

## Study is to flare the latent energy in the personnel of general Department of cooperation, work and social (GDCWSW) welfare of Chahrmahal and Bakhtiari (ChandB), Iran by the managers and effective factors on it and also present some guidelines for promoting the esprit of the organization

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**Abstract:** The aim of this study is to flare the latent energy in the personnel of general Department of cooperation, work and social (GDCWSW) welfare of Chahrmahal and Bakhtiari (ChandB), Iran by the managers and effective factors on it and also present some guidelines for promoting the esprit of the organization. Theoretical framework is latent Energy. Theory (LET) by Linda Graton. The investigation is in descriptive analytical and scaling method. The investigation is in descriptive analytical and scaling method. Statistical society includes all 102 personnel of DCWSW of Ch and B. Tool for gathering the data was questionnaire. Results showed that there is a significant difference in mean scores of flaring the talent (TE) among various groups and mean score of flaring TE is higher than score assumed by researcher. Also there isn't any relationship between independent variables gender, marriage state, education level, organizational position and the management experience of managers and extent of flaring TE and there is a positive and weak relationship between independent variables gender, service history (experience) and extent of flaring TE. Meanwhile among the effective factors on increasing esprit in the organization, extent of encouragement in the organization to participate in the networks related to interested areas and among the effective factors on flaring TE, variable "holding the workshops and enlivening meetings for encouraging the innovation by managers" have the most effect. It should be noted that the extent of energy related to each individual area has been measured and effective factors have been identified, presenting some related guidelines for each group. In addition, more experienced managers should be employed in the sensitive areas, various network series have been identified and each personnel, in term of his interests, have been joined to those networks and developed their relationships.

**Key words:** Flaring TE; Organizational esprit, GDCWSW

### 1. Introduction

Organizational environments always have formal and informal inter-organizational relationship structures resulted from human resource relational networks. As long as the managerial identity of the organizations tends to leadership management, severity of formal inter-organization relationship decreases and the extent of informal inter-organization relationship increase.

In the organizations having more formal relationship which has formal classic management rather than benefiting from leadership management, boarocraci character is more prominent. In such series, alienation of the personnel is revealed as a major cost and risk. In fact in the mentioned organizations, the members consider impersonal organization as a phenomenon which leaves a gap between them and their work. Moreover, excess real releasing the activities results in non-identity sensing in the individuals of the organization. The

mentioned factors altogether can exacerbate the alienation of human resource with the organization body. On the one hand, such issues result in the abilities of the individuals to not express as person-to-person and on the other hand, inter-individual relationships which result in synergy aren't formed, finally leading to weakening the general function and effectiveness of the organization.

In the organizational environment, various combinations of informal and horizontal relationship and vertical and formal relationship form various levels of function and effectiveness.

It has been, however, confirmed that in many organizations, presence of synergy effects resulted from wide and continuum relations between human resource and different capabilities and conditions resulting in forming a convenient and relaxed work-environment and healthy relations among human resource, extent of esprit is in undesirable level in these organizations. In fact, lack of esprit in the mentioned organization isn't resulted from lack of capability in the personnel and human resource but what results in this organizational abnormality is the

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failure of the managers in identifying and correct employing the available efficiencies.

For example in an investigation by clop done one 7939 businesses in 36 firms and 198000 employees, out of them only 20% felt that their capabilities are always utilized in the other words, personnel feel that there isn't implemented any correct classification (clustering) in devoting proper roles to them. This resulted from traditional views of the managers of organization and firms about choosing, employing and benefiting from their capability gaps (parker, 1994).

### 1.1. Review of literature

Research done by Kras and woten (2003) showed the people can be divided in to two groups. Positive energy producer and negative energy producer, this discrimination can have major consequences. Positive energy producer creates esprit in the others, motivates and promotes them.

Interaction with these individuals results in the others to feel esprit and motivation.

Groton views the methods for establishing human resource guideline in the companies, in two perspectives. The first one is "organizational" perspective, meaning that attaining at organizational success depends on presence of organizational motivation and energy. This energy is resulted from group cooperation, creating a full-energy environment in the organization. She performs much research about perception of effective factors on creating and preserving energy in the organization. The second one is "human" perspective, meaning that success of the organization requires energetic personnel who are successful in their life and work (Binesh et al., 2012).

According to the study done by gallop organization which is the product of studying more than 400 successful firms around the world, interviews with more than 80000 successful managers and 1 million employees, it has been shown that knowledge and skill can result in proficiency if being in line with individual intelligence. Then the most important task of the manager as a teacher is to appoint each individual in his/her own position and to employ his/her intelligence (Bakinhg ham et al., 2003).

Shayeste (2006) introduced 13 common mistakes among the managers. One of the most important mistakes in failure in creating the required bed for flourishing the talents of the personnel.

Keshavarz et al. (2008) studied the relationship between esprit and demographic characteristic and happiness in the people of Isfahan, Iran. For this purpose, 160 (80 male and 80 female) out of Isfahan people were chosen in cluster random sampling methods and in coherence type investigation form. They answered oxford happiness questioner, esprit scale and demographic characteristics questionnaire (gender, age, marriage state, education level, average, economical condition, number of the family

members and income). Data was analyzed by using Pearson coherence coefficient.

Regression analysis and co-variance analysis. Results showed that there is a positive and meaningful relationship between happiness and esprit and there is a negative and meaningful relationship between happiness and number of family members, and there isn't any significant relationship between happiness in male and female and single or married persons. Then it was concluded that as the esprit of the individual's increases and number of family member's decreases, happiness is increased.

Taghizadeh (2006) in his M.A thesis studied the relationship between job satisfaction and happiness in the members of Board of director of Isfahan University in 2005-2006. With regarding to the essence of research, it was in coherence- descriptive method statistical society includes 454 members of Board of Director out of them 80 subjects were chosen as random sampling proportional to the volume as statistical sample. Measurement tools were three smith job description Inquiry (JDI), OX ford happiness Inquiry and Espier inquiry which were used with coefficients .95, .92 and .82 respectively. Analyzing the data showed that there is a meaningful and positive relationship between indices job nature, co-workers, salary, promotion opportunities and job satisfaction and happiness in  $p < 0.05$  and there is also a meaningful and positive relationship between indices work nature, co-workers, salary, supervision quality and job satisfaction with coherence coefficients  $r = 0.50$ ,  $r = 0.29$ ,  $r = 0.26$ ,  $r = 0.30$  and  $r = 0.42$ , respectively and espier in  $p < 0.05$ . Also results showed that there isn't any significant relationship between happiness in the member of Boards of Director and characteristics including age, genders, and work experience. Marriage state and scientific degree, only the extent of espier in the members of Board of Director in physical Education Faculty is more than the faculties except economy faculty and espier in the members of Board directors in foreign language faculty is in the lowest level.

## 2. Research method

The present study is among operational (applied) research in term of aim and is in descriptive - a scaling and coherence method. Statistical society includes all personnel employed in GDCWSW of Ch and B in 2014, (102 subjects).

In the present study, uni-variable analyzes (redundancy distribution tables, mean, maximum and minimum) one -tail variance analysis, t-test, bi-variable analyzes (coherence coefficient) and other techniques depended on the case, were used.

## 3. Results and discussion

### 3.1. Descriptive results

Based on obtained results, 83.3% of the studied subjects were female and the remaining subjects were male. In addition, 5.2% were under 30 years and 53.1% between 31-40 years, 36.5% between 41-50 and 5.2% were more than 50 years.

9.4% were single and the rest was married Also 1% were general director, 4.2% assistant of general director, 19.8% chief, 6.3% responsible expert, 41.9% expert and 19.8% were employed in the other

positions. Based on the results, 96.1% of managers were male and 3.3% were female.

**3.2. Analytical results**

First assumption: It seems that in various activity areas in the personnel of GDCWSW of Ch and B, TE is existed with different extents.

**Table 1:** Score mean difference test for the extent of flaring TE in various activity areas of the personnel. One- tail variance Analysis

Significance	F value	Square-mean	Degree of freedom (df)	Squares-sum	Changes resources
.012	2.483	1027.735	10	10277.348	Intra-group variance
		413.866	85	35178.610	Inter-group variance
			95	45455.958	General variance

Main assumption (H1): Mean score of flaring TE in various activity groups is different among the personnel.

Null assumption (H0): Mean score of flaring TE in various activity groups isn't different among the personnel. With regarding to the results obtained

from the table, F value is significant in error level less than 0.01 and df=10 with confident 99%, showing that the difference in mean score of flaring TE among various group is significant.

**Table 2:** Mean difference test for flaring TE among the personnel.

Standard error	Standard deviation	Mean	Number	Description
2.23	21.87	73.85	96.00	Extent of flaring TE

**Table 3:** One- sample- Test

95% confidente Interval	Test value: 65				description	
	Mean Difference	Bi-magnitude significance level	D.F	t	Extent of flaring TE	
high	low	8.85	0.00	95.00	3.97	TE
13.29	4.42					

Main assumption (H<sub>1</sub>): there is a difference between real and assumed means.

Null assumption (H<sub>0</sub>): There isn't any difference between real and assumed means.

H1: M1=M2

H0: M1≠M2

One - sample t-test value in the above table shows that in confidence /99 and error level less

than 0.01%, there is a meaningful based ow the results of this table, real mean value is more than assumed mean value. Then, since based on the inquiry question, mean score of flaring TE has been computed from researcher assumed mean, it can be said that extent of faring TE in the personnel by managers is more than a mean intended by the researcher.

**Table 4:** Normality test of flaring TE in the personnel Test of Normality

Shapiro ilk			Kologroph smirnoph			Description
Significance	DF	Test value	Significance Level	DF	Test value	
0.73	96	.976	.023	96	.098	Exlent of flaring TE

**Table 5:** Normality of Data test

Exlent of flaring TE	Description
96	Number
73.8542	Mean
27.87427	Standard deviation
.098	Absolute
.98	Positive
.047	Negative
.962	Z kolmogroph smirnoph
.312	Two magnitude significance level

Third assumption: It seems that there is a relationship between ages of managers and extent of flaring TE in the personnel.

**Table 6:** Test of relationship between age of managers and extent of flaring TE among the personnel

Number	Standard deviation	Mean	Description
96	5.233	45.35	Age
96	2.87427	73.8542	Extent of flaring TE

**Table 6:** Correlations

Extent of flaring TE	Age	Description	
.243	1	Pearson coherence coefficient	Age
.017		Two magnitude significance level	Extent of flaring TE
96	96	Number	
1	.243*	Pearson coherence coefficient	
	.017	Two- magnitude significance level	
96	96	number	

Main assumption (H1): There is a relationship between age of managers and flaring TE

Nain assumption (H0): there isn't any relationship between age of managers and with regarding to the obtained results, it can be said that there is a relationship between age and extent of flaring TE with confidence .95 and error level less than 0.05 on the other hand, this value, 0.243, is positive (direct) and weak, meaning that as the age increases, extent of flaring TE also increases.

Note 1: In coherence matrix, each variable has complete coherence (1) with itself.

Note 2: symbol (\*) above the coherence coefficient shows that there is a meaningful relationship between tow variables in error level less than 0.05 and confidence 0.95. Symbol \*\* also shows that there is a significant relationship in error level less than 0.01 and confidence 0.99.

Forth assumption: it seems that there is a relationship between marriage status of the managers and flaring TE in the personnel.

**Table 7:** Test of relationship between marriage status of the managers and extent of flaring TE among the personnel

Two- magnitude significance level	DF	value	Description
0.758	660	634.231a	Khi-do Test
1.000	660	290.631	Correctness ratio
0.18	1	5.632	Linear- Linear- test
		96	Valid number

Main assumption (H1): There is a relationship between marriage status of the managers and extent of flaring TE.

Null assumption (H0): There isn't any relationship between marriage status of the managers and extent of flaring TE.

A (cording to the obtained results, chi- square x2- 331.231 with confidence interval 95% in significance

level more than 0.05 isn't meaningful. Then, there isn't any relationship between marriage status of the managers and flaring TE.

Fifth assumption: It seems that there is a relationship between education level of the managers and extent of flaring TE.

**Table 8:** Test of relationship between educational level the managers and extent of flaring TE among the personnel.  
Chi-square Tests

Two -magnitude significance level	DF	Value	Description
0.752	110	99.568a	Chi-square test
0.993	110	76.986	Correctness ratio
0.86	1	2.943	Linear- linear correlation test
		96	Valid Number

Main assumption (H1): There is a relationship between educational level of the managers and extent of flaring TE.

Null assumption: There isn't any relationship between educational level of the managers and extent of flaring TE.

Based on the obtained results chi-square x2=99.568 with confidence interval 95% in

significance level than 0.05 isn't meaningful. Then, there isn't any relationship between educational level of the managers and extent of flaring TE among the personnel.

Sixth assumption: It seems that there is a relationship between service experience of the managers and extent of flaring TE among the personnel.

**Table 9:** Test of relationship between service experience of the managers and extent of flaring TE

Descriptive statistics			
Number	Standard Deviation	Mean	Description
96	21.81427	13.8542	Extent of TE
96	4.996	20.90	Service experience

**Table 10:** Correlations

Service experience	Extent of flaring TE	Description	
0.214*	1	Pearson coherence coefficient	
0.036		Two -magnitude significance level	
96	96	Number	
1	0.214*	Pearson coherence coefficient	
	0.036	Two- magnitude significance level	
96	96	number	

Main assumption (H1): There is a relationship between service experience of the managers and extent of flaring TE.

Null assumption (H0): There isn't a relationship between service experience of the managers and extent of flaring TE.

With regarding to the obtained results, it can be said that there is a relationship between service experience and extent of flaring TE with confidence

.96 and error level less than 0.05 on the other hand, this value, 0.214, is direct (positive) and weak, meaning that as service experience in creases, extent of flaring TE also increases.

Seventh assumption: It seems that there is a relationship between service experience of the managers and extent of flaring TE among the personnel.

**Table 11:** Test of relationship between service experience of the managers and extent of flaring TE

Descriptive statistics			
Number	Standard Deviation	Mean	Description
96	21.87427	73.8542	Extent of flaring TE
96	4.996	20.90	Service experience

**Table 12:** Correlations

Service experience	Extent of flaring TE	Description	
0.214*	1	Pearson-correlation coefficient	
0.036		Two- magnitude significance level	
96	96	Number	
0.214*	1	Pearson- correlation coefficient	
0.36		Two- magnitude significanc e level	
96	96	Number	

With regard to the obtained results, it can be said that there is a relationship between service experience and extent of flaring TE with confidence 0.95 and error level less than 0.05. this value, 0.214, is straightforward and weak, meaning that as service

experience increases, extent of flaring TE also increases.

Eight assumptions: It seems that there is a relationship between organizational position of the managers (managerial level) and extent of flaring TE among the personnel.

**Table 13:** Test of relationship between organizational of the managers and extent of flaring TE.

Chi- square Test			
Two- magnitude significance level	DF	Value	Description
0.875	165	144.324a	Chi-square test
1.000	165	104.904	Correctness ratio
0.979	1	0.001	Linear- linear coherence test
		96	Valid number

Based on the obtained results, chi- square  $\chi^2=144.324$  with confidence interval 95% in significance level more than 0.05 isn't meaningful. Then there isn't any relationship between organizational position of the managers and extent of flaring TE.

Ninth assumption: It seems that there is a difference between management history of the managers and extent of flaring TE among the personnel.

**Table 14:** Test of relationship between management of the managers and extent of flaring TE

Descriptive statistics			
Number	Standard deviation	Mean	Description
96	21.87427	73.8542	Extent of flaring TE
96	6.001	9.06	Management history

**Table 15:** Correlations

Management history	Extent of flaring TE	Description	
-0.45	1	Pearson coherence coefficient	Extent of flaring TE
0.662		Two- magnitude significance level	
96	96	Number	
1	-0.045	Pearson coherence coefficient	Management history
	0.662	Two- magnitude significance level	
96	96	Number	

With regarding to the obtained results, it can be said that there isn't any relationship between management history and extent of flaring TE with confidence 0.95 and error level less than 0.05.

Tenth assumption: It seems that there is a meaningful relationship between the effective factors on increasing espier among the personnel.

**Table 16:** Test value

Number	96
Chi-square	276.313
DF	26
Two- magnitude- significance level	0.000

Chi-square= 276.313 and desirable significance level have been estimated, meaning that there is a difference between attitude and effective factors on organizational espier.

**Table 18:** Test of a mean score difference in organizational espier among various activity areas of the personnel.

Anova

Significance level	fstatistics	Square - mean	DF	Square-sum	Changes -resource
.001	3.573	1410.292	10	14102.925	Intra-group variance
		394.758	85	33554.409	Inter-group variance
			95	47657.333	General variance

With regard to the obtained results, F value obtained from the table (3.573) in error less than 0.01 and DF= 10 with confidence 99% is meaningful,

Eleventh assumption: It seems that there is a significant difference between the effective factors on flaring TE among the personnel.

**Table 17:** Test value

Number	96
Chi-square	195.763
DF	27
significance level	0.000

Chi-square 95.763 and desirable significance level have been estimated, meaning that there is a difference among the attitude and effective factors on flaring TE.

12th assumption: It seems that in various activity areas among the personnel of CDCSW, espier extent is differently existed.

showing that mean difference in the scores of organizational espier is significant among various groups.

**Table 19:** Test of relationship between the extent of espier and flaring TE

Extent of flaring TE	Extent of espier	Description	
.791***	1	Pearson coherence coefficient	Extent of espier
.000		Two- magnitude significance level	
96	96	Number	
1	.791***	Pearson coherence coefficient	Extent of flaring TE
	.000	Two- magnitude significance level	
96	96	Number	

With regard to the results obtained from the table, it can be said that there is a relationship between extent of espier and extent of flaring TE with confidence 0.99 and error level less than 0.01 on the other hand, this value, 0.791, is divest (positive) and high, meaning that as the organizational espier increases, extent of flaring TE also me eases.

**4. Conclusion and suggestions**

The aim of the present study was to examine the extent of flaring TE among the personnel by managers effective factors on it and present some guidelines for promoting the espier in the personnel of GDCSW. Results show that the difference in

mean scores of flaring TE is significant among various groups and mean score of flaring TE is more than mean assumed by the researcher also there isn't any relationship between variables including ender, marriage states, educational level, organizational position and management history of the managers and flaring TE.

There is a positive and weak relationship between variables including age, service experience and extent of flaring TE.

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