

## **THE EFFECTS OF MARKETING TRAININGS ON EMPLOYEES' EMPOWERMENT AND EFFICIENCY BY APPLICABILITY OF LEARNING IN REAL ORGANIZATIONAL ENVIRONMENT: A CASE STUDY OF BRANCHES OF MELLI BANK IN GUILAN PROVINCE**

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### **Abstract**

The most significant and crucial asset of every organization is its human Resources. The quality and competence of human resources is the most fundamental factor of organization's survival. Competent human resources will create a competent and efficient organization. According to Draker, economic development is dependent to empowerment of educated employees. Empowered organization is an environment in which the employees of different groups cooperate with each other in doing operations. Empowerment has been one the most promising concepts in business world that has received less attention but now it has become the issue of the day. Mikevin and Spritzer suggest that although empowerment can create a competitive advantage for an organization and in spite of the fact that many managers agree that empowerment is desirable, but the majority of organizations have difficulty in implementing it. With respect to aforementioned issues, the purpose of designing modified model and testing relevant hypotheses is exploration of real empowerment process in employees of Melli Bank branches in Guilan province. The findings help employees in performing bank operations optimally.

**Keywords:** modified model, empowerment, marketing trainings, optimization of operations.

### **Introduction**

Today, organizations should be managed in a quite competitive environment which is accompanied by amazing changes. In such situation, managers do not have much time to control their employees and should devote much of their time to identification of internal and external environment of organization and should assign other routine functions to employees. Employees can properly cope with assigned functions only when they have necessary skills, knowledge and capability and recognize the organizational objectives. Empowerment process is an instrument that can help managers in this regard (Abdollahi et al, 2015). The most significant and crucial asset of every organization is its human resources. The quality and competence of human resources is the most fundamental factor of organization's survival. Competent human resources will create a competent and efficient organization. According to Draker, economic development is dependent

to empowerment of educated employees. Empowered organization is an environment in which the employees of different groups cooperate with each other in doing operations. Empowerment has been one the most promising concepts in business world that has received less attention but now it has become the issue of the day. Mikevin and Spritzer suggest that although empowerment can create a competitive advantage for an organization and in spite of the fact that many managers agree that empowerment is desirable, but the majority of organizations have difficulty in implementing it (Mikevin and Spritzer, 2014). Empowerment means to give power, autonomy, knowledge and skills to employees for decision making and performing influential affairs. Woten and Cameron (2014) argue that through empowerment, employees and managers can manifold their actual efficacy, their organizations can become more efficient, and they can be somewhat different from other organizations. Although the most of managers consider empowerment as a critical and necessary skill, but today its actual implementation is realized in management rarely. Managers should create a sense of protection in their employees in order to provide effective opportunities for influence. Organizational commitment has a meaningful relation with empowerment and autonomy is an important factor in trust building. Trust will result in tendency toward high risk-taking and the most of positive organizational changes are due to existence of trust between employees and managers. Conferring authority create a sense of self-directedness in individuals and encourage initiatives in their behaviors and work processes (Hasanpour et al, 2014). In empowerment process, information and knowledge have an essential part in employees' empowerment in terms of organizational performance. Employees should obtain necessary information for decision-making and changes are successful only when the management creates effective communicative channels. The basis of empowerment is to improve the sense of capability. Evaluation and providing feedback are important functions in organization and are considered as important factors in empowerment process. We can evaluate psychological dimensions of employees' empowerment in four aspects: the sense of capability: empowered employees have a sense of self-directedness or they feel that they have necessary capability to successfully perform their jobs. Empowered individuals have the sense of capability and confidence and do the job efficiently and therefore have a sense of personal superiority (Hasanpour et al, 2014). The sense of getting choice right: empowered employees feel that they have autonomy in doing their duties and they can decide about their job operations and they enjoy necessary authorities for specifying time and speed of doing affairs in organization. Self-organization means to experience the sense of decision- making in administrating of the affairs and to regulate related activities personally. Empowered employees feel ownership about their works, because they can decide how to do affairs themselves. The sense of getting choice right is accompanied by less self-alienation in work environment, higher job satisfaction, higher level of performance, more entrepreneurship and innovation, higher levels of job sharing and less work pressure (Hassanpour et al, 2014). The sense of being efficient: empowered employees feel that they have an important role in achieving the organization's goals, they have control on job results and bring barriers and limitations under their control. They feel that they can be influential in managerial strategies and job consequences. Empowered employees do not believe that the barriers of external environment control their activities, because they believe that they can control barriers and in fact they have a sense of dynamic control (Hassanpour et al, 2014). The sense of meaningfulness: it refers to the importance and value of a job goal based on employees' standards. If an individual considers his duty important, this duty has the feature of meaningfulness. Empowered individuals have a sense of meaningfulness. These employees value their job, and their ideals and standards are considered equal to what they are doing. In their value system, doing operations is considered important and

activities which inspire the sense of meaningfulness bring about excitement in employees of the organization (Hassanpour et al, 2014). The sense of cooperation: it is defined as being responsible for the consequences of your activities and being able to continue your function in organization. Empowerment of this organization's employees can be influenced by responsibility for the consequences of the actions and these employees have equal responsibility for organizational performance and achievements. A responsible employee holds himself accountable for control and supervision of organization's management on job process. With respect to assigned authority, employees can be held accountable legally. In work environment, where authority and decision-making power is granted to the individual and attaining job outcomes is assigned him, he can become a responsible person and be held accountable for the results of his actions (Horabadi et al, 2014). We should examine empowerment from different aspects. Organizations that are willing to implement empowerment should be completely familiar with its concept. The majority of managers think that they are familiar with the concept of empowerment; however, there are a few managers who are familiar with its concept and application. By developing and encouraging empowerment culture, managers can assign routine activities to efficient groups, but before doing so, they should clearly explain the goals for employees and provide them with necessary tools of decision-making such as information and resources. Then, the manager will have a chance to engage in more fundamental and important operations.

### **Problem statement and presentation of conceptual model of the research**

The studies show that by implementation of empowerment process and continuous training of employees it is possible to easily achieve organizational objectives. Empowerment does not mean to give power to individuals, but they have power because of their knowledge and motivation and in fact empowerment means to release this power. Efficiency is a feeling that provide potential capacities. Empowerment requires a different type of ethical and social behavior, using the tools of cooperative work, easy access to information resources, exploiting mutual ethical relations among employees and in short it requires management based on honesty. Finally, managers should learn from employees and pay attention to their ideas seriously and build and maintain an open space for exchanging information about organization, competition and customers. The managers of organizations can inspire and encourage employees and can express their gratitude to others. With respect to obtained results, organizations should take following actions in order to empower their employees: especial attention to arrangement of work environment, implementation of suggestions system, establishment of motivational facilities, job enrichment, paying attention to training and giving authority, creating intimacy and friendship among employees, clarification of assigned roles and duties to employees, establishment of a structured system for evaluation of organization's performance, accessibility to organization's top management, having close relationship with employees, modification of organizational structure for creating flexibility and the growth of confidence, providing resources, facilities and equipment, construction of physical facilities of work place and suitable office equipment for employees, encouraging and granting rewards to efficient employees and appreciating them, bringing about necessary opportunities for employees' development and learning, holding continuous training courses especially in the field of assigned duties (Aghayar, 2014).

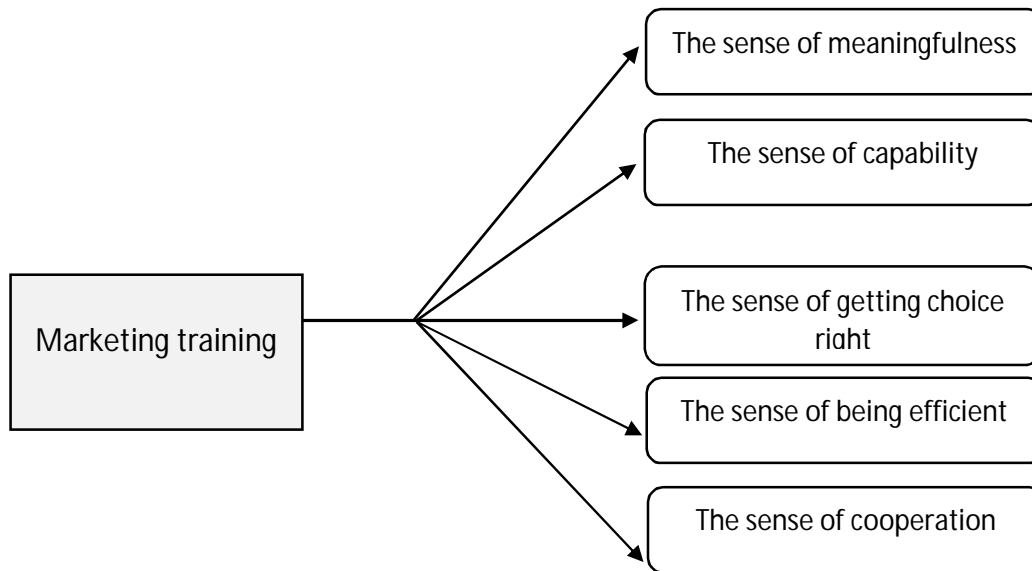


Figure 1: initial analysis model of the research (Gilaninia et al, 2012)

### **Problem statement**

Today, organizations should be managed in a quite competitive environment which is accompanied by amazing changes. In such situation, managers do not have much time to control their employees and should devote much of their time to identification of internal and external environment of organization and should assign other routine functions to employees. Employees can properly cope with assigned functions only when they have necessary skills, knowledge and capability and recognize the organizational objectives. Empowerment process is an instrument that can help managers in this regard (Abdollahi et al, 2015). The most significant and crucial asset of every organization is its human resources. The quality and competence of human resources is the most fundamental factor of organization's survival. Competent human resources will create a competent and efficient organization. According to Draker, economic development is dependent to empowerment of educated employees. Empowered organization is an environment in which the employees of different groups cooperate with each other in doing operations.

Empowerment has been one the most promising concepts in business world that has received less attention but now it has become the issue of the day. Mikevin and Spritzer suggest that although empowerment can create a competitive advantage for an organization and in spite of the fact that many managers agree that empowerment is desirable, but the majority of organizations have difficulty in implementing it (Mikevin and Spritzer, 2014). Empowerment means to give power, autonomy, knowledge and skills to employees for decision making and performing influential affairs. Woten and Cameron (2014) argue that through empowerment, employees and managers can manifold their actual efficacy, their organizations can become more efficient, and they can be somewhat different from other organizations. Although the most of managers consider empowerment as a critical and necessary skill, but today its actual implementation is realized in management rarely. Managers should create a sense of protection in their employees in order to provide effective opportunities for influence. Organizational commitment has a meaningful relation with empowerment and autonomy is an important factor in trust building. Trust will result in tendency toward high risk-taking and the most of positive organizational changes are due to

existence of trust between employees and managers. Conferring authority create a sense of self-directedness in individuals and encourage initiatives in their behaviors and work processes (Hasanpour et al, 2014).

In empowerment process, information and knowledge have an essential part in employees' empowerment in terms of organizational performance. Employees should obtain necessary information for decision-making and changes are successful only when the management creates effective communicative channels. The basis of empowerment is to improve the sense of capability. Evaluation and providing feedback are important functions in organization and are considered as important factors in empowerment process. We can evaluate psychological dimensions of employees' empowerment in four aspects:

The sense of capability: empowered employees have a sense of self-directedness or they feel that they have necessary capability to successfully perform their jobs. Empowered individuals have the sense of capability and confidence and do the job efficiently and therefore have a sense of personal superiority (Hasanpour et al, 2014).

The sense of getting choice right: empowered employees feel that they have autonomy in doing their duties and they can decide about their job operations and they enjoy necessary authorities for specifying time and speed of doing affairs in organization. Self-organization means to experience the sense of decision- making in administrating of the affairs and to regulate related activities personally. Empowered employees feel ownership about their works, because they can decide how to do affairs themselves. The sense of getting choice right is accompanied by less self-alienation in work environment, higher job satisfaction, higher level of performance, more entrepreneurship and innovation, higher levels of job sharing and less work pressure (Hassanpour et al, 2014).

The sense of being efficient: empowered employees feel that they have an important role in achieving the organization's goals, they have control on job results and bring barriers and limitations under their control. They feel that they can be influential in managerial strategies and job consequences. Empowered employees do not believe that the barriers of external environment control their activities, because they believe that they can control barriers and in fact they have a sense of dynamic control (Hassanpour et al, 2014).

The sense of meaningfulness: it refers to the importance and value of a job goal based on employees' standards. If an individual considers his duty important, this duty has the feature of meaningfulness. Empowered individuals have a sense of meaningfulness. These employees value their job, and their ideals and standards are considered equal to what they are doing. In their value system, doing operations is considered important and activities which inspire the sense of meaningfulness bring about excitement in employees of the organization (Hassanpour et al, 2014).

The sense of cooperation: it is defined as being responsible for the consequences of your activities and being able to continue your function in organization. Empowerment of this organization's employees can be influenced by responsibility for the consequences of the actions and these employees have equal responsibility for organizational performance and achievements. A responsible employee holds himself accountable for control and supervision of organization's management on job process. With respect to assigned authority, employees can be held accountable legally. In work environment, where authority and decision-making power is granted to the individual and attaining job outcomes is assigned him, he can become a responsible person and be held accountable for the results of his actions (Horabadi et al, 2014). We should examine empowerment from different aspects. Organizations that are willing to implement empowerment should be completely familiar with its concept. The majority of managers think that they are

familiar with the concept of empowerment; however, there are a few managers who are familiar with its concept and application. By developing and encouraging empowerment culture, managers can assign routine activities to efficient groups, but before doing so, they should clearly explain the goals for employees and provide them with necessary tools of decision-making such as information and resources. Then, the manager will have a chance to engage in more fundamental and important operations. The studies show that by implementation of empowerment process and continuous training of employees it is possible to easily achieve organizational objectives. Empowerment does not mean to give power to individuals, but they have power because of their knowledge and motivation and in fact empowerment means to release this power. Efficiency is a feeling that provide potential capacities. Empowerment requires a different type of ethical and social behavior, using the tools of cooperative work, easy access to information resources, exploiting mutual ethical relations among employees and in short it requires management based on honesty. Finally, managers should learn from employees and pay attention to their ideas seriously and build and maintain an open space for exchanging information about organization, competition and customers. The managers of organizations can inspire and encourage employees and can express their gratitude to others. With respect to obtained results, organizations should take following actions in order to empower their employees: especial attention to arrangement of work environment, implementation of suggestions system, establishment of motivational facilities, job enrichment, paying attention to training and giving authority, creating intimacy and friendship among employees, clarification of assigned roles and duties to employees, establishment of a structured system for evaluation of organization's performance, accessibility to organization's top management, having close relationship with employees, modification of organizational structure for creating flexibility and the growth of confidence, providing resources, facilities and equipment, construction of physical facilities of work place and suitable office equipment for employees, encouraging and granting rewards to efficient employees and appreciating them, bringing about necessary opportunities for employees' development and learning, holding continuous training courses especially in the field of assigned duties (Aghayar, 2014).

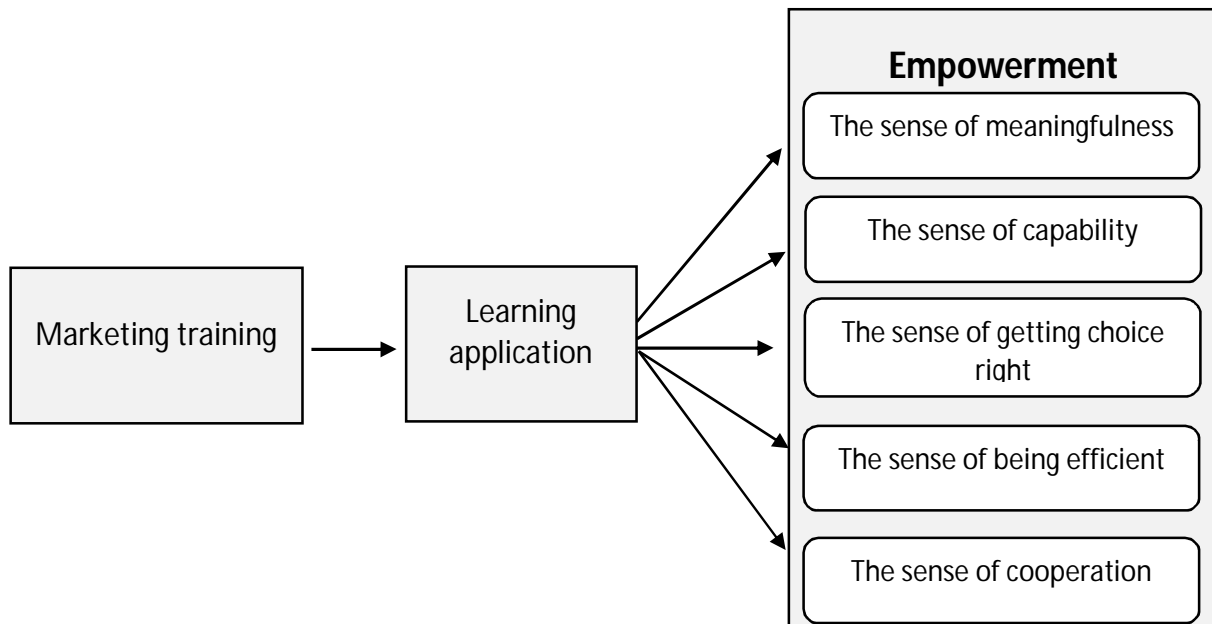


Figure 2: modified model (Gilaninia, 2015)

Based on the modified model, researchers are looking for the answer of this fundamental question:

Does marketing trainings influence on employees' empowerment by applicability of these trainings in real world?

### **Research background**

Abadi Farahani (2014) shows in his research that the fundamental problem of organization's executive systems is the lack of experienced and skilled employees. The universities and higher education institutions do not play a major role in preparing individuals for entering organizations. In spite of possessing a set of scientific information, the university graduates still do not have necessary capabilities to work at executive organizations. Therefore employees' training, empowerment and enhancement of job skills is necessary for intended job. Planning educational programs for employees and executing long term and short term courses that enhance the intellectual and professional abilities of employees are some of the factors that have crucial role in their empowerment. The shortage of training budget in executive departments of organization is considered as one the most important barriers.

Horabadi Farahani (2014) shows in his research that the role of culture and proper conditions of organizational environment is undeniable in utilizing employees' abilities in organization. Organizational culture is a leverage that induce employees to work in organization and it has a significant impact on different parts of organization. Since the culture has influence on employees' behavior, one can find the reasons of the organizations' success or failure by evaluating organizational culture. The effect of organizational culture on employees and members of organization is to such an extent that by evaluating its different aspects we can find the behavior

manner of its members, their feelings, views and attitudes, and we can also predict and evaluate their possible reaction to intended changes and evolutions (Jozini, 2014). Competitive environment is the main factor of human resources optimization in organizations and an organization usually operate in such an environment. Those organizations which are have to try to stay in a competitive environment, actually make effort to optimize their different available resources; optimization of human resources as the main source of business has a crucial importance. Then, if this is implemented, human resources empowerment will become a necessity. In empowerment programs, managerial styles will change to leadership styles. This change is accompanied by making challenges. Because this changes question work practices, risk-taking and experience, concentration on group activities, increased authority domain of employees, paying attention to new values, tendency towards the exchange of organizational information and improvement of methods which more often will result in strong resistance in all organizational levels (Abdollahi et al, 2014). Today, organizations should be managed in a quite competitive environment which is accompanied by amazing changes. In such situation, managers do not have much time to control their employees and should devote much of their time to identification of internal and external environment of organization and should assign other routine functions to employees. Employees can properly cope with assigned functions only when they have necessary skills, knowledge and capability and recognize the organizational objectives. Empowerment process is an instrument that can help managers in this regard. The most significant and crucial asset of every organization is its human resources. The quality and competence of human resources is the most fundamental factor of organization's survival. Competent human resources will create a competent and efficient organization. According to Draker, economic development is dependent to empowerment of educated employees. Empowered organization is an environment in which the employees of different groups cooperate with each other in doing operations. Scott Jaffe shows in his research that an organization is under pressure both internally and externally. Considering external pressures, strong competition in global level, unbelievable quick changes, new demands for better quality and services and limited resources would call for quick reaction by organizations; considering internal pressures, employees feel that they are not treated honestly, they become disappointed and their organization has more expectations constantly and it changes the rules of the game frequently. At the same time, employees seek meaningful work and want more honesty and frankness and are looking for more self-actualization and self-seeing in their job. In response to this pressures, management should employ a group so that organization can perform its duties. Changing traditional organizations to modern organizations requires more attention to empowerment. Generally, empowerment is one the mechanisms which is used to deal with the changes and competitions in today's world and it is one the best challenges for the success of an organization in this competitive world (Amirkhani, 2013). Undoubtedly, effective training is one the important tools in employees' empowerment which can be used to reach organizational objectives. Educational programs will be useful only if they are implemented and supported by participation of employees and are performed based on scientific methods. The objective behind educational and training programs is to make a relationship between employees and management as well as to participate in organizational programs in order to enhance job motivations. This objective is attainable by periodic meetings, training workshops and the lectures of the manager. Besides training and learning, mechanisms such as performance management, teaching, job rotation and fostering good substitutes can play the role of education system in employees' empowerment.



### **Main hypothesis of the research**

Marketing trainings influence on employees' empowerment by learning application in real organizational environment.

### **Secondary hypotheses**

- Marketing training influences on employees' empowerment by learning application.
- Learning application influence on the sense of meaningfulness.
- Learning application influence on the sense of capability.
- Learning application influence on the sense of getting choice right.
- Learning application influence on the sense of being efficient.
- Learning application influence on the sense of cooperation.
- Marketing training influences on the sense of meaningfulness by learning application.
- Marketing training influences on the sense of capability by learning application.
- Marketing training influences on the sense of getting choice right by learning application.
- Marketing training influences on the sense of being efficient by learning application.
- Marketing training influences on the sense of cooperation by learning application.

### **Main objective of the research**

Evaluating the effect of marketing trainings on employees' empowerment by learning application in real organizational environment.

### **Secondary objectives of the research**

- Evaluating the effect of marketing training on employees' empowerment by learning application.
- Evaluating the effect of learning application on the sense of meaningfulness.
- Evaluating the effect of learning application on the sense of capability.
- Evaluating the effect of learning application on the sense of getting choice right.
- Evaluating the effect of learning application on the sense of being efficient.
- Evaluating the effect of learning application on the sense of cooperation.
- Evaluating the effect of marketing training on the sense of meaningfulness by learning application.
- Evaluating the effect of marketing training on the sense of capability by learning application.
- Evaluating the effect of marketing training on the sense of getting choice right by learning application.
- Evaluating the effect of marketing training on the sense of being efficient by learning application.
- Evaluating the effect of marketing training on the sense of cooperation by learning application.

Applying this modified model developed by (Gilaninia 2012, Gilaninia 2015) for evaluating and measuring the effect of marketing training on empowerment of the Melli Bank employees in Guilan province is one the innovative aspects of the present study. The research method of this study is causal survey and based on this method the impact of different causes and effects will be

evaluated. Finally, PLS-structural equation modeling will result in testing the final model of structural equation. The software which we use in this model are Lisrel and Spass22. Information gathering method: the required method of this research is field observation. With respect to the fact that the research variables are qualitative, we use the researcher's questionnaire as our measurement tool. Information analysis method: the methods including descriptive statistics, univariate and multivariate regressions, and structural equation modeling have been used in order to describe hypotheses testing of the research.

## **Conclusion**

The studies show that by implementation of empowerment process and continuous training of employees it is possible to easily achieve organizational objectives. Empowerment does not mean to give power to individuals, but they have power because of their knowledge and motivation and in fact empowerment means to release this power. Efficiency is a feeling that provide potential capacities. Empowerment requires a different type of ethical and social behavior, using the tools of cooperative work, easy access to information resources, exploiting mutual ethical relations among employees and in short it requires management based on honesty. Finally, managers should learn from employees and pay attention to their ideas seriously and build and maintain an open space for exchanging information about organization, competition and customers. The managers of organizations can inspire and encourage employees and can express their gratitude to others. With respect to obtained results, organizations should take following actions in order to empower their employees: especial attention to arrangement of work environment, implementation of suggestions system, establishment of motivational facilities, job enrichment, paying attention to training and giving authority, creating intimacy and friendship among employees, clarification of assigned roles and duties to employees, establishment of a structured system for evaluation of organization's performance, accessibility to organization's top management, having close relationship with employees, modification of organizational structure for creating flexibility and the growth of confidence, providing resources, facilities and equipment, construction of physical facilities of work place and suitable office equipment for employees, encouraging and granting rewards to efficient employees and appreciating them, bringing about necessary opportunities for employees' development and learning, holding continuous training courses especially in the field of assigned duties. We recommend to future researchers to not only use this modified model (Gilaninia, 2015) in bank institutions, but also to use it in other institutions as well.

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