Identifying the Interacting Methods of Non-Native Managers with Employees; and Offering Appropriate Methods to Improve Current Situation.

(A Case Study of Iran's Imam Port Petrochemical Company)

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Abstract

The main aim of this study was to identify and prioritize the interacting methods of expatriate managers with employees and offering appropriate strategies, to make the current situation better. This paper is conducted in a descriptive-correlation method, according to the goal of research. The population consists of all Iran's Imam Port petrochemical company workers, amounting to 5111 persons. On the basis of Cochrane formula, the sample size was calculated as 360 persons, who were selected from the mentioned population, by simple random sampling method. Data collection tool was scholar questionnaire,(designed by ourselves). The questionnaire included 6 desired factors of current paper. Results showed that managers' intelligence has a significant impact on how expatriate managers interact with workers of the Petrochemical Company. The results also indicated that how expatriate managers interact with workers, has a moderate positive correlation with workers satisfaction and a high correlation with workers commitment and workers empowerment.

Key Words: Intelligence, Management Style, Personality, Communication, Workers Satisfaction, Workers Commitment, Workers Empowerment.

Introduction

Human capital is considered as one of the most important capitals of an organization and plays an important role in establishing a competitive advantage for it. Interaction method between managers and workers is one of the most important aspects of human capital effectiveness. Constructive interaction results in a huge synergy in organization, whereas a non-constructive one will lead to highly destructive impacts on organizations (Farhangi. 2005). Therefore, seeking methods to maximize the effectiveness of such interactions is a must. However, the main problem is that managers are utilized in different regions according to their skills and organization needs, regardless of their unfamiliarity with social and cultural atmosphere of the organization. Therefore inconsistencies probability arises in such situations. Most misunderstandings occurred between expatriate managers and workers, is due to unfamiliarity with managers' personalities and not perceiving managers' messages as a message sender. Managers are not aware of how they behave others (Hix, 1993). This unawareness is due to workers' inappropriate feedbacks or managers' inadequate recognition   of them. Thus, managers spend most of their time communicating

with people and according to Islamic culture, the mentioned interaction should not be based only on organization profitability. The most important factor in organization dynamism, change, growth, development and utilization, are human forces, so in order to enhance organization excellence, it is important to enhance constructive interaction culture and empower workers, which leads to stable, targeted dynamic behavior and synchronized with superior managers and organizations.

For effective and appropriate communication with superior managers, we should be aware of assigned tasks and the accurate method of accomplishing them in the appointed time and even sooner, which results in doing them correctly, efficiency and effectiveness increase, and satisfaction of manager and workers.

The main purpose of this paper is to identify the key factors in the interaction methods of an expatriate manager with their workers in order to increase efficiency and effectiveness. Being aware of these factors and perception of them by senior managers, helps identify expatriate managers who can manage an organization with a different social-cultural environment, in advance. Eventually knowing such interaction methods, results in an increase in the performance and profitability of organization.

Subject Literature

Empowerment

Robbins et.al (2002) defined empowerment with factors, like: intrinsic motivation, perception and commitment, job structure, power or authority transition, and knowledge and resources sharing .In fact, empowerment is a continuous and permanent process and is analyzed in different levels in dynamic environments. Workers empowerment includes a set of systems, methods and actions that are utilized to improve and increase organization and human resource productivity, development, growth and excellence by developing capabilities and competency of workers, according to organizational goals.

Organizational Commitment

Like other organizational behavior concepts, organizational commitment is defined in different ways. The most common one describes it as a kind of emotional attachment to organization. According to this definition, a highly committed person, derives their identity from organization, participates and integrate themselves into it and enjoys being a member of the organization (Saroughi, 1996). Porter et.al (1974) defined the mentioned expression as accepting organizational values and getting involved in organization. They also said that measurement scale includes motivation and tendency for continuing task and accepting organization values. Besides, Chatman and Oraili(1968) defined it as emotional attachment to organization goals and values and supporting them, for the organization itself, apart from extrinsic values (a tool to achieve other goals).(Ranjbarian,1996).

Job satisfaction

A positive emotional feeling towards one's job which comes from factors like work place conditions, system, dominant communication in workplace and the effect of cultural factors, which are influenced by social factors(Abbazadegan,1384). Job satisfaction includes the satisfaction (joy of satisfying needs, tendencies and hopes) that one receives from their job. Job satisfaction is a set of consistent and inconsistent feelings by which workers judge their job.

Intelligence

Intelligence is the biological ability to analyze a certain kind of information in a specified way (Gardner, 2000). According to Mayer statement (2000), intelligence is abstract reasoning and mental arithmetic based on certain principles. Sternberg (1997), using a different point of view, emphasized biological and

evolutionary dimensions and declares that intelligence is required mental capabilities for adaption, selection and shaping, in any environmental context that leads to flexibility in challenging situations. Intelligence final definition which is taken into consideration in this paper is: the ability to think, plan, create, adapt, problem solving, reaction, decision making and learning(Noble,2000).Spiritual intelligence enjoys such features; and nowadays its coordinating role in data analysis and problem solving , is taken into consideration (ghanbari,2007).

Personality

There is no definitive and comprehensive definition of personality. Most people judge one's personality by factors like politeness, ethics, trim, and information and perception level. In their point of view anyone who has the above personality, is called "personable". However, sociologically, personality has certain definitions and concepts. According to the past and new definitions, we can conclude that personality is a blend of physical-biological, mental and social characteristics, that is established in others' minds on the basis of biological-social conditions, and it inspires to the person, the way they should behave; also, it inspires certain adaptions, accompanied by emotions and feeling of certain characteristics. (Karimzade, 1999).

Communication

Communication: process of sending a message from a sender to a receiver, provided that the meaning of the messages is the same. Communication Specialized fields, address different issues, such as mass communication, development communication, media studies, organizational communication, sociolinguistic, discourse analysis, cognitive linguistics, semantics, appearance and development of sociological communication thoughts (Pal Hersi & Kent Blanchar,2007). In Webster dictionary, the word communication is equivalent to words like convey, giving, transferring, informing, conversing and having relation.

Relation-Orientstyles

Relation-oriented styles are examined through the styles in which manager has the minimum tendency to tasks or jobs and maximum tendency to relation and persons (Pal Hersi & Kent Blanchard, 2007). This behavior style is effective if used in an appropriate situation and the manager will be called as "developer manager" .However if this behavior style is utilized in an inappropriate situation and therefore become ineffective, the manager will be called an "obedient manager" or a "preacher manager" (Hix, Herbert J & Golt, 1999).

Task-Oriented Styles

Task-oriented style is a behavior which is recognized by manager's high tendency to determine workers' role. (Kit & Nyoastourm, 2006). According to the manager's effectiveness three-dimensional model, if the mentioned behavior is used in an in appropriate situation(based on environmental requests), the behavior of the manager will be ineffective and he/she is called as a "dictator manager" (Hix, Herbert J & Golt,1999).

Research Background

Vebian Spertizer(1995), by investigating workers empowerment, concluded that workers self-confidence, access to information about organization mission, workers job performance and creative and innovative behavior has a significant positive correlation with psychological empowerment. Denis Gray Lin (1995), Studied "the impact of management style on workers job satisfaction, employment and productivity in Kentucky prison". Findings showed that the most important factor in job satisfaction is strength degree,

which directly or indirectly affects productivity. Fox (1998) believes that workers empowerment is a process by which an empowerment culture develops and in which ideals, goals, decision making restrictions and the results of their effects and efforts is shared in whole organization. In such a culture, resources and competing to obtain required resources is provided and supported, for their performances effectiveness. Harison & Hobard(1998) have acknowledged the effects of basic factors on the formation of workers' commitment. The results showed that workers, dealing with job challenges designed by managers, play an important role in increasing commitment level. Empowerment is one of the most promising concepts in business world which has been neglected, but nowadays, it's become a hot topic. However despite all discussions around empowerment benefits, its utilization is little and negligible. Although empowerment lets managers use all workers' knowledge, skill and experience, unfortunately there are few managers who know how to establish culture empowerment (Blanchard et al. (1999)). Beverly et al. (2001) conducted a research about organization commitment and job satisfaction in educational centers. They found out that in educational centers, organizational commitment is in a high level and this issue has resulted in an increase in job satisfaction. Sardari(2001), performed a research to investigate and compare job satisfaction of faculty members of Zanjan province Azad and state university. The findings are as follows:

1. In the studied population, there is a significant correlation between motivational factors and job satisfaction of faculty members.
2. In the studied population, there is a significant correlation between hygiene factors and job satisfaction of faculty members.

Salajeghe(2001), categorized the most important effective factors in establishing and maintaining organizational commitment of managers in different positions in the format of three variables of job satisfaction, hygiene factors and existence of environmental categorizing factors; and then examined their relation (significance level) with organization commitment. The results indicated that there is a positive linear relationship between job satisfaction level, preservative hygiene factors, and existence of environmental factors on the one hand, and managers' organizational commitment on the other hand. Also there is a significant relationship (correlation) between job satisfaction level and organizational commitment.

Sharghi et al. (2001) investigated the techniques of job improvement and satisfaction in Shahid Bahonar Copper Industry of Kerman. The results showed that among the improvement techniques, the most used one is job rotation. The middle of job rotation answers equaled to 4 and the middle of quantitative communication is more than 3. The middle of collaborative decision making and confrontation session were the same and equaled to 3. Highest satisfaction level related to job, in which the middle of answers is between 3 and 4. Satisfaction from promotion, supervision and co-workers are in the second level, and the middle of the answers is calculated as 3. Salary satisfaction is in the last level and the middle of answers is2. Mir Jafari et al. (2001) conducted a research to investigate the effective factors in Fars province Jahad Sazandegi organization workers satisfaction and the results are as follows:

1. There was a weak correlation between material factors and job satisfaction which was not significant either.
2. There was moderate and weak correlation between spiritual factors, expanding range of activities, specified range of tasks, close relationships, successful accomplishment of job, self-respect, superior manager competency, presence in a crisis, having great goals and job security ; and job satisfaction.
3. There was not a significant difference between the views of workers of the mentioned organization with different fields of study and different university certificates.

Madani & Zahedi(2005) indicated that organizational support perception variable has the strongest, positive, direct relation (correlation) with total organizational commitment(including emotional,

normative and implied(hidden)) and organizational justice feeling(perception) variable has a rather strong direct correlation with organizational commitment and job security (perception)feeling variable has a rather weak direct correlation with organizational commitment. Ghanbari(2006) has conducted a research entitled: " investigating effective factors on empowerment of human resources" in the organization of "Water Utilization and Distribution" of Golestan province. Results show there is a relationship (correlation) between the factors of: on the job training level of workers, assigning authority to workers, job enrichment, intrinsic and personal incentive, and collaborative management apply level; and the level of empowerment. Monavvarian & Niazi(1385) investigated the factors affecting workers empowerment in " Management And Planning " organization. The findings indicate that empowerment, creates potential capacities to utilize the source of human resources capabilities. Leader of organization can use this tool in order to increase workers productivity and organizational promotion. Mohammadi(2007) in a research entitled " assessing Birjand university workers empowerment methods" announced that job enrichment, authority assignment, performance-based reward, collaborative management and team work formation, are the primary ways of empowering.

Nami & Shekarkan(2007) released a paper about perceived organizational justice and job satisfaction in Indian state organizations. They found out that organizational justice has a direct positive effect on job satisfaction and it increases organization productivity and effectiveness. Inayt & Karaman(2007) did an investigation about the relationship between organizational justice and job satisfaction in educational centers of Denmark. They studied workers of Denmark universities. The results showed that there is a direct positive relationship (correlation) between organizational justice, satisfaction and also organizational commitment. Abdollahi et al. (2009) did a research about the effect of organizational justice on workers job satisfaction in educational environment. Findings show that there is a significant relationship (correlation) between organizational justice and workers and teachers job satisfaction. Also, Organizational justice has a significant correlation with job satisfaction aspects, except salary satisfaction. Also, there is a positive significant correlation between distribution justice and job satisfaction and its various dimensions. Ebrahimzade et al. found out that the effective factors in the increase of Golestan Payame noor human forces performance are as follows:

Personal incentives have the most influence on increasing performance, with the average of 69.4. The next ones are job enrichment, authority assignment, job training, collaborative management style, with the average of respectively: 69.1, 68.9, 64.4, 54.5, and job attitude has the minimum effect on performance increase with the average of 48.3. Bakhtiari & Ahmadi moghaddam(2010) investigated management strategies role in managers empowerment. The paper results show that among management strategies, resources provision factor has the maximum impact while structure factor has the minimum on the empowerment of managers. Poor soltani et al. (2011) did a paper about the relationship between justice perception and job satisfaction of the workers of sports sciences and physical education institute of science, researches, and technology ministry. The results showed that a significant positive correlation existed between organizational justice and job satisfaction. However no significant relationship exists between age and organizational justice, and also between age and job satisfaction. Moreover, there was no significant difference between organizational justice perception and job satisfaction (perception) feeling, based on gender. Simple regression analysis results also showed that organizational justice can anticipate job satisfaction.

Abedi et al. (2011) investigated the relationship between empowerment and organizational commitment of physical education teachers of north Khorasan province. The results showed that there is a significant correlation between mental empowerment and organizational commitment of the mentioned teachers. Also no correlation exists between sense of competency, sense of meaningfulness, self-determination, being effective, trust; and continuous commitment. According to the results, the significant relationship between mental empowerment and organizational commitment in physical education teachers shows that paying attention to mental empowerment of the mentioned teachers is necessary to enhance organizational commitment.

Mirkamali et al. (2011) conducted a research, investigating the relationship between psychological empowerment and job satisfaction and organizational commitment. Pearson correlation results show that psychological empowerment and the relevant subscales, namely meaningfulness, self determination, and competency are in a significant relation in the level of (p<0.001), and with the exemption of competency component, other psychological empowerment components had a significant positive correlation with organizational commitment; moreover, they observed that a significant relationship exists between physiological empowerment and the two components of organizational commitment, namely emotional and normative commitment in the significance level of (p<0.001), and psychologic empowerment cannot be sustainable only with commitment.

Finally step by step regression analysis results indicated that respectively the scales of significance level (0.001), determining (0.36), competency (0.23) helped predict job satisfaction and also, the components of significance level(0.30) and self-determining(0.31) contributed to the prediction of workers organizational commitment. Sayadi et al. (2012) conducted a research around the role of tolerance mediator in the relation of leading styles and job satisfaction of Shiraz Emdad committee workers. The findings revealed that there is a significant direct correlation between leading styles and job satisfaction (p<0.01). Also, a significant direct correlation (p<0.01) exists between tolerance and job satisfaction. And there is a significant direct correlation between job satisfaction and leading styles. The findings showed that in the whole research, 16% of job satisfaction variance is determined by transformational leadership tolerance. Whereas transactional leadership style was not able to do so. Khosro bryg et al. (2012) performed a comparative study of the effective factors on district 5 Azad university workers empowerment. The results indicated that management strategies, organization environment and condition and self-efficacy resources influenced the workers empowerment.

Mir jazem et al. (2013) surveyed the relationship between job satisfaction and organizational commitment among the workers of Petroleum Industry Health and Treatment Organization. They concluded that when job satisfaction increases, workers interest level in their job and organization and also in organization's goal and values increases; which will lead to workers continuous serving in the organization.

Research Goals

The main purpose of this paper was to identify and prioritize interaction methods of expatriate managers with workers and offering appropriate solution to improve current situation (a case study of Imam Port petrochemical company). The relevant hypotheses are as follows:

1. Managers' intelligence has a significant effect on the interaction method of expatriate managers with workers.
2. Managers' leading style has a significant effect on the interaction method of expatriate managers with workers.
3. Personality style has a significant effect on the interaction method of expatriate managers with workers.
4. Communication has a significant effect on the interaction method of expatriate managers with workers.
5. How expatriate managers interact with workers significantly affects workers satisfaction.
6. How expatriate managers interact with workers significantly affects workers commitment.
7. How expatriate managers interact with workers significantly affects workers empowerment.

Research Methodology

The method utilized in this research is the descriptive-survey, and in terms of purpose, the study is an applied statistics one. Population concludes all Imam Port petroleum workers which amounted to 5111 persons. Using Cochran's test, sample size was calculated to be 360; who were selected from the

population by simple random sampling. Data collection tool was scholar questionnaire. The mentioned questionnaire included 6 targeted components of the current research.

Research Findings

In this section, according to hypotheses sequence, we will report the findings and the results of the tests, taken to investigate the research hypotheses.

The first hypothesis: Managers' intelligence has a significant effect on the interaction method of expatriate managers with workers.

Table 1: Correlation test of managers' intelligence effect on expatriate manager's interaction method with workers

interaction method of expatriate managers with workers		Variables
significance level	correlation coefficient	
0.001	0.513	managers' intelligence

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and managers' intelligence variables, are in a relationship amounting to (r=0.56); and it can be analyzed as if the correlation level between the two variables equals to 0.513, which is a moderate correlation and the correlation type between the mentioned variables is direct (positive) and also, the calculated significance level amounts to (sig=0.001) which is less than 0.05 (p<0.05) which shows the significant relation between the two variables. According to the results we can conclude that the researcher's hypothesis about the effectiveness of managers' intelligence on manager's interaction is confirmed and zero the hypothesis based on ineffectiveness of managers' intelligence on managers' interaction level is rejected.

The second hypothesis: Managers' leading style has a significant effect on the interaction method of expatriate managers with workers.

Table 2: Correlation test of management style effect on expatriate managers' interaction method with workers

interaction method of expatriate managers with workers		Variables
significance level	correlation coefficient	
0.001	0.560	Management style

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and management style variables, are in a relationship amounting to (r=0.56); and it can be analyzed as if the correlation level between the two variables equals to 0.56, which is a moderate correlation and the correlation type between the mentioned variables is direct (positive) and also the calculated significance level amounts to (sig=0.001) which is less than 0.05 (p<0.05), which shows the significant relation between the two variables. According to the results we can conclude that the researcher's hypothesis about the effectiveness of management style effect on expatriate managers' interaction method with workers is confirmed and zero hypothesis, based on the ineffectiveness of management style on the managers' interaction method level is rejected.

The third hypothesis: Personality style has a significant effect on the interaction method of expatriate managers with workers.

Table 3: Correlation test of personality effect on expatriate managers' interaction method with workers

interaction method of expatriate managers with workers		Variables
significance level	correlation coefficient	
0.001	0.618	Personality

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and personality variables, are in a relationship amounting to (r=0.56); and it can be analyzed as if the correlation level between the two variables equals to 0.618, which is a moderate correlation and the correlation type between the mentioned variables, is direct (positive); and also the calculated significance level amounts to (sig=0.001) which is less than 0.05 (p<0.05), which shows a significant relation between the two variables. According to the results we can conclude that the researcher's hypothesis about the effectiveness of personality effect on expatriate managers' interaction method with workers is confirmed and zero hypothesis based on the ineffectiveness of personality on the managers' interaction method level is rejected.

The fourth hypothesis: Communication has a significant effect on the interaction method of expatriate managers with workers

Table 4: Correlation test of communication effect on expatriate managers' interaction method with workers

interaction method of expatriate managers with workers		Variables
significance level	correlation coefficient	
0.001	0.739	Communication

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and communication variables, are in a relationship amounting to (r=0.739); and it can be analyzed as if the correlation level between the two variables equals to 0.0739, which is rather a strong correlation and the correlation type between the mentioned variables, is direct (positive); and also the calculated significance level amounts to (sig=0.001) which is less than 0.05 (p<0.05), which shows a significant relation between the two variables. According to the results we can conclude that the researcher's hypothesis about the effectiveness of communication effect on expatriate managers' interaction method with workers is confirmed and zero hypothesis, based on the ineffectiveness of communication on the managers' interaction method level is rejected.

The fifth hypothesis: how expatriate managers interact with workers significantly affects workers satisfaction

Table 5: Correlation test of expatriate managers' interaction method with workers effect on workers' satisfaction

interaction method of expatriate managers with workers		Variables
significance level	correlation coefficient	
0.001	0.826	Workers satisfaction

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and workers satisfaction variables, are in a relationship amounting to (r=0.0826); and it can be analyzed as if the correlation level between the two variables equals to 0.0826, which is a strong correlation and the correlation type between the mentioned variables, is direct (positive); and also the calculated significance level amounts to (sig=0.001) which is less

than 0.05 (p<0.05), which shows a significant relation between the two variables. According to the results, we can conclude that the researcher's hypothesis about the effectiveness of expatriate managers' interaction method with workers on workers' satisfaction is confirmed and zero hypothesis based on the ineffectiveness of managers' interaction method on workers' satisfaction rejected.

The sixth hypothesis: how expatriate managers interact with workers significantly affects workers commitment

interaction method of expatriate managers with workers		Table 6: Correlation test of expatriate managers' interaction method with workers effect, on workers' commitment. variable]
significance level	correlation coefficient	
0.001	0.653	Workers' commitment

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and workers commitment variables, are in a relationship amounting to (r=0.653); and it can be analyzed as if the correlation level between the two variables equals to 0.653, which is a moderate correlation and the correlation type between the mentioned variables, is direct (positive); and also the calculated significance level amounts to (sig=0.001) which is less than 0.05 (p<0.05), which shows a significant relation between the two variables. According to the results, we can conclude that the researcher's hypothesis about the effectiveness of expatriate managers' interaction method with workers on workers' commitment is confirmed and zero hypothesis based on the ineffectiveness of managers' interaction method on workers' commitment is rejected.

The seventh hypothesis: How expatriate managers interact with workers significantly affects workers empowerment.

Table 7: Correlation test of expatriate managers' interaction method with workers effect, on workers' empowerment.

interaction method of expatriate managers with workers		Variables
significance level	correlation coefficient	
0.001	0.689	Workers' empowerment

In order to analyze this hypothesis we used Pearson significance test. the results indicated that in the significance level of (sig=0.001), managers' interaction method and workers empowerment variables, are in a relationship amounting to (r=0.689); and it can be analyzed as if the correlation level between the two variables equals to 0.689, which is a moderate correlation and the correlation type between the mentioned variables, is a direct (positive); and also the calculated significance level amounts to (sig=0.001) which is less than 0.05 (p<0.05), which shows a significant relation between the two variables. According to the results, we can conclude that the researcher's hypothesis about the effectiveness of expatriate managers' interaction method with workers on workers' empowerment is confirmed and zero hypothesis based on the ineffectiveness of managers' interaction method on workers' commitment is rejected.

Discussion and Conclusion

The research first hypothesis is seeking the effect of managers' intelligence on how expatriate managers interact with workers. The gathered dada indicated that managers' intelligence is in a moderate direct relation with expatriate managers' interaction method with workers; and we can say that manager's intelligence significantly affects how expatriate managers interact with Imam Port petrochemical company workers. The second hypothesis is studying the effect of management style on how expatriate managers interact with workers. The findings revealed that management style is in a moderate direct relation with

how expatriate managers interact with workers. These results are consistent with those of Denis Gray Lin (1995). However they are inconsistent with Sayyady et al. findings. The third hypothesis tries to investigate the effect of personality on how expatriate managers interact with workers. The findings showed that personality is in a direct moderate relation with how expatriate managers interact with workers. Also, the fourth hypothesis studies the effect of communication on how expatriate managers interact with workers. According to the achieved results, managers' interaction method and communication are in direct relationship with each other. The fifth hypothesis is trying to find out the effect of expatriate managers' interaction with workers on workers' satisfaction. According to the results expatriate manager's interaction and workers' satisfaction are in positive correlation of 0.826. The obtained results and significance level of 0.001, indicates that expatriate managers' interaction method with workers is in a positive relation with job satisfaction. These results are consistent with the findings of Poorsoltani et al. (2011), Abdollahi et al. (2009), Mirjafari et al. (2001), Salajeghe (2001), Nami & Shekarkan (2007), Beverly & et al. (2001), Denid GRAY Lain (1995) and Inat & Karaman (2007). But, are inconsistent with those of Kazem & et al. (2013), Sharghi et al. (2001) and Sardari (2001).

The sixth hypothesis studies expatriate managers' interaction with workers effects on workers' commitment. The findings show that expatriate managers' interaction with workers and workers' commitment are in positive correlation, which amounts to 0.653. These results and the obtained (0.001) significance level, indicates that how expatriate managers interact with workers is highly in positive relation with workers' commitment. These findings are consistent with those of Harison & Hobard (1998), Beverly et al. (2001), Madani & Zahedi (2005) and Abedi et al. (2011); but is inconsistent with the findings of Mirkamali et al.(2011) and Mirkazem et al.(2013). The seventh hypothesis, is also studying expatriate managers' interaction methods with workers effects, on workers empowerment. According to the results, expatriate managers' interaction method with workers and workers empowerment variables, are in a positive correlation which equals to 0.689. These achieved results and the level of significance (0.001), reveals that how expatriate managers interact with workers is in a strong direct relation with workers empowerment. The mentioned results are consistent with those of Mohammadi(1386), Ebrahim zadeh et al.(2010), Monavvarian & Niazi(2006), Webian spertizer(1995), Blanchard et al.(1999), fox (1998), Ghanbari (2006) and Khosrow baygi et al.(2012); but it is inconsistent with the findings of Bakhtisri and Ahmadi moghaddam(2000), and Abedi et al.(2011). In determining the results of this paper we should say that according to the moderate correlation coefficient, there is a significant direct relation between the managers' interaction method and workers empowerment; Namely, the more expatriate managers' interaction with workers is higher, the more empowerment level will be; and vice versa. Significant activities, establish a sense of purposefulness, excitement or mission in workers. Therefore, the organization can help the employees feel meaningfulness, by diverse empowerment plans, instead of exploiting them in insignificant activities; and establishing a sense of inconsistency, irritation, and work pointlessness in them. Doing a work of low meaning (value) or of no meaning (value) at all imposes heavy costs on organizations. Job alienation is caused by meaninglessness of it, and motivation arises from a meaningful job.

According to the results of this research, all the hypotheses are confirmed; these results show that in this paper, independent variables and the related (depended) variables are in a positive correlation. Moreover, effectiveness scale and relation of each of these independent variables differs from the dependent variable. So, these factors can be prioritized in terms of effectiveness, according to the scale and level of the achieved correlation. Given sufficient attention, the results indicate a desired situation between the variables of each hypothesis. Managers should always try to maintain and empower these relationships. They should consider workers empowerment as a fundamental strategy for making a positive interaction method between expatriate managers and workers, and plan to empower workers as much as possible. Thus, human resource development planning and designing human resources empowerment programs, is a fundamental strategy to make workers ready for a constructive interaction with expatriate managers; in which human resource managers play a key role and should pay sufficient attention to it. Managers interaction method is known as one of the most important components of existential physiology of any

organization, so that paying attention to them by Imam Port petrochemical company managers, increases the satisfaction of workers, in order to legitimizing managers' decisions.

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