

Identifying Factors of Employees Empowerment and its Relationship with Organizational Performance in General Office of Education Department in Sistan and Balouchestan Province

Masoud Miri¹, Abdolalie Keshtegar², Parviz Nasir Khani³

¹Master student in Human Resource Management, Science and Research Branch of Sistan and Baluchestan

²PhD in Human Resource Management, Associated professor in University of Zabol

³Doctor of Economics, Associated professor of PNU

(¹masoudmiri@yahoo.com, ²alikeshtegar@yahoo.com, ³parnasirkhani@pnu.ac.ir)

Abstract- The most valuable assets of twentieth century organization were its manufacturing equipment. But the most valuable assets of an entity in twenty first century (commercial or non-commercial) are its scientific staff and efficiency of scientific staff. Scientific staff productivity is twenty first century's greatest management challenge.

Empowering employees is one of the effective tools for increasing employee productivity and using their group and individual capacities and abilities in order to achieve organizational goals. In other words, empowerment is an organizational development strategy.

Statistical population of this research in the field of empowering is all official staff with a degree higher than diploma of Department of Education in Sistan and Baluchestan province and in terms of organization performance assessment is all clients (teachers and staff) of areas one and two in city of Zahedan to General Office of Education Department in Sistan and Baluchestan province.

As for statistical population of this study consisted of two groups of general office staff and clients to organization, so all employees and clients are categorized based on random sampling method, data collection method was field and data collection tool is questionnaires. Data analysis method in all hypotheses was Spearman correlation analysis that were analyzed by using software SPSS. The results indicate that there is a significant relationship between empowerment of employees and its sub-hypotheses that is related to organization performance.

Keywords- *Employees` Empowerment, Structural Aspects, Behavioral Aspects, Organizational Performance*

I. INTRODUCTION

Today, the most important competitive advantage in organizations is motivated, capable and conscientious employees. But their potential talents are not used in most organizations and thus empowerment is recognized as the most important challenges of managers in the present day. As a result of these challenges, managers must prepare organizations

conditions so that each person can be stronger as committed and capable workforce is one of the essential and necessary qualifications for effective performance in modern organizations. [2]

II. THE IMPORTANCE AND NECESSITY OF RESEARCH

Dynamism and exhilaration of education department of a country is one of the indices of growth and development of that country. In developed countries, concern, consideration of Education and Higher Education system are among important criteria for assessing government concerns in achieving a prosperous society with material and spiritual richness. [6]

Empowerment refers to the knowledge that says a person has necessary skill to do things in a particular area or for a particular purpose. Without the feeling of abilities trust, employees will probably feel less and less empowerment. [7]

Over past two decades, two complementary perspectives appear about empowerment in the workplace. The first perspective is about structural condition and second perspective is about empowerment psychological background that both of them do not create empowerment. This constraint help psychological viewpoint to be distributed and created compare to empowerment. [9]

Empowerment exists when people feel they have control over their work life that this feeling consists of competence, self-determination, effectiveness and significance. [12]

III. OBJECTIVE AND HYPOTHESES

This study aimed to identify and study factors of employees` empowerment and its relation to organizational performance in Department of Education of Sistan and Baluchestan Province with following assumptions:

Hypothesis 1: there is a significant relationship between employees` empowerment and organizational performance in education department in Sistan and Baluchestan province.

1-1: There is a significant relationship between access to information and organizational performance.

1-2: There is a significant relationship between organizational performance and reward system.

IV. RESEARCH METHODOLOGY

According to implementing method, research method is survey and Spearman correlation is used and it is descriptive - analytic study and necessary conditions are provided for collecting information through field studies and using cross-sectional survey. This kind of research describes society based on one or more variables.

Thus, this study based on a descriptive – survey discuss about understanding current situation and factors influencing employees` empowerment in education department. The most important tools of this study is provided by questionnaire that is used in survey researches.

In terms of data collection, due to the fact that questionnaire was used to collect data in this research thus data collection method is field.

A. Territory subject of research

Writing realm of this research is investigation of axis and issues related to employees` empowerment, empowerment description, its dimensions and reviewing relation of employees` empowerment with organizational performance of education department of Sistan and Balouchestan province will be examined in this study.

Sample size determination is very important in generalization of test results to the community. In this study, using a stratified random sampling method and as community members are 251 people, based on Morgan's table, selected sample for this study is 148 people and also two clients per one expert were regarded for General Office clients and they were asked to assess experts that totally 296 questionnaires were collected.

Both methods and information collection resources were used to gather information in this study including:

1 – Desk study: Desk technique is a determined way to achieve findings. In this desk study, the researcher does his searches through resources and different references study.

2 - Questionnaire: Questionnaire is one of tools for obtaining information in survey research that is directly collected by data.

B. Employees` empowerment

It refers to a process which provides employees more flexibility and freedom for work decision making and main idea is that when employees are given broad responsibility can react by more creativity and they are urged to participate and they are helped to be satisfied with their job. [4]

(Empowerment means that employees can well understand their duties before employees are told to do what.)

C. Structural aspect

Structural aspect of empowerment is more summarized in perspectives of democracy ideas and values and its success and rightness in all power levels are based on a system that upgrade and facilitate employees` majority participation in decision making. About exchange theories and social power, this perspective emphasize on division of power between supervisory and subordinate. But, today, empowerment theorists have found that this approach alone is limitative; because the nature of empowerment is experienced, not described, so that sometimes, power, information and rewards provided to employees, but they still do not feel empowerment, this limitation help distribution and creating psychological insight to empowerment. [8]

(From structural perspective, empowerment is a process in which a manager upgrades and facilitates decision making by a majority of employees participation.)

D. Access to information

Researchers have identified activities and organizational structures and say that unlike traditional management techniques that follow strict control, hierarchy and strictness, today empowerment through the development of knowledge and skills, access to information, support, resources and responsibility is possible.

And because of many delays in decision making due to lack of access to information that is a major obstacle in the way of innovation in organizations and instead empowerment is considered as a shortcut by granting decision making right through easy access to information that lead to innovation persuasion in the organization. [10]

E. Reward system

It is a process by which creativity and imagination context can be improved as the highest reward level continuously. [11]

F. Organizational performance

In today's economy success stems from organizational empowerment such as accountability, staff capabilities, speed, agile craft and learning capacity. Those organizations are assumed successful that are able to act quickly, to manage intelligently and efficiently on processes, and maximize employees` engagement and participation. And conditions are provided for the development of integration.

In this paper, results` organization performance obtained from the processing of material and human resources in education department are measured in indices framework of: accountability against performance, maintaining client resources. [1]

G. Accountability

In accountability, there is a kind of relationship about (power and responsibility). If assessment system and organizational arrangements are typically as such that responsibility for outcomes specified for particular individuals, they have accountability criteria in order to improve organizational performance. [5]

H. Maintaining interests of clients

Whenever an agent or an institution make their customers and employees in priority, staff will become loyal and satisfied and profitability will increase and their successful will be established.

I. Client satisfaction

Relationship between employee satisfaction and customer satisfaction are among the issues that have attracted the attention of many researchers who believe that happy and satisfied employees make more satisfaction for customers. Several studies have analyzed the relationship between customers` satisfaction and profitability, they added employees` job satisfaction to the profitability chain and they analyzed it. [3]

V. DATA ANALYSIS

Description table of under study variables in this research are as follows:

TABLE I. DESCRIPTIVE STATISTICS

	N	Min.	Max.	Mean	Std. Deviation	Variance
Empowerment	148	29.00	74.00	57.2703	4.33557	18.797
Organizational performance	296	28.00	69.00	54.8581	4.91005	24.109
Structural dimensions	148	17.00	38.00	30.1419	3.60840	13.021
Access to information	148	6.00	19:00	13.8919	3.13231	9.811
Reward system	148	5.00	18:00	12.3378	3.44155	11.844
Valid N (listwise)	148					

In this study, Spearman correlation coefficient is used in order to test research hypotheses that results obtained of this test are as follows:

TABLE II. SPEARMAN'S TEST RESULTS

	Significant coefficient (sig)	correlation coefficient
Empowerment of employees	0.0000	81.7
Structural dimensions	0.0000	82.1
Access to information	0.0000	83.8
Reward system	0.0000	76.8

Spearman's test results show that there is a signification relationship between empowerment of employees (in all dimensions of above table) and also it is the case between empowerment and correlation performance.

A. Suggestions related to employee empowerment

According to the table above, it was found that there is a significant relationship between employees` empowerment and organizational performance in the Department of Education of Sistan and Balouchestan province and severity of this relationship is %81.7 that is significantly important and it shows that if organization move in direction of empowerment and looking for shared vision among its members and respect always to individual aspirations and strengthen them, it create a necessary framework for improving organization performance through fair compensation system in order to compensate its employees at the earliest opportunity and quickly seek to compensate employees` efforts and it will grant freedom and independence to employees in their work such that employee can make decision about issues in his work field. It also seems that by creating a network or an electronic portal in the Department of Education in Sistan-Baluchistan province, local agencies can help to distribute information and directive fast and easy and accurate as accessing information for all staff will be easy and quick.

It seems that holding in-service courses and classes can also cause rapid data access and it also appears that organization can has a better performance in case of using people with related education, because if people have related education, they definitely have skill and expertise in their working field and they will have skills necessary to perform their duties and compared with a non-related education person, they need less time to gain experience in order to become familiar with their duties. Although Department of Education in Sistan and Balouchistan province is a staff office but most of the employees in this general office were absorbed by education position when they were employed in this organization, it seems that if a budget row is created for absorb and employment of administrative staff in case that staff enter in different office sectors with complete education, they also improve organizational performance.

B. Suggestions related to employees` empowerment structural aspects

The results indicate that there is a relation between employees` empowerment structural aspects and organizational performance and severity of this relation is also 82.1% and this perspective about social power exchange theories emphasize on power sharing between superior and subordinate, but today, as it is obvious from respondent perspective prioritizing, in first priority is one of indicators of behavior aspects such that sometimes, power, knowledge, information are provided for employees but they do not fell empowerment, this limit help to distribute and create psychological insight compared with empowerment but in superior managers structural aspects viewpoint, employees majority participation will upgrade and facilitate decision making. And it seems that this depends on holding continuous meetings in domestic offices of general office and listening to ideas and suggestions and decisions of employees by middle managers and collection and delivering them to superior management of an organization.

Suggestions related to access to information, one of the indicators of structural aspects

The results indicate that there is a significant relationship between employees' access to information and organizational performance and severity of this relationship is also 83.8 percent. From this perspective, people with more information are inclined to be self-regulate, self-control and experience more confidence, and it is suggested that related and on time accurate information is one of the most important factors in creating power and accuracy in decision making. And continuous supply of employees with career information needed is considered as an important support in decision-making feature. And it is an important backup in their independent decision making ability and provide a context for growth and self-reliance and their ability, and as it is previously mentioned it seems that due to new technology of IT through creating a medial and updated portal and also holding in-service courses by new topic of education and reviewing organizational developments and changes, employees will aware from daily issues of an organization and their performance will improve. Also, managers should not hesitate to provide relevant information and they need to provide related data of any sector for staff so when an employee need special information for conducting his/her duty, he/she will have easily that information and will not be hesitated and he/she can reach that information through managers.

C. Suggestions related to reward system, one of structural aspects indices

The results indicate that there is a relationship between organizational performance and reward system and severity of this relationship is 76.8 percent. According to the results of test, another work structure variable which can be of importance for empowerment is a system of incentives and rewards based on performance that can be as a collection of series that enhance desired frequency behavior. As a result, it is suggested that an organization can use a process in order to improve the field of creativity and imagination as the highest reward level in employees continuously and organizations will increase members' satisfaction, work life quality improvement as factors of motivation and consequently services and product quality improvement. Although most employees concentrate on material rewards when we talk about reward, but rewards are not just financial. But managers can reward employees through immaterial and motivate their sense of creativity and

innovation. An administrator can, for example, in addition to cash and financial bonuses that are granted to employees according to the rules, give them reward through relocation and organization post upgrading or a manager can make reward or incentive by granting a few days off to encourage and motivate staff. Even a manager can give a reward such as a meal along with employees and his subordinates and make them motivated. Of course, other point that should be mentioned here is that granting reward should be on time because delay in granting reward will reduce its value. Also rewarding should not be identical for all employees, but it should be such that make staff to compete and motivated.

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