to find long-term prosperity. Organization's manager is the most important element for intrapreneurship since he/she is both explicitly and implicitly influencing the entire factors of organization's environment. Spritzer, Thomas and Huss have defined a special type of empowerment that tries to satisfy the causes of failure of various empowerment programs. In their point of view, organizations have adopted a universal approach towards empowerment and consider it suitable for every situation while before any actions in this context; they firstly need to psychologically empower their employees. They also accept Conger and Kananga's definition of psychological empowerment (1998):

"A process during which individuals' sense of self-efficacy increases and this is realized through a situation that eliminates incapability. This situation can be imposed both through official and unofficial organizational technics. In their point of view, empowerment is a multidimensional notion and therefore it cannot be defined through merely one simple definition. In a greater expansion, they define empowerment as an internal state of stimulation related to the job that includes four internal imaginations and manifests individuals' willingness to their occupational roles" (Julia et al., 1999: 118).

The former internal imaginations include: meaningfulness, competence, self-determination, influence and, trust

In general, cognitive empowerment is defined in the form of a motivational construct that is manifested in four cognitive domains of meaningfulness, competence, self-determination and influence. These cognitive domains reflect active willingness in relation to task role. By active willingness it is referred to the fact that individuals would want to feel that they are capable of undertaking important occupational roles in their job context. When these cognitive domains are combined with each other, the result is a more general construct named as "psychological empowerment". In other words, lack of one of these dimensions can have a negative overall effect on the level of perceived empowerment. Therefore the mentioned four dimensions construct a relatively comprehensive set of perceptions and imaginations related to the understanding of psychological empowerment (Thomas & Velthouse, 1990: 670).

Feeling of Meaningfulness

It is defined as the value of occupational goals that would be judged on the basis of personal ideals and standards (Thomas & Velthouse, 1990: 670). In fact meaningfulness includes a correspondence between the occupational requirements and beliefs, values and behaviors. Regardless of organizational obligations, individuals are willing to make efforts for goals that are meaningful to them. In other words, employees prefer to work with people with whom they share mutual values.

Feeling of Competence

Competence or self-efficacy is the belief of an individual in his/her ability for execution of skill-requiring tasks. Competence is something like beliefs, personal abilities and an expectation of effort-performance (Gist, 1984: 200). As Spritzer states, this dimension should not be mistaken for self-respect. This is because the former dimension is especially associated to individual's efficiency in his/her job, instead of being associated to efficiency in general. In fact self-efficacy is defined as individual belief in change of incentives, intuitive resources and a chain of actions corresponding to specific conditional requirements.

Feeling of Self-Determination

While competence is a behavioral skill, self-determination is a personal feeling regarding having a choice for pioneering and adjusting activities. Self-determination indicated independence in pioneering and maintaining certain behaviors and processes. As instances it can be pointed to making a decision regarding working methods and amount of efforts (Spritzer, 1986: 1010).

Previous studies indicate that feeling of having a choice is accompanied by less self-alienation, higher job satisfaction, higher performance, more entrepreneurial activities and higher levels of job involvement as well. In addition, medical studies have also found out that having a feeling of self-determination is associated with faster recovery from tough diseases and preventing the patients from rejecting themselves. Even considering the side-effects of illnesses, those who are helped to feel that they can have a personal effect on what is going to happen to them are more prone to achieving positive experiences compared to their counterparts.

Feeling of Effectiveness

It is defined as an extent to which a person is able to influence the strategic, administrative and operational outcomes of his/her occupation (Ashforth, 1989: 3). Those who have a great influence do not believe that external barriers can restrict their abilities; rather they believe that the barriers can be controlled. They have a sense of active-control that allows them to the environment consistent with their demands. This is the opposite of passive-control in which the demands are made consistent with the environment. Those who have a feeling of effectiveness try to keep their dominance on what they see instead of showing reactions (Martinko et al., 1989: 201).

Feeling of Trusting Others

Capable people have a feeling named trust. They are confident that they would be treated fairly and similarly as others. These people also believe that even as a subordinate, the results of their actions would be beneficial and effective. This feeling usually means that they believe that the authorities will not harm them. In this case, even when authorities are not showing any versatility, the capable people will keep maintaining their personal trust and confidence.

Organizational Performance

In vocabulary, performance is defined as the quality or state of functionality. On this basis, organizational performance is a general construct effective on the manner of execution of a specific organizational operation. Chich-Jen (2011) defines organizational performance as the reflection of environmental focus of each organizational function. This reflection is the same as level of realization of organizational goals (Shams et al., 2014). Organizational Performance (OP) is an index that measures the manner of realization of goals of an organization (Abbas-Pour & Barootian, 2010).

Chen (2002) maintains that OP is in fact the transformation of input into output with the aim of achievement of certain outcomes (Karamat, 2013). Regarding the description of the concept of organizational performance, Leban & Euske state that in order to be able to report the level of performance of an organization, one is required to be able to quantitatively measure the results. In addition, while defining OP, they state that performance is a set of financial and non-financial indices that give information regarding the level of achievement of goals and results.

Atkinson's research showed that performance is the act of motivation and capability. In simpler terms, employees must have certain levels of motivation and skill required for performance of a task. In this regard, Hersey and Goldsmith have proposed seven variables related to effectiveness of performance management in order to help managers with determination of the reason for existence of performance related problems. These variables include:

Capability: transferrable knowledge and skills, aiming at successful execution of a task;

Clarity: understanding and accepting the manner of work and place of work;

Support: organization help required by the follower for the completion and improvement of efficiency of the work;

Incentive: motivation of completion of special tasks;

Evaluation: daily performance feedbacks and time to time reviews;
Credibility: suitability and legitimacy of manager's decisions regarding human resources;
Environment: external factors that are able to influence performance even if full capacity, full clarity, full support and required incentives are provided (Hersey & Blanchard, 2003; Quoted by Rahimian et al., 2010).

Corporate Social Responsibility

CSR is a new concept in the literature of business which has attracted various attentions and several discussions have been generated regarding it. Considering the extensiveness and complexity of the concept of CSR, human resources and also various organizations have different understandings of this concept. In the views of some, this concept implies a deceptive effort for waste of money. In some others' view CSR is some sort of smoke and multinational organizations can continue implementing their irresponsible business model. On the other hand, there are some others who believe that CSR presents an opportunity for helping millions of poor people around the world. In this regard, by considering for social responsibility, organizations may both be beneficial and harmful in various certain cases. Considering this whole content, it is obvious that modern businesses have felt their need for a coexistence with both the society and business environment. In fact businesses have realized the fact that through harming the society and weakening it and its environment, the sustainability of businesses which can be considered as the main survival factor for every organization would be endangered (Taghavi & Haghghi, 2013).

During the past 20 years, the relationships between corporations and the civil society has changed in significant ways. Globalization, revision of rules and redefinition of the boundaries between the society and market have made organizations expected to participate in the process of supplantation of general goods. Simultaneously, the relationship between the corporations and the societies has changed from the top-down help manner and therefore a revision has been made in roles, rights and responsibilities of businesses. These changes have caused the corporations to realize that guaranteeing a long-term success requires more attention to both environmental and social issues. For this reason, larger and more successful corporations are putting more and more emphasis on CSR on a daily basis while prioritizing acts such as commitment to standards, investing in the society, making continuous optimizations and keeping the beneficiaries satisfied and regular reporting of social and environmental performances. CSR has become so important that EU had named the year 2005 as the year of "Corporate Social Responsibility" (Khaksar, 2014: 66).

Empirical Review of Literature

Arab Salehi et al., (2013) conducted a study and showed that financial performance is statistically significantly and positively related to CSR regarding societal customers and institutes; however there is no statistically significant relationship between CSR and financial performance regarding the employees and environment.

Froomadi (2015) investigated the relationship between psychological empowerment and quality of work life and intrapreneurship in the University of Shahroud. They concluded that there exists a statistically significant and positive relationship between psychological empowerment and intrapreneurship in the University of Shahroud.

Sultani Nejad et al., (2016) investigated the relationship between evolutionary leadership and empowerment and Intrapreneurship among the employees of the University of Mohaqeq Ardabili and concluded that among the components of evolutionary leadership and empowerment, respectively the ideal influence and competence variables have a statistically positive and significant relationship with Intrapreneurship.

In their research titled as "Righteous Leadership, Empowerment and Burnout", Laschinger et al., (2015) showed that leaders' righteous and truthful behaviors are important for perception of structural empowerment by nurses and it ultimately reduces their emotional fatigue and negativity levels.

Research Model

The conceptual model of the study shows the relationships between the variables stated in the hypotheses. The model is as follows:

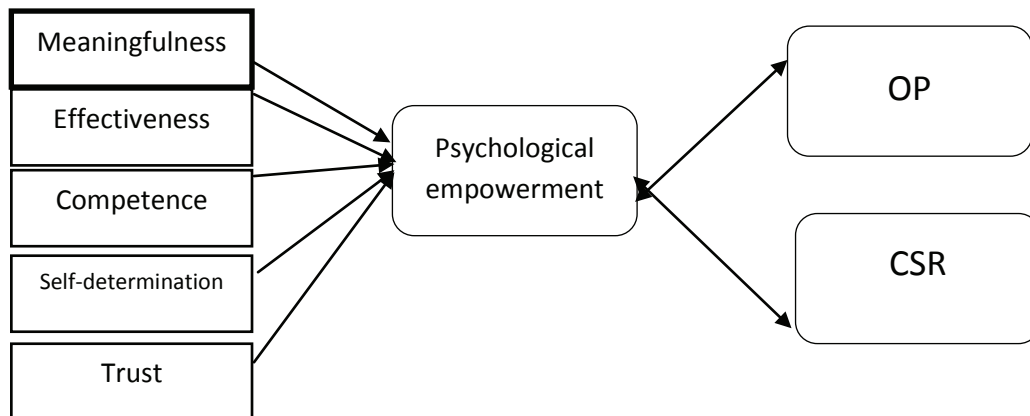


Diagram 1, the conceptual model of the study

Methods

Considering the purpose of the present study, it is considered as an applied study and considering its method, it is considered as a correlational study. For the purpose of reviewing the literature of study, several library studies have been conducted and also for the purpose of collection of required research data, field methods including inventories were incorporated into the study.

Population & Sampling

The population of the present study includes the entire 88 employees of the Imam Khomeini Aid Committee corporations of the cities of Pishva and Varaamin. Considering the limited volume of the population, the whole population has been selected as the sample of study and in this regard, 87 perfectly filled questionnaires have been collected back for analysis.

Data Collection Instruments

For the purpose of reviewing the literature of study, several library studies have been conducted and also for the purpose of collection of required research data, field methods including inventories were incorporated into the study. The inventory/questionnaire used in this study is comprised of two sections. In the first section, the demographic data of respondents are collected and in the second section, respondents give answers to the questions relating to the variables of study. The former questions have been adjusted according to the studies mentioned in table 2. They have been translated and then localized under the monitoring of expert professors. Nonetheless, the questionnaires are based on Likert scale.

Reliability and Validity of Instruments

In order to investigate the validity of the designed questionnaire, the questions were reviewed by a number of expert scholars and professors. In addition, in order to assure that questions were free from ambiguities and for the purpose of localization of scales, preliminary investigations were made and eventually the reliability of the inventory was approved. In order to do so, we have used the Cronbach's alpha coefficient method in addition to the combined stability coefficient method. In this regard, 30 questionnaires were distributed among the samples of the study and afterwards, the Cronbach's alpha values of the questionnaires were calculated using the SPSS software. The total Cronbach's alpha coefficient was equal to 0.810. This is a value larger than 0.7 and therefore it can be stated that the questionnaire was of a suitable reliability. On the other hand, in order to have a full confidence in the reliability of the inventory, Cronbach's alpha coefficient was calculated for various constructs of the inventory and it was observed that for all the tested constructs, the value of the former coefficient was in the acceptable range of 0.70-0.95.

Analysis of Data

After completion of questionnaires, the data were coded and then the SPSS software was used for the purpose of analysis of the formerly coded data. In order to do so, descriptive statistics and the Kolmogorov-Smirnoff (K-S) test have been used for testing the normality of data distributions and also the Pearson's correlation coefficient has been used for determination of the relationships between the variables.

Findings

Considering the first section of the distributed questionnaires (demographic features), it can be stated that 78% of the respondents were males and 22% were females. Regarding the ages of the respondents it has been observed that 39% of the respondents were aged between 20-35 years; 11.3% were aged between 36-45 years and 49.7% were aged between 46-60 years. Nevertheless, in terms of experience it can be seen that 8.7% of the respondents had an experience of 0-5 years; 13.3% had an experience of 6-10 years; 37% had an experience of 15 years and 41% had 20 years or more of experience.

Kolmogorov-Smirnoff Test

While investigating the normality of data distributions, the H0 hypothesis maintains that the data are normally distributed and we test this hypothesis at the error level of 5%. On this basis if the obtained test value was equal to or larger than 0.5, there would be no reason to reject the H0 hypothesis. In other words, it is concluded that the data are normally distributed. The following are the hypotheses of K-S test:

H0: data relating to all variables are distributed normally

H1: data related to the variables are not normally distributed

The one-sample test of K-S tries to compare the observed function of cumulative distribution with the theoretical cumulative distribution function.

Table 1, testing the normality of data relating to psychological empowerment

variables	K-S			Shapiro-Wilk		
	Stat.	DF	Sig.	Stat.	DF	Sig.
Meaningfulness	0.076	87	0.203	0.982	87	0.341
Effectiveness	0.100	87	0.210	0.946	87	0.374
Competence	0.193	87	0.253	0.959	87	0.412
Self-determination	0.083	87	0.241	0.959	87	0.396
Trust	0.122	87	0.208	0.943	87	0.352

Table 2, testing the normality of data distributions

variables	K-S			S-W		
	St.	DF	Sig.	St.	DF	Sig.
OP	0.186	87	0.212	0.844	87	0.356
CSR	0.120	87	0.200	0.820	87	0.313

Considering the above table it can be stated that data distributions are normal. In order to decide upon this, we will refer to the K-S value. If the obtained K-S value was somewhere between -1.96 and +1.96, then it could be stated with a 95% confidence that the data have been normally distributed. Hereby, we can proceed with using parametric tests.

Testing Research Hypotheses

Hypothesis 1: there is a statistically significant relationship between the dimensions of psychological empowerment and organizational performance.

Hypothesis 1-1: there is a statistically significant relationship between the dimension of meaningfulness and organizational performance.

Hypothesis 1-2: there is a statistically significant relationship between the dimension of effectiveness and organizational performance.

Hypothesis 1-3: there is a statistically significant relationship between the dimension of competence and organizational performance.

Hypothesis 1-4: there is a statistically significant relationship between the dimension of self-determination and organizational performance.

Hypothesis 1-5: there is a statistically significant relationship between the dimension of trust and organizational performance.

Table 3, Pearson’s correlation coefficient test for the relationship between dimensions of psychological empowerment and OP

Indices variables	Dimensions and the overall score of psychological empowerment									
	meaningfulness		effectiveness		competence		Self-determination		trust	
	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.
OP	0.56	0.008	0.26	0.004	0.404	0.003	0.49	0.003	0.47	0.028

Findings regarding the relationship between the dimensions of cognitive empowerment and organizational performance show that a statistically significant and positive relationship exists between the former and latter. On this basis, the most robust relationship was between the variables of meaningfulness and organizational performance ($r=0.56$) and the weakest correlation is associated with the relationship between the variables of effectiveness and OP ($r=0.26$). The entire values have been reported at 0.05 and therefore it can be concluded that once employees improve their (meaningfulness, effectiveness, competence, self-determination and trust, organizational performance would be improved as well. Hereby, the first hypothesis of the study is accepted.

Hypothesis 2: there is a statistically significant relationship between the dimensions of psychological empowerment and CSR.

Hypothesis 2-1: there is a statistically significant relationship between the dimension of meaningfulness and CSR.

Hypothesis 2-2: there is a statistically significant relationship between the dimension of effectiveness and CSR.

Hypothesis 2-3: there is a statistically significant relationship between the dimension of competence and CSR.

Hypothesis 2-4: there is a statistically significant relationship between the dimension of self-determination and CSR.

Hypothesis 2-5: there is a statistically significant relationship between the dimension of trust and CSR.

Table 4, Pearson’s correlation coefficient test for the relationship between dimensions of psychological empowerment and OP

Indices variables	Dimensions and the overall score of psychological empowerment									
	meaningfulness		effectiveness		competence		Self-determination		trust	
	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.
CSR	0.34	0.008	0.42	0.000	0.230	0.213	0.49	0.000	0.53	0.000

Findings indicate that there exists a significant statistical relationship between CSR and the entire dimensions of psychological empowerment. On this basis, the value associated with the relationship between CSR and meaningfulness is equal to 0.34; the value associated to the

relationship between CSR and effectiveness is 0.42; the value associated to the relationship between CSR and competence is 0.23; the value associated to the relationship between CSR and self-determination is 0.49 and; the value associated to the relationship between CSR and trust is 0.53. Considering the fact that the entire above mentioned associations are statistically significant, it can be stated that once the level of psychological empowerment is improved among the employees, the overall corporate social responsibility improves as well. On the other hand, once the dimensions of meaningfulness, effectiveness, competence, self-determination and trust are built up and improved among the employees, CSR improves as well. Therefore it can be stated that the second research hypothesis is accepted.

Discussion and Conclusions

Nowadays, state corporations, especially the organization of Imam Khomeini Aid Committee must try to provide services required by the modern Society of Iran according to the structure of the markets of Iran. one new method for the improvement of interactions with customers is to improve the organization employees' empowerment, performance and CSR. The present study investigated the relationship between psychological empowerment, performance and CSR among the employees of the Imam Khomeini Aid Committee corporations located in the cities of Pishva and Varaamin. While investigating the first research hypothesis, findings indicated that there exists a statistically significant and positive relationship between the scores of dimensions of psychological empowerment and organizational performance. Results of the present study have shown that organizations that possess empowered employees will obtain suitable and effective performances sooner than their counterparts. A sort of job flow must always be kept within every organization so that the employees will notice the jobs that are more compatible with their beliefs and behaviors. In this way, the employees can feel a sense of meaningfulness in their occupation. In addition, a certain attention must be paid to the proportionality between occupations and personalities. By administering one of the several tests that can be found in this context, managers can realize that which organizational positions are better for which employees. In this regard, the employees will also feel a sense of effectiveness. Paying attention to the establishment of an atmosphere beneficial for the full employment of the capabilities and talents of employees so that they are able to understand their competencies better than they ever did before would also be effective. On the other hand, the employees must be incorporated into organizational decision making procedures so that they believe that they can work in an environment that is capable of making changes. The former also results in self-regulation of people. In addition, phases and steps related to each process must be clarified so that the employees are able to set the system, speed and methods of their work by themselves. Nevertheless, through the creation of a periodic assessment program, one can have a positive effect on the trend of improvement of organizational performance. The results of this study are not consistent with the results obtained by any researchers since no previous studies, neither domestic ones nor foreign ones, have yet tried to investigate this issue and hence, in this sense the present research is considered as an innovation.

While investigating the second research hypothesis, the findings indicated that there exists a statistically significant and yet positive relationship between the dimensions of cognitive empowerment and CSR. Results of the present study have shown that organizations that possess capable and highly socially responsible employees are more prone to success compared to the organizations that lack such workforces. Since employees are the main pillars of every organization, their performance has a significant effect on the progression towards the realization of organizational or corporate goals. Improving employees' motivations for collaboration and taking responsibility regarding their performance provides the necessary contexts for continuous organizational improvement. In addition, administration of today's modern organizations requires responsible employees who are capable of making decisions effective on the improvement of satisfaction of customers. These capable employees have empathy and provide the customers with services beyond their expectations and therefore turn them into big fans of the organization. Hereby, by having capable and responsible employees, organizations can solve the difficulties of customers in the best way possible. The results of this study are not consistent with the results obtained by any researchers since no previous studies, neither domestic ones nor foreign ones, have yet tried to

investigate this issue and hence, in this sense the present research is considered as an innovation.

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