Evaluation of Relationship Between the Use of Information Systems and Managers Capability the Study Case: Khuzestan Water and Power Organization

Firoozeh Eidoun and Amirreza Naghsh
Department of Management, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

Abstract: This study aimed to determine the relationship between the use of information systems and capability Organization of managers at Khuzestan water and Power with descriptive-correlation methods. The Statistical Society of the organization's managers was totally 200 people. The 131 people as a sample accordingly were selected by random sampling. In order to collect Information two standard questionnaires were applied: Mishra and Spritzer empower and the researcher made information system questionnaires. The face validity and content validity of those questionnaires were approved respectively, by respondents and the supervisor and some experts. Reliability of both questionnaires by using Cronbach's alpha coefficient for the first and second questionnaires was calculated respectively as 0.88 and 0.92. In order to analyze the data, descriptive statistics and inferential statistic tests also were used which includes Pearson, Spearman correlation and simple regression analysis. The results indicated that there is a significant positive relationship between the use of information systems and managers capabilities at organization. Moreover, all the empowerment dimensions of managers including competency, autonomy and efficacy, trustworthy had a significant and positive relationship with application of information systems. In the model in accord with the regression components: competence (β = 0/456), autonomy (β = 0/260), effectiveness (β = 0/384), significance (β = 0/370) and validity (β = 0/273), of manager capabilities in anticipating of the use of information systems were effective.

Key words: Capability, empowerment, information systems, khuzestan water and power organization

INTRODUCTION

By advancement of information technology, information systems are widely being used. Large companies and organizations increasingly for their own activities in the processing, maintenance and debriefing of information at different levels are depending to a large number of information systems. Nowadays organization managers cannot ignore information systems and their impacts on organizations. To provide good information and the necessary resources then communicate with outside environment can have definitive effects on employees' empowerment process. Information systems by providing information for managers in supervision of employees and delegation more authority to lower levels of staff in decision-making, can reduce the number of levels in the organization.

Managers who want to empower employees should put aside controls, limitations and restrictions and in contrast motivates them, guide them and encourage their behavior. The employees can well afford their assigned duties when they possess appropriate skills, knowledge and abilities and also are well known the objectives of the organization. Means that may be able to rush to help managers is the process of empowerment (Abdullahi and Ebrahim,2006). When organizations want to empower their employees, information systems can be considered as an important element in this area and provide greater access to information for low-level hierarchy. Related studies also indicate that the use of information technology provides better and faster accessibility to information and empower human resources through saving time, money and manpower as well as propels the human resources to useful activities (Fathi at al., 2007). Formidable employees are able to remedy the difficulties in the organization and they can find appropriate solutions for them. Drucker recalls the 21st century, the self-management challenges. In his opinion emphasis of management control of workers has changed toward decentralization of power and providing opportunities for employees to have more influences.

Khuzestan Water and Power Authority is one of the leading organizations in utilization of modern information systems in the country. It utilizes new information systems as a prerequisite for increasing its own

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Corresponding Author: Amirreza Naghsh, Department of Management, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

productivity and has done investments in this regard. Hence present study aimed to investigate the relationship between the use of information systems and the ability of managers to examine the relationship between these two variables in Khuzestan Water and Power Organization. Thus, the research hypotheses were formulated as follows:

- The main hypothesis: there is a significant relationship between the use of information systems and managers capabilities in the Khuzestan Water and Power organization

Secondary hypotheses:
- Hypothesis 1: there is a significant relationship among the use of information systems and the sense of competency of managers in Khuzestan Water and Power Organization
- Hypothesis 2: there is a significant relationship among the use of information systems and a sense of autonomy (freedom of action) of managers in Khuzestan Water and Power Organization
- Hypothesis 3: there is a significant relationship among application of information systems and the sense of effectiveness of managers in the Khuzestan Water and Power Organization
- Hypothesis 4: there is a significant relationship among the use of information systems and sense of significance of managers in Khuzestan Water and Power Organization
- Hypothesis 5: there is a significant relationship among the use of information systems and the sense of trust of managers in the Khuzestan Water and Power Organization
- Hypothesis 6: there are significant differences between the amount of usage of information systems by managers in Khuzestan Water and Power Organization in terms of demographic factors
- Hypothesis 7: the factors of empowerment of managers in the Khuzestan Water and Power Organization are predictable by the application of information systems

The first and foremost necessity of this research is to clarify the scope of the frontiers of knowledge and also clarification on the proposed relations for the variables used in this research. Moreover, dealing with the further use of information systems and discovering its relationship with capabilities of managers as the results of this study can suggest appropriate solutions to the Khuzestan Water and Power Organization's managers,

thus make greater use of information systems toward the abilities of managers and help them to advance in their obligations.

Literature review
Information systems: Technically information systems are referred to the collection of interconnected components in order to support decision making and control in representative organizations, receive, process and storage data and distribute information. In addition to supporting of decision-making, coordination and control in information systems can also help managers and employees to get the problems and analyze complex issues also take them under consideration and create new products (Sen,2003). Management information system of the organization is not something distinctive and separate from other information systems but it provides inclusive framework in which on the basis of it, other information systems become compatible with each other. Management information systems provide the basis for integration of processing of organizational information (Davis and Olson, 1985). The main purpose of management information system is to provide information at the time of decisions-making that are created with respect to organizational structure and in which the individuals in the organization, responsibilities, management and management control are also considering (Javadkar, 2004).

Empowering managers: Tralaksen defines empowerment, the process of changing performance of the employees from the status of "what they are told to do" to "To do what is needed to" (Mirshafiee, 2012). Empowerment means authorizing for implementing duties. The amount of authority or empowerment changes due to the situation and individuals involved in the work. Empowerment in political, social and educational fields is basically meaning to dedicate more authority to individuals (Kinela,2004). Aiming at empowering is not involving more individuals in the decision-making processes of the organization but the main goal is to employment of the employees' opinions in order to find better ways and make the best decisions, increasing the competence to create new ideas and solve problems through the interaction and synergy of the team members . In one of the most famous and best empirical studies on the ability to this day has identified four cognitive dimensions (factors) for ability. In this study, based on the research of Spreitzer and Mishra (1997) which was added a dimension called sense of trust to these four dimensions (Spreitzer and Mishra, 1995) is used. In order that managers be able to empower others successfully, they should create these five features in them; trust: trust in interest, competence, openness and

trust in others involved (Spreitzer and Mishra, 1997). Self-determination or autonomy: the formidable employees feel that they are independent to perform the duties, they can make decisions about business operations and have necessary authority to determine how, when and speed of performing tasks (Vecchio, 2000).

Competence: Competence refers to the extent that a person can do job duties skillfully and successfully (Thomas and Volthovs, 1990). Significance or meaningfulness: formidable individuals give credit for business objectives based on personal standards and ideals and, In their value system, work is important therefore from participating in the activities of the organization they get sense of significance (Tubbs and Moss, 2000).

Effectiveness: Formidable employees believe that by performing job duties they are able to have an important role in achieving organizational goals, they have control over the results and outcomes of job, they influence on what happens and control barriers and constraints (Lussier, 2002).

Different perspectives of empowerment
Empowerment from the rational perspective: Of this rational perspective, empowerment is a process that a leader or manager does not share his power with his subordinates as well as the emphasis on participation in authority is organizational (Conger, 1989).

Empowerment from the motivational perspective: According to experts of this approach empowerment is rooted in motivational tendencies of individuals. In this view empowerment means the authorization and emphasis on participatory management, quality circles, self-management teams and bilateral targeting. Motivational perspective has been formed based on Mcclelland theory of motivation in which the basic needs of managers that are classified on three requirements: need to power, need to success and needs for belonging (Abtahi and Abbasi, 1386).

Empowerment of super motivational perspective: To some scholars the view of empowerment is the process of creating internal working motivation through the preparation of the environment and creating a transmission channel for having greater sense of self-effectiveness, higher power and strength (Conger and Kanungo, 1988).

Empowerment from the psycho-political perspective: From the above perspective, in order to comprehend the goals and concepts of empowerment, it is necessary to understand intellectual history and political thought of the West. While new form of empowerment derived from social movements of women's rights and civil rights which are associated with the 1960s, philosophical connection of it may return to beginning of a new or modern political philosophy (Spritzer and Dovensovn, 2005).

Empowerment From the psycho-symbolic perspective: From the above perspective, in addition to increasing self-esteem of employees, it makes a change in a series of phenomena and gives priority to moral values such as honesty, authenticity and trust at the top of their work and organization (Ghasemi, 2004).

Empowerment from a relational perspective (multi-dimensional): Individual power and dependence indicates him in relation to others (Spitzer and Mishra, 1997). According to this view application of new processes and distribution of power, will cause in empowerment of individuals. From this perspective, empowerment is a process through which a leader or manager is trying to divide power among subordinates (Airanzadeh,2010). Quinn and Spreitzer (1997) by field study among the middle managers of leading companies have identified two different approaches for empowerment: mechanical approach and organic approach .

Mechanical approach (communicational or structural): According to this view, empowerment means delegation of authority and power to low-level employees. Bowen and Lawler which in this approach are presented as "social-structural perspective" have emphasized, at information sharing of the staff, forming teams, training and rewards. First, employees should gain necessary trainings and get the required knowledge and awareness on how to be empowered; second, the importance of rewarding them has been insisted that skillful employees should be awarded in order to increase their accountability and responsibility (Aghayar, 2005).

Organic approach (motivational): According to this perspective, empowerment means risk taking, growing and changing as well as confidence in the employees and bearing their failures. Despite Quinn and Spreitzer (1997) present organizational structures obstruct "do the right thing". They assume that skillful employees have mistakes but these mistakes should not be punished. Formidable employees should be on "structure of

Table 1: Different models of empowerment (Seyed Javadein, Haidar and Moradi, 1388)

| Researchers	Empowerment dimensions
Kanter	Information -freewill-experimenting-clarity of goals and strategies -access to resources-reward-management support-self-confidence
Blanchard	Clarity of goals and strategies-training-management support-style leadership (coaching)-access to resources-access to information
Kanger and Kannongo	Self confidence-cooperation-lack of concentration-state of inspiring and meaningful goals
Alfred Bandora	Guidance and management support-reward-experimenting
Twanse and Voltoos	Significance of job-impaction-self-determination, competence
Nowler	responsibility-full access to the information-ability to make decisions
Bavon and Lovler	Freewill-information-knowledge-reward
Espritzer	Information-reward-significance of job
Ford and Fotler	Significance of job-freewill-clarity of goals and strategies-cooperation-job enrichment
Korkonda and others	Freewill-access to resources-responsibility
Queen and Espritzer (1997)	Open stream of information-clear the goals and strategies-organizational support- teamwork-sense of security and stability-job uncertainty
Folam and Lando	Environment-position uncertainty
Kebridge and others	freewill-teamwork-leadership-enriched of career-guidance and managerial support
Tabz and Mowse	Information- freewill-training-access to resources-responsibility
Vikhioo	Clarity of goals and strategies-cooperation
Roo and Biarez	Freewill-lack of concentration
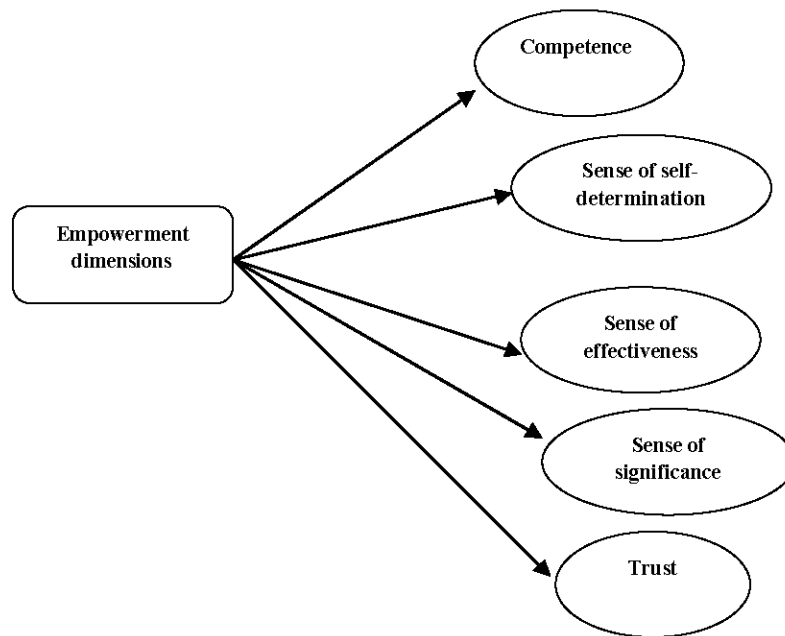
Fig. 1: Empowerment Model of Spritzer and Mishra (1995)

forgiveness instead of leniency". They must be entrepreneur, risk-taking and also have a sense of ownership to the organization (Fig. 1, Table 1).

Experimental background: Qada' and Molhem have done a research with title of "the study of the effect of information and information technology on the empowerment of employees" in a private university in northern Jordan. The results indicated a significant relationship between information technology and empowering employees with the correlation coefficient 207/0 with a significant value of 021/0, also a significant relationship among information and empowering employees with correlation coefficient of 292/0 with significant value of 001/0.

Alraja and Alomiam (2013) in a study entitled Impact of Information Technology on empowering employees of the public sector (Municipality of Jordan) in results indicated that a high percentage of municipal employees of Jordan use information technology as well as the results indicated a significant association among application of information technology and empowerment of staff. Ajamy and Arab in a study as the effects of using information technology in business at dimensions of

empowerment came to the conclusion that information technology is recognized as a valuable tool for information dissemination. Today, ICT could be a powerful tool and used to improve the quality and productivity of employees.

Jafai Rahni and Rajai have studied "Evaluation of application of information technology on empowering employees of Gonabad Islamic Azad University" that the results indicated that IT has a significant effect on empowering employees to the 416/0 as well as the impact of information technology on the sense of competence was 266/0, impact of information technology on autonomy 402/0, and impact of information technology on feeling effectiveness 277/0,impact of information Technology on trust was 458/0.

Ashjae (2012) in a study entitled application of IT to empower employees and providing optimal model to examine the impact of information technology on empowering employees of Porcelain Factory in Iran by representing the results indicated that applying IT are influential on the empowerment of Iranian Porcelain factories, As well as application of information technology on each of the seven intended components as aspects of empowering employees is also impressive.

Kamalian *at al.* (2013) in a study entitled influence of ICT in the empowerment of staff of technical and vocational education organization indicated that the use of ICT in technical and vocational institutions of Sistan-Baluchistan has direct and significant impact on all aspects of empowering employees including sense of meaningfulness, sense of effectiveness, competency, sense of independence and confidence.

Sarboland and Makhlooghi in a study entitled the investigation of the influence of IT on employee empowerment examined regional electricity distribution companies of West Kermanshah Province. The results revealed that there is positive and significant relationship among application of ICT and respectively improvement of quality of performance, knowledge and awareness, job opportunities, the independence and freedom of employees, decision-making responsibility, self-control and professional development.

Ansarifar (2014) in a study entitled the impact of application of information technology in the organizations on empowering employees of Isfahan Municipality concluded that there was a significant positive relationship among variables of the research and the use of information technology has a significant impact on the empowerment of municipal employees.

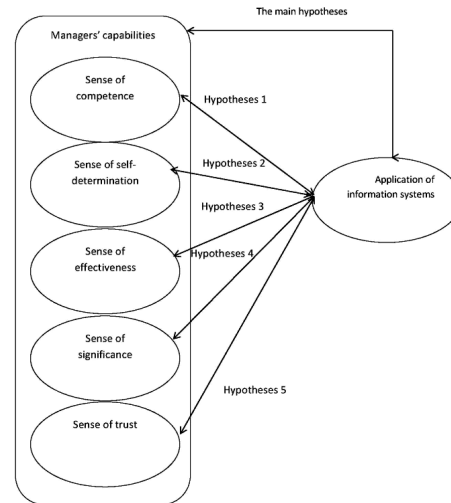**Conceptual model:** The conceptual model is presented in Fig. 2.

Fig. 2: Conceptual model of research (edited by researcher)

MATERIALS AND METHODS

The present study, in terms of applied purposes and descriptive nature is correlational. The statistical population of study is included all managers of Khuzestan Water and Power Authority in 1394 that is reported to the number of 200. Of this number, according to the formula of the sample size of Kokaran, 131 subjects as sample size were selected by simple random sampling method. It should be noted that the sample of study were consisted of 101 men and 30 women. In order to learn information and opinions, from two questionnaires were used: self-made-researcher questionnaire of information systems containing 23 questions.

Psychological empowerment standard questionnaires with 15 items that include components of competence (3 items), autonomy (3 items), effectiveness (3 items), significance (3 items) and trust (3 items) which were designed by Spritzer and Mishra in 1995. Rating the answers in the questionnaire are based on Likert five choices scale (1 = very little to very high = 5) and were measured. In this study, face validity approved by a number of respondents and content validity of the questionnaire by the supervisor, rand number of experts. To determine the reliability of questionnaires, a trial test was implemented on a sample of 30 subjects and reliability of the questionnaire was estimated through Cronbach alpha coefficient of the questionnaire: the use of information systems ($\alpha = 92/0$) and Capabilities ($\alpha = 88/0$) that indicates adequate reliability of tools. Analysis of collected data from questionnaires was conducted in two levels of descriptive and inferential statistics. At the

inference level in order to consider main hypothesis of the study and secondary hypotheses of first to fifth of the study, Pearson correlation test, Spearman were used and also to check the sixth hypothesis of variance analysis, T test and for the seventh hypothesis the regression were used. Related calculations of Pearson's correlation coefficient, Spearman, variance analysis, t-test and regression was carried out through (SPSS19) Software.

RESULTS AND DISCUSSION

The results of the correlation coefficient tests between research variables have been identified for primary and secondary research hypotheses in Table 2.

The main research hypothesis: As in Table 2 is observed, there is a significant and positive correlation between the application of information systems and management capabilities with the correlation coefficient (485/ 0, r = at a significance level) (p<0.05).

The first research secondary hypothesis: As in Table 2 is observed there is a significant and positive correlation between the application of information systems and competency of managers with a correlation coefficient (401/0, r = at a significance level) (p<0.05).

The second research secondary hypothesis: As in Table 2 is observed there is a significant and positive correlation between the application of management information systems and self-determination with a correlation coefficient (371/0, r = at a significance level) (p<0.05).

The third research secondary hypothesis: As in Table 2 is observed there is a significant and positive correlation between application of information systems and effectiveness of managers with correlation coefficient (338/0, r = at a significance level) (p<0.05).

The fourth research secondary hypothesis: As in Table 2 is observed, there is a significant and positive correlation between the application of management information systems and the sense of significance of the managers with the correlation coefficient (301/0, r = at significance level) (p<0.05).

The fifth secondary hypothesis: As in Table 2 is observed, there is a significant and positive correlation between the application of information systems and trust to managers (331/0, r = at a significance level) (p<0.05).

Research sixth secondary hypothesis: According to the Table 3 due to a significant value this hypothesis is rejected, therefore the result of the application of information systems in different age groups, gender, level of education and different levels of years of services of managers are equals and has no significant difference.

The seventh research secondary hypothesis: The empowerment dimensions of managers of Khuzestan Water and Electricity Organization is predictable by the application of information systems. For considering the prediction of the competency of managers by the application of information systems; simple regression analysis method was used at the same time. As it is observable in simple correlation coefficient Table 4 it is concluded that there is a significant relationship between variables of application of information systems and components of capabilities of managers. In other words, by considering the correlation we can prove that the changes in the criterion of variable variance, i.e., the application of information systems and components of and management capabilities are presentable. Also in Barazeshi regression model the components of; the competency $(456/0 = \beta)$, self-determination $(260/0 = \beta)$, effectiveness $(384/0 = \beta)$, the significance $(37/0 = \beta)$ and trust $(273/0 = \beta)$ in capabilities of managers were effective to anticipate the application of information systems. The

Table 2: Results of correlation coefficient between the application of information systems, information systems and dimensions of empowerment and Capabilities

Hypotheses	Statistical indicators	Application of information systems			Results of the hypotheses (confirmation)
		The correlation coefficient	Square of the the correlation coefficient	Significance level	
Main	Empowerment of managers	485/0	2352/0	001/0	Confirmed
First	Competence of managers	401/0	1608/0	002/0	Confirmed
Second	Self-determination of managers	371/0	1376/0	002/0	Confirmed
Third	The effectiveness of managers	338/0	1142/0	001/0	Confirmed
Fourth	Significant of managers	301/0	0906/0	001/0	Confirmed
Fifth	Trust of managers	331/0	1095/0	002/0	Confirmed

Table 3: The application of information systems in terms of demographic factors

Demographic factors	Sig.	F	t	Sig bilateral	α
Gender	279/0	095/1	939/1	055/0	05/0
Age	236/0	195/1	-	-	05/0
Level of education	259/0	173/1	-	-	05/0
Years of service	255/0	176/1	-	-	05/0

Table 4: Prediction of empowerment dimensions through the application of information systems

Empowerment dimensions	Variables	B	SE	β	t	p	R	R²	F
Fixed value	Competence	456/0	220/0	456/0	158/2	037/0	456/0	208/0	793/33
Application of information systems		546/0	094/0		813/5	000/0			
Fixed value	Autonomy	0456/1	210/0	260/0	970/4	000/0	260/0	067/0	344/9
Application of information systems		274/0	090/0		057/3	003/0			
Fixed value	Effectiveness	204/1	250/0	384/0	812/4	000/0	384/0	148/0	323/22
Application of information systems		504/0	107/0		725/4	000/0			
Fixed value	Significance	414/1	255/0	37/0	539/5	000/0	370/0	137/0	437/20
Application of information systems		492/0	109/0		521/4	000/0			
Fixed value	Trust	550/1	281/0	273/0	528/5	000/0	273/0	74/0	377/10
Application of information systems		385/0	120/0		221/3	002/0			

seventh hypothesis is also proved; according to it the empowerment dimensions' of managers is predictable by the application of information systems.

CONCLUSION

In this study, the analysis of Table 1 indicates that there is a significant and positive correlation between the application of information systems and managers capabilities in the Khuzestan Water and Power. This result is consistent with all the records of experimental findings. Based on the achieved results, we can say that; information systems have provided facilities such as maintaining records, storage of data, ease of making changes in the information bank of enterprises, acceleration in education and communication, providing more security for data and reduce the size of archive information and data more data. Since, the capabilities managers of an organization are depended to their knowledge and skills which have received them by trainings in this regard, therefore, by timely, properly and accurately use of information in coordination with documented records within their organization, they will be more capable. By receiving up to date information with care to and awareness of new instructions and procedures at a meeting with senior managers of organization they can enter confidently and more confidence and in the short time they can aware the senior managers of their tasks, thus when the accuracy of that information becomes clear to senior management and have the satisfaction of the performance of the duties of respective directors, it can improve the competitive situation between managers and other units.

According to the confirmation of first sub-study hypotheses, there is a significant and positive correlation between application of information systems and

managers' sense of competence in the Khouzestan Water and Power. This result is consistent with all recorded experimental findings. Relying on the results, we can say, the higher relationships of information systems are, it is possible to increase more the sense of competence of managers. By giving timely information to senior management and clients of organization, thereby applicant's can have access to more information and bear their satisfaction and indicates the accuracy of managers in their area of work and finally presents the competency of appropriate managers to the senior manager, clients and subordinates.

Due to that second hypothesis is confirmed, there is a significant and positive correlation between the application of information systems and a sense of self-determination (freedom of action) of managers in the Khouzestan Water and Power Organization. This result is consistent with all recorded experimental findings. By relying on the obtained results we can say that, how much the application of information systems increases, a sense of independence in more managers increases too. By using information systems people can have freedom of action and can in their duties gain greater freedom and peace and they can also work in the system and if a person couldn't manage his duty it can't be referred to the next stage. Therefore there is no responsibility for someone while in traditional ways without doing the previous steps of a work, there were demands on next work but application of information systems causes, managers select the requiring data among the produced information, then process and use them.

According to the confirmation of third sub-study hypotheses, there is a significant positive relationship between application of information systems and the sense of effectiveness of managers in the Khuzestan Water and Power organization. This result is consistent with all

previous recorded experimental findings. Based on the results we can say that however the application of information systems is more the sense effectiveness in the managers is more too. Individuals For self-controlling are motivated from within and an internal revolution is occurred in him who a person believes that he is an effective subject and his ability will be augmented and will always keep his high morale and will control his emotions and psychological pressures. Application of information systems and having accessible and accurate information will result in increasing knowledge and awareness of organizations managers also enrichment of the content of their jobs, knowledgeable managers will lead to their professional proficiency on the job and organization.

According to the confirmation of fourth sub-study hypotheses, there is a significant positive relationship between the application of information systems and the sense of significance of managers in the Khuzestan Water and Power organization. This result is consistent with the findings of, Atashzar (2011), Ashjae (2012), kamalian *at al* (2013), Ansarifar (2014), and Panahi(2014). It also consitstent withthe results of Alraja and Alomiyam (2013). Based on the results we can say that, whatever the application of information systems increase the managers' sense of significance will increase too. When managers are in such a situation that they feel helpful and the organization gives more value to them, As a result, they will serve more diligently and with more and up to date information of their business will step to face with senior managers', clients and subordinates' instructions, requests.

According to the fifth sub-hypothesis research, there is a significant relationship between the use of information systems and trust in managers in Khuzestan Water and Power organization. This result is consistent with the findings, Ashjae Mahdavi (2012), Ansarifar (2014), as well as with the results of Alrja and Alomiam (2013). Based on the obtained results we can say that, whatever the application of information systems increases, the sense of confidence in managers increase too which through the effective use of information systems and in performing organizational duties of managers as well as employees they can connect more to each other and more be more familiar with the current systems also with sending continuous data to managers it will help them to create a sense of trust between managers and senior managers, managers and subordinates and subordinates and the client.

Due to rejection of sixth sub-study hypothesis there is no significant difference between the use of information systems by managers in the Khuzestan Water and power

organization in terms of demographic factors. This result is consistent with the findings of, Ansarifar (2014) in terms of education and work experience is consistent and in terms of gender and age are not with Heyhavandy. Based on the results we can say the application of information systems at various levels of ages, education and work experience of managers were similar and there was no significant difference. In explaining the findings of a present study, it should be stated that due to that the population of the study was managers of an organization and everyone of them were aware of the necessity and benefits of information systems, therefore, experience, gender, age and level of education of subjects has not been able to influence their opinion on the use of information systems.

According to confirmation of the seventh hypothesis, empowerment dimensions of managers at Khuzestan Water and Power organization is predictable by the use of information systems. This result is not consistent with previous researches. Relying on the results, we can say, in order to an organization be capable for having a rapid response to changes, they need for management information systems that enable the organization and its environment to do different causal analysis and therefore effective using of information systems require managers with high competence, independence, effectiveness and significance as well as managers with high confidence, so that they can provide the better use of information tools, under which the information needs of organization to be answered properly and used in a correct way. Competent managers are capable of collecting data relating to information systems within the enterprise with data obtained from environment of organizations.

So based on the findings of study that according to them there is a correlation between the use of information systems and management capabilities at Khuzestan Water and Power Organization, it is suggested:

- In order to implement information systems, there should be Rewarding programs to motivate the employees
- It should be given more discretion to managers to enable them to find important ideas and solve problems in their area of work
- Upgrade the information systems to double the sense of being efficient in managers
- By encouraging the use of information systems in organizations and promoting them cause in boosting the morale of being significant in managers

- By using information systems and updating them give authorities and responsibility to managers and create the required sense of trust in them, to be able share their comments and contribute to the growth of the organization

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