

Investigating the relationship between human resource empowerment and effectiveness in the construction industry (Building facade engineering, design, and construction companies)

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Abstract

After many years of experience, the world has come to the conclusion that if an organization wants to be a leader in its economy and business affairs and not fall behind in the field of competition, it must have expert human resources. Considering this importance, the present article has set its main goal to examine the relationship between human resource empowerment and organizational effectiveness. The current research method is applied in terms of purpose and terms of data collection; it uses the survey method. The statistical population of the research consists of all managers of building facade engineering, design, and construction companies. 150 of them were randomly interviewed and completed the research questionnaires. Descriptive and inferential statistical methods have been used to analyze the research data. Relevant calculations were done using SPSS and AMOS software. The findings of the research showed that there is a strong and significant relationship between the empowerment of human resources and the effectiveness of the organization. Also, there is a significant relationship between human resource empowerment and organizational effectiveness components, including productivity, satisfaction, motivation, cohesion and conflict. Based on the coefficients of the empowerment components in the fitted research model, human resource empowerment has the greatest effect on improving and increasing the sense of effectiveness, sense of independence, sense of trust and sense of competence, respectively.

Keywords: human resource empowerment, organizational effectiveness, productivity, satisfaction, motivation, cohesion, conflict

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Introduction

Manpower is the most important productivity factor in organizations and ultimately in the whole human resource community. Undoubtedly, the prosperity of any community lies in improving and developing its human resources, thus the organizations managers have paid special attention to educating the staff with human resource and behavioural

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sciences experts' assistance. One employee's empowerment is one of the concepts introduced in line with human resource development [26].

The individual is one of the most important factors in large changes of organization. In this regard, the organizations, which are willing to take risks and devolve decision-making to the lowest possible organizational level, will be superior. This new paradigm is made based on empowering the individual [25]. The organizations are designed in a way that they utilize the individual energy and ability to do their job and fulfill purposes. Naturally, if managers are able to increase the capabilities of human resources, it will lead to the organizational development and improvement. Therefore, since the human is the center of organizational development, the human resource empowerment should be promoted to achieve an acceptable level of organizational development. The library research and the applied literature indicate that the researchers are sure that human resource empowerment is the more cost-effective and accessible actual and sustainable competitive advantage in the organization. Geisler [12] considers empowerment as the injection of power in staff. According to the postmodern theories of management, empowerment can be considered as the management style in which the managers and human resources are invited to be more involved in the work processes by contributing to decision-making processes. Nowadays, managers are seeking to extract the knowledge in the organization members' minds through knowledge management and share it among all individuals. In this regard, the knowledge stored in the system is changed to a source of constant use and the sustainable competitive advantage is provided for the organization [13]. The environmental changes and increasing global competition have made employee empowerment the managers' issue of focus because the organizations will be better able to adapt themselves to the changes and compete by strong, committed, skilled and motivated staff [6].

The evidence suggests that the empowered employees are more competent, efficient, and innovative and make higher quality products and services than the non-empowered employees. When there is strong labour, the organizations are more effective [27].

Only a part of human resource capacity in the organization is applied in the hierarchical organizations which have the management following the "prohibiting" approaches (perhaps 25 to 30 percent). The studies of management skills indicate that the subordinates' empowerment is an important part of organizational effectiveness and management. The analysis of power and control in organizations suggests that involving the staff in power and control may increase organizational effectiveness. The experiences of creating the group in the organization imply that empowerment strategies play an important role in creating and surviving the group. The experiences of creating the group in the organization imply that the employees' empowerment strategies play an important role in creating and surviving the group. Peter Drucker considers the 21st century as the challenge of self-management and argues that the control of management leads to the decentralization of power focus and provides opportunities under which individuals have greater influence.

By creating a sense of self-sufficiency and the freedom of action space for employees, the empowerment creates this opportunity for them to improve their abilities and skills and make themselves efficient. By empowering motivated and capable employees, empowerment enables managers to react properly against the dynamism of a competitive environment [10].

Utilizing the potential of human resources is considered a huge advantage for any organization. In individual productivity, the organization utilizes the set of individual talents and capabilities for the development of the organization and will develop the individual and make him in line with the organization by the actualization of potential forces and tremendous talents according to the development. Therefore, the effective management of these valuable resources is necessary to achieve the organizational objectives. In this regard, the staff empowerment is taken into account by the scholars and experts in human resource management. Empowerment is the modern and effective technique to enhance the efficiency and effectiveness of organizations by utilizing the employees' power [22]. Therefore, the main question of this research is whether there is a relationship between human resource empowerment and organizational effectiveness.

1 Theoretical principles and research literature

1.1 Definition of empowerment

The first definition of empowerment dates back to 1788 when empowerment was considered as the delegation of authority in the organizational role and this authority should be granted to the person or seen in his organizational role. This empowerment referred to the individual's willingness to take responsibility for the term which was first officially interpreted as accountability. Morris [18] presented the common dictionary definitions of empowerment including the delegation of legislative power, delegation of authority, giving mission and strengthening. Empowerment is a process through which the development and expansion of individuals and teams' influence and abilities lead to the

continuous improvement of performance. In other words, empowerment is a strategy for organizational development, prosperity, and effectiveness. Eslami [10] defines staff empowerment as creating the set of required capacities in staff to enable them to create value added in the organization and play their roles and responsibilities in the organizations along with effectiveness and efficiency. He also considers empowerment as the delegation of authority to staff to make decisions for increasing the productivity of the organization. Blanchard [5] defined empowerment as follows: Human resource empowerment means creating a set of necessary capacities in employees to enable them to create value added in the organization and play their roles and responsibilities in the organizations combined with the effectiveness and efficiency. Blanchard mentioned 3 key factors for empowerment: 1) Involving the individuals in the information, 2) Determining the scope of self-authorization, and 3) Making the teams instead of hierarchy. Empowerment means simply encouraging people to take a more active role in their work as far as taking responsibility for their improved activities and being able to make the key decisions without referring to the superior authority [5].

1.2 Empowerment approaches

The staff empowerment has different definitions and meanings based on a variety of views and perspectives and these definitions will be simply understood by classification into the mechanical and organic approaches. Based on the results by Mokhtari (2004) there are mechanical and organic approaches in definition and concept of empowerment.

1.3 Mechanical Approach

Most of the sets management experts have the mechanical viewpoint on the empowerment and based on this meaning the empowerment refers to the delegation of power and authority to the subordinates. The empowerment is a process under which the superior management develops a clear insight and draws the program and responsibilities to achieve them in the organization [2].

1.4 Organic Approach

Since the 1990s, organizational psychology theorists and experts have considered human resource empowerment as a complex and multi-dimensional concept and have distinguished between the position characteristics (management practices) and employees' perceptions of these characteristics. Short and Rinehart [24] have proposed that management practices are only a set of conditions which can empower the employees, but they will not be necessarily the same. Based on the organic approach, empowerment is not what the managers should do for the staff, but it refers to the employees' perceptions about their roles in the job and organization. However, the managers can provide the necessary opportunities for staff empowerment [1].

The study and investigation of articles, which have been conducted on human resource empowerment in different countries so far, generalize three models or viewpoints on empowerment. The first viewpoint is a rational perspective based on sharing the power with subordinates, delegating vertical authority, decentralization in decision-making, establishment collaborative management, and creating quality cycles. The second viewpoint is the motivational perspective which considers the need to gain power as the internal state for acquiring the influence and control over people and as a basis of empowerment. The third viewpoint is the macro-motivational perspective which provides a more theoretical view on empowerment by creating the internal motivation by developing the environment and creating the sense of greater effectiveness and energy.

The mentioned viewpoints are not necessarily applied in all organizations, thus a new viewpoint can be provided based on different needs in terms of environment and time. The most important articles conducted in the field of different aspects of empowerment are as follows: The studies by Short and Rinehart [24] (Teacher empowerment and school climate), Wu and Short [28] (The relationship of empowerment to teacher job commitment and job satisfaction), Morris [18] (Empowerment and Change Training & Development), Savery and Luks [23] (The relationship between empowerment, job satisfaction and reported stress levels), Men Linjuan Rita [20] (How employee empowerment influences organization-employee relationship in China), Allahyari [3] (Survey of relationship between the psychological empowerment of employees with organizational learning), Buckingham and Clifton in not-mentioned references [8] (Identifying the factors and contexts of human resource and management empowerment), Lampers [14] (10 strategies for staff empowerment), Sanchez [17] (Attaining Employee Empowerment), Bektas [4] (Terms of Organizational Psychology, Personnel Empowerment and Team Working).

In all these types of articles, the variables affecting the ability of human resources are tested and put under statistical studies. Regardless of the mentioned researchers' environment and occupations, this paper seeks to test the significant relationship between effectiveness and human resource empowerment to determine the research variables.

Table 1: Comparison of conducted studies

No.	Researcher's name	Year	Work Domain
1	Short and Rinehart [24]	1993	Teacher empowerment and school climate
2	Wu and Short [28]	1996	The relationship of empowerment to teacher job commitment and job satisfaction
3	Morris [18]	1996	Empowerment and Change Training & Development Alexandria
4	Savery and Luks [23]	2001	The relationship between empowerment, job satisfaction and reported stress levels: some Australian evidence
5	Buckingham and Clifton [8]	2003	Identifying the empowerment
6	Lampers [14]	2004	10 strategies for staff empowerment
7	Linjuan Rita Men [20]	2011	Empowerment and work domain
8	Allahyari	2011	Survey of relationship between the psychological empowerment of employees with organizational learning
9	Sanchez	2012	Attaining Employee Empowerment
10	Bektas [4]	2013	Terms of Organizational Psychology, Personnel Empowerment and Team Working

1.5 Issue Importance

Nowadays, if an organization wants to be efficient in production and providing service and be considered in the competitive markets, it will need empowered labour. Then it can be concluded that staff empowerment enhances efficiency and effectiveness and improves work conditions; productivity and economic growth depend on the educated and empowered staff [29]. Edwards, Veterini hospital director said: I have been present in various seminars of empowerment process where the speakers frequently said: the empowered staff effectiveness and efficiency is higher than other employees [19]. Furthermore, the report by the Vinson chemical plant indicates that they have reached an annual increase in profits by \$25 million through the empowerment and improvement of the production process. The hospital director considered the presence of empowered staff as the secret of efficiency and success of the factory and such these staff open the gates of world markets to the products.

Empowerment is one of the effective tools for increasing employee empowerment and optimal use of their individual and group capacities and abilities in line with organizational objectives In the field of advantages and benefits of staff empowerment, Buckingham and Clifton [8] believe that the by creating the sense of empowerment and self-sufficiency and creating the freedom of action for staff, the empowerment this opportunity for them to improve their skills and abilities and enhance their own efficiency and respective organization. It also can be concluded that staff empowerment reduces the employees' stress [8].

2 Research Variables

Human resource Empowerment:

The empowerment is the process of empowering the people. During this process, we help our employees to improve their self-confidence and dominate their sense of powerlessness and frustration. According to this meaning, empowerment leads to the mobilization of individual inner motivations. Thus four components are considered for the independent variable, empowerment, including the sense of competence, independence, efficacy and trust.

2.1 Organizational effectiveness:

Organizational effectiveness refers to the extent to which the organizations achieve the desired goals [9]. Effectiveness means paying attention to the appropriate efficiency and outcome. The effectiveness has the meaning of quality in itself. The components of effectiveness as the dependent variable in this paper include efficiency, job satisfaction, motivation, cohesion and conflict.

2.2 Statistical population and sample

The statistical population of this study consists of all central headquarters managers in Building facade engineering, design, and construction companies. Cochran's sampling formula is utilized for determining the sample size. The sample size is calculated equal to 111 individuals through Cochran formula and considering the probable accuracy (0.7), and the values of P and q equal to 0.95 and 0.15, respectively (due to the same statistical population in terms

of demographic characteristics); for compensating the possible incomplete questionnaires, they were increased by 150 ones.

$$\frac{t^2 pq}{d^2} = \frac{(1.96)^2(0.95)(0.15)}{(0.07)^2} = 111$$

3 Research data and method

The research method is applied in terms of objective and descriptive survey with Delphi type according to data collection; it aims at gaining the consensus of experts familiar with the subject of this article. This paper proceeds to collect the literature on human resource empowerment according to the paper sketch and then designs a questionnaire for the statistical population. The descriptive and inferential statistical tests through SPSS software are utilized for analysis of collected data. Furthermore, the research model fitness is done by using the structural equation modeling and using Amos software. Finally, the conclusion and suggestions are provided after data analysis.

3.1 Research hypotheses

Main hypothesis: There is a significant relationship between the human resource empowerment and organizational effectiveness. Subsidiary hypotheses:

1. There is a significant relationship between the human resource empowerment and productivity.
2. There is a significant relationship between the human resource empowerment and job satisfaction.
3. There is a significant relationship between the human resource empowerment and motivation.
4. There is a significant relationship between the human resource empowerment and cohesion.
5. There is a significant relationship between the human resource empowerment and conflict.

4 Nonlinear Structural Equation Model

The traditional linear structural equation model is typically made up of two parts: the measurement model describing the relationships between the observed and latent variables and the structural model describing the relationships between the latent variables. Given a vector of p observed variables Z_i for the i th individual in a sample of size n and a vector of q latent variables f_i , the linear structural equation model system can be written:

$$Z_i = \mu + \Lambda f - i + \epsilon_i, \quad (4.1)$$

$$b_o + B_o f_i = \delta_{oi} \quad (4.2)$$

where in the measurement model, the matrices $\mu(p \times 1)$ and $\Lambda(p \times q)$ contain fixed or unknown scalars describing the linear relation between the observations Z_i and the common latent factors f_i , and represents the $(p \times 1)$ vector of random measurement error independent of f_i such that $E(\epsilon_i) = 0$ and $Var(\epsilon_i) = \Psi$ with fixed and unknown scalars in; and in the structural model, the matrices $b_o(d \times 1)$ and $B_o(d \times q)$ contain fixed or unknown scalars defining d different additive linear simultaneous structural equations relating the factors to one another plus the $(d \times 1)$ vector of random equation error δ_{oi} , where $E(\delta_{oi}) = 0$ and $Var(\delta_{oi}) = \Delta_o$ with fixed and unknown scalars in Δ_o . The simultaneous linear structural model as written in (4.2) is very general. For many practical research questions which can be addressed by simultaneous structural models, it is useful to model specific variables in terms of the rest of the variables, i.e., it is useful to consider some of the latent variables as endogenous and others as exogenous, where endogenous variables are those that are functions of other endogenous and exogenous variables. Let $f_i = (\eta'_i, \xi'_i)'$ where η_i are the d endogenous latent variables and ξ_i are the $q - d$ exogenous latent variables. Then a commonly used form for the structural model (4.2) becomes:

$$\eta_i = b + B\eta_i + \Gamma\xi_i + \delta_i, \quad (4.3)$$

where it is assumed the equation errors δ_i have $E(\delta_i) = 0$, $Var(\delta_i) = \Delta$ and are independent of the ξ_i as well as independent of ϵ_i in (4.1), and the matrices $b(d \times 1)$, $B(d \times d)$, $\Gamma(d \times (q - d))$, and $\Delta(d \times d)$ are fixed or unknown scalars. The structural model (4.3) is said to be in implicit form, implicit because it has endogenous variables on both sides of the equations, i.e., it is not "solved" for the endogenous variables. It is assumed that the diagonal of B is zero

so that no element of η_i is a function of itself. A sufficient condition for solving (4.3) is that $(I - B)$ is invertible, then (4.3) can be solved for the endogenous variables and written as

$$\eta_i = b^* + \Gamma^* \xi_i + \delta_i^* \quad (4.4)$$

where $b^* = (I - B)^{-1}b$, $Y^*(I - B)^{-1}y$, and $Var(\delta_i^*) = (I - B)^{-1}\delta(IB)^{-1}$. The structural model (4.4) is said to be in reduced form as the η_i now appears only on the left-hand side of the equation. It is important to note the assumption that the equation errors δ_i were additive and independent of the ξ_i in the implicit form (4.3) results in the equation errors δ_i^* in the reduced form (4.4) also being additive and independent of the η_i . Given p , q and d , additional restrictions must be placed on μ , A , Y , b_o , B_o , and Δ_o , in (4.1)-(4.2) in order to make all the unknown parameters identifiable. The assumption that (4.2) can be written in reduced form (4.4) is the typical restriction placed on the structural model. Additionally, a common restriction placed on the measurement model (4.1) is the errors-in-variables parameterization where q of the observed variables are each fixed to be equal to one of the q different latent variables plus measurement error. For a thorough discussion of identifiability in linear structural equation models see, e.g., Bollen [4]. Finally, it should be noted that there is no inherent distributional assumptions needed for ϵ_j , δ_{oi} , nor f_l at this point of model specification although distributional assumptions may be added eventually to perform estimation. A mixture SEMs for a $p \times 1$ random vector y_i is defined as follows:

$$f(y_i) = \sum_{k=1}^K \pi_k f_k(y_i | \mu_k, \Sigma_k), \quad i = 1, \dots, n, \quad (4.5)$$

where K is the number of components which can be unknown, π_k 's are component probabilities which are nonnegative and sum to 1.0, $f(y | \mu_k, \Sigma_k)$ is a multivariate normal density function with an unknown mean vector μ and a covariance matrix Σ_k . Conditional on the k th component, suppose that y satisfies the following measurement model:

$$y = \mu_k + \Lambda_k \omega_k + \epsilon_k \quad (4.6)$$

where μ_k is an $p \times 1$ Intercept vector, Y_k is a $p \times q$ factor loading matrix, ω_k is a $q \times 1$ random vector of latent variables, is a $p \times 1$ random vector of error measurements with distribution $N(0, \Psi_k)$ which is independent of ω_k , and Ψ_k is a diagonal matrix. Let ω_k be partitioned into $(\eta_k^T, \xi_k^T)^T$ where η_k is a $q1 \times 1$ vector, ξ_k is a $q2 \times 1$ vector, and $q1 + q2 = q$. The structural equation is defined as

$$\eta_k = B_k \eta_k + \Gamma_k \xi_k + \delta_k \quad (4.7)$$

where B_k and Y_k are $q1 \times q1$ and $q1 \times q2$ matrices of unknown parameters; and random vectors $\xi_k \lambda_k$ are independently distributed as $N(0, \phi_k)$ and $N(0, \phi_{\lambda k})$ respectively; and ϕ_k is a diagonal matrix. We assume that $B_{ok}(q1 - B)$ is nonsingular and (l_{q^t} is Independent of any elements in B_{k^*}). One specific form of B_k that satisfies this assumption is the lower or upper triangular matrix. As the mixture model defined in (4.5) is invariant with respect to permutation of labels $k = 1, \dots, K$, adoption of a unique labeling for identifiability is important. Roeder and Wasserman [21], and Zhu and Lee [15] proposed to impose the ordering $\mu_{1,1} < \dots < \mu_{K,1}$ for eliminating the label switching (jumping between the various labeling subspace), where $\mu_{K,1}$ is the first element of the mean vector μ_k . This method works fine if $\mu_{1,1}, \dots, \mu_{K,1}$ are well separated. However, if $\mu_{1,1}, \mu_{K,1}$ are close to each other, it may not be able to eliminate the label switching, and may introduce incorrect results. Hence, it is necessary to find a sensible identifiability constraint. In this chapter, the random permutation sampler developed by Frühwirth-Schnatter [11] will be applied for finding the suitable Identifiability constraints. See the following sections for more details.

Moreover, for each $k = 1, \dots, K$, structural parameters in the covariance matrix Σ_k corresponding to the model defined by (4.6) and (4.7) are not identified. A common method in structural equation modeling for identifying the model is to fix appropriate elements in A_k , B_k , and/or Y_k at preassigned values. The positions of the preassigned values of the fixed elements in these matrices of regression coefficients can be chosen on a problem-by-problem basis, as long as each σ_k is identified. In practice, most manifest variables are usually clear indicators of their corresponding latent variables. This give rather clear prior information to specify the zero values to appropriate elements in these parameter matrices. See the illustrative example in Section 5 for a more concrete example. For clear discussion of the proposed method, we let $\Pi = (\Pi_1, \dots, \Pi_K)$, and O be the vector which contains all unknown parameters in the covariance matrices that defines an identified model.

5 Research findings

Investigating the demographic characteristics of research sample indicates that there were 85% male and 15% female. 71% were married and 29% single. In terms of educational level, the samples had bachelor degree on average.

So that 60% of interviewed staff had almost bachelor degree, 25% had master degree and 15% had higher than master degree. The average age of studied employees was 35 years and they were at the range of 22 to 51 years. Investigating the reliability of research variables indicates that the amount of Cronbach's alpha is equal to 0.976 for components of empowerment index and 0.989 for the organizational effectiveness index indicating the high reliability of research indexes. The research hypotheses are investigated as follows.

5.1 Pearson correlation coefficient results

First hypothesis: There is significant relationship between the human resource empowerment and organizational effectiveness.

Table 2: First hypothesis test

Variable	Pearson correlation	Significance level
Human resource empowerment and organizational effectiveness	0.987	0.000

As shown in Table 1, the correlation value is equal to 0.98 between the human resource empowerment and organizational effectiveness indicating a high degree of positive correlation between these two variables. Therefore, it can be concluded that the organizational effectiveness is enhanced by increasing the human resource empowerment and this relationship is statistically significant.

Second hypothesis: There is a significant relationship between the human resource empowerment and productivity.

Table 3: Second hypothesis test

Variable	Pearson correlation	Significance level
Human resource empowerment and productivity	0.960	0.000

Pearson correlation value (0.960) indicates that there is a direct positive relationship between the human resource empowerment and organizational productivity. The significance level also indicates that this relationship is statistically significant.

Third hypothesis: There is a significant relationship between the human resource empowerment and job satisfaction.

Table 4: Third hypothesis test

Variable	Pearson correlation	Significance level
Human resource empowerment and job satisfaction	0.971	0.000

As shown in Table 4, Pearson correlation coefficient and its significance level suggest that there is a significant positive relationship between the human resource empowerment and job satisfaction. Thus increasing the human resource empowerment will lead to the staff job satisfaction.

Fourth hypothesis: There is a significant relationship between the human resource empowerment and motivation.

Table 5: Fourth hypothesis test

Variable	Pearson correlation	Significance level
Human resource empowerment and motivation	0.964	0.000

The correlation coefficient in Table 5 indicates that there is a significant positive relationship between the human resource empowerment and increased labor motivation.

Fifth hypothesis: There is a significant relationship between the human resource empowerment and cohesion.

Table 6: Fifth hypothesis test

Variable	Pearson correlation	Significance level
Human resource empowerment and cohesion	0.967	0.000

As observed, the findings suggest that there is a positive and significant relationship between the human resource empowerment and increased cohesion in the organization.

Sixth hypothesis: There is a significant relationship between the human resource empowerment and conflict.

Table 7: Sixth hypothesis test

Variable	Pearson correlation	Significance level
Human resource empowerment and conflict	-0.977	0.000

Pearson correlation value in Table 7 indicates the significant negative relationship between the human resource empowerment and conflict in the organization. Thus, the organizational conflict will be reduced by increasing the human resource empowerment in the organization.

6 Research model fitness

In this section, the research model is fitted by using the structural equation model. Figure 1 shows the coefficients of each variable. The value of chi-square statistic is 226.1 and its degree of freedom is 26 in this model.

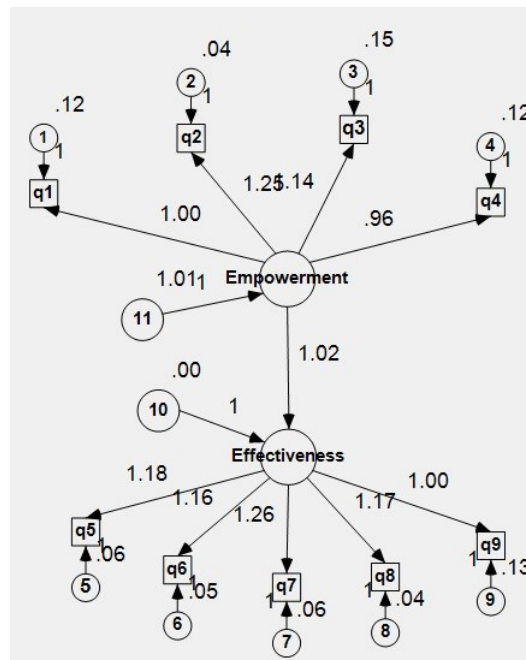


Figure 1: Fitted model

The following table presents the indexes of fitted model indicating the proper model fitness.

GFI	AGFI	RMR	NFI	RFI	IFI	CFI	TLI	PGFI
0.741	0.552	0.019	0.933	0.907	0.940	0.940	0.916	0.428

7 Discussion and conclusion

After several years of experience, the world has concluded that if an organization wants to be ahead in the economy and work affairs, and not fall behind in the competition arena, they should have expert manpower. The staff will do their assigned tasks well if they have the necessary skills, knowledge and ability and know the organizational objectives well. Empowerment is the tool which helps the managers in this regard. Empowerment is the modern method for the survival of prior organizations in the competitive environment. It is one of the effective tools for enhancing staff performance and effectiveness and the optimal use of individual and group capacities and abilities in line with the organizational objectives. Therefore, human resources are the main objective in empowerment, so for organizational

staff's cooperation in this process, they should first become familiar with its concepts and then help to enhance the organizational performance and effectiveness by cooperation in implementing the strategies.

Familiarity with the objectives of empowerment is the best way of its conceptualization among the employees and it enhances the motivation for implementation and performance.

Empowerment should be investigated in terms of different aspects. It is not either like a pencil or pen, which can be taken from the managers and given to staff, or a simple memorandum of understanding by signing which we can say that: You are empowered now, but it is a process requiring the bright and dynamic view which provides the continued learning and participation for staff and managers, and the appropriate regulations and methods should be developed for its success [6].

In brief and based on the conducted studies, the advantages of staff empowerment can be summarized as providing job satisfaction, changing attitude, commitment, better communication between the employees and managers, more effective decision-making processes, improved operation, reduced costs and increased efficiency and effectiveness of organization [22].

The results of this study also indicate that there is a significant positive relationship between the level of human resource empowerment and organizational effectiveness. Furthermore, there is a significant relationship between human resource empowerment and the components such as productivity, job satisfaction, staff motivation, cohesion and reduced conflict in the organization. Therefore, all research hypotheses are confirmed.

8 Research suggestions

According to the results of research, the suggestions are offered for facilitating the affairs in the studied organization and similar firms:

1. There is a direct strong relationship between the human resource empowerment and effectiveness. In other words, the enhanced human resource empowerment (with respect to the defined components) increases the organizational effectiveness.
2. To enhance the organizational empowerment through the endogenous variables of human resources based on the coefficients of components in the fitted model of research, the senior managers should improve and increase the sense of effectiveness, independence, trust and competence, respectively, by the effective solutions.
3. Furthermore, according to the coefficients of organizational effectiveness in the research model, the productivity, motivation, job satisfaction, and cohesion can be improved and enhanced and the conflict resolved according to the effective practices because these components have greater impact on the organizational effectiveness index.

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