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FACTORS AFFECTING EMPLOYEE EMPOWERMENT (CASE STUDY EDUCATION ARAK CITY)

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ABSTRACT

Purpose: To day organization should have these special characteristic to continue their lives: being customer oriented having high flexibility chantey ongoing progress etc. To meet this characteristic organization should make employee powerful that is the most important source and competitive tool in an organization. In other words empowering is the ability of encouraging others to do their affairs which they like to do therefore, the study of empowering is a fundamental principle in managing modern organization. So the goal of this paper is to investigate the factors affect head master's empowerment in the primary school in Area 2 in Arak. *Method:* Statistical community of this research was head musters and their assistance. Research method was practical in purpose and casual in method. In addition to the review of literature and use of library source, the researcher use questionnaire to collect data. This questionnaire includes 26 questions. Sampling simple method was used to choose sample group. The questionnaire was distributed among the statistical community and 296 of questionnaire were accepted. The research hypothesis was tested by the structural equation model and lizard software. The finding showed that the individual characteristics senior manager support organizational support organize structure, organizational culture information knowledge and job skill.

Keywords: Organizational Structure, Organizational Culture, Empowerment

INTRODUCTION

Today organizations activate in a knowledge oriented, competitive, customer – oriented, responsive, quality – oriented, participative, entrepreneur and mutable atmosphere (environment), so they should attain powerful staff as a competitive tool. Empowerment is a kind of big and reasonable guideline which is used for continuous promotion. It is a abbreviated sign that it is used to apply competency of staff with creative methods in all practical aspects of organization (Lech and Folton, 2008).

Empowerment is a process of giving power to persons. In this process, we help our experts to promote the sense of their self confidence and overcome their inability with regard to this definition. Empowerment makes internal motives united. Empowerment encourages people (staff) to participate in decision making about their activities. In this way, we can make opportunity for individual to create good ideas and meet these ideas. Webster defines the empowerment as delegation of authority or giving legal power to others.

In this regard the other successful result of the process is the employee empowerment providing the culture and atmosphere of making empowerment takes time and it is step by step, furthermore it changes the present situation. Fetors such as power of making decision, the level of professional growth, the position (dignity), competency, independency and the employee's role. Moreover the employee's empowerment takes the attention of many programmers in the organizations. Recent years, empowerment is used like a human source guideline to create effectiveness, productivity, satisfaction of most of employees in work setting. The empowerment provides opportunities for employees to be autonomous, responsible and be able to choose independently, participate in making decision in the organization.

Surely in a competitive environment in this country, the empowerment of hesdmasters & their assistants can be one of the factors that play direct role in increasing productivity and attraction of most of students. It means that the empowered headmasters are more successful than others. The empowerment can specially be effective in improving creativity, innovation and entrepreneurship. There are problems in schools in area 2 in Arak which make us to do this research. Some of them are environmental changes

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like technology development, deleting middle layer, need of usage of maximum capacity of individual simultaneous with decreasing human force. In adaptation to this, increasing job satisfaction, improving work life quality and service quality to students, productivity and being ready for competition (as an advantage of empowerment) are The problems of schools in area2 in ARAK.

Literature Review

Empowerment

Organizations apply various sources such as financial, informational human source to reach their goals. Among These sources, human is a source that manages the organization and the improvement and survival of organization depends on the human empowerment. In fact empowerment makes interest, motivation, instruction in employees to grow their competencies and capabilities and there by the attainment to goals is met by the empowered employees. Empowerment means designing the structure of organization in accepting more responsibilities. Empowerment provides a condition for employee to control their work life and be ready o grow enough to take more responsibilities in the future. Empowerment refers to a process which manager help employees to be able to make decision independently. This process affects not only the employee's performance but also the employee's personality. The most important concept of empowerment is delegation of authority to the lowest level of employees in an organization. Decision making process should have the high level of decentralization and individuals should be responsible for a complete part of whole work process.

Burk (1988) believes the empowerment is equal with the delegation of authority while Thomas and Welthouse (1990) stated it is a factor to determine individual psychological condition. Menon (2001) refers to Three procedures in this field that includes structural procedure; in other Word, the empowerment is gaining power and authority in decision making, the motivational procedures means the empowerment is physical ability, the leader procedure means the empowerment is a process in which leaders give energy to their followers and this leader will be Their inspiring (Wooddell, 2009).

Herrenkohl *et al.,* (1999) suggested a work model which has four dimensions:(1) common attitude (includes goal clarity, success in meeting goals, customer-oriented), (2) The organizational support (includes taking responsibility, authority in decision making, team effectiveness, risk taking and employee intention toward customer orientation), (3) knowledge and learning(includes encouraging for changing, skills and tendency for change, trust, communication with customers), (4) fundamental recognition (includes the awareness and knowledge of reward system) (Wooddell, 2009).

Empowerment Dimensions

One of the best studies done about empowerment is Spreitzer's study (1992), he found four cognitive dimensions (later trust item added). The manager can empower employees if he can create five characteristics in them. In other words, the successful empowerment means creating these features in employees:

Sense of Competence (self-effectiveness)

This sense refers to the person's belief that this person has enough ability to do his/her duties (Spreitzer, 1395).

Some of the researchers believe this characteristic is the most important factor of empowerment, because this sense determines whether persons try hard or persevere to do their tasks or not. Expectation of Competency specifies how much people try in troublesome situations and how long they resist (Abdolahi and Nave, 2007).

Sense of Self Organized (Sense of having the Right of Selection)

The sense of self effectiveness refers to sense of capabilities while the sense of self organized refers to sense of having the right of selection. Where the competent behavior is predominant, the organizing itself is the sense of choice right in initiating and regulating of its activities. When people feel they are self organized, they do their tasks voluntarily not by force. Their activities are the results of freedom and personal independecy. They see themselves as self initiated and very active persons.

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Sense of being Effective
Being effective is a degree that a person can affect administrative, strategic and operational results and consequences (Spreitzer, 1995).

Vaten and Cameron stated the empowered people feel they can control results personally. They believe they can influence the environment they work or they can change the results. The ability of affecting on the results is "the persons' belief in his/ her ability to change in a pleasant way in a specified time (Wililkinson, 1998).

Sense of being Meaningful or Important (being Valuable)
Sense of being meaningful is an opportunity that people think they follow valuable and important job goals; in other words, they move in a way that their time and energy spend worthfully (Abdollahi and Nave, 2006).

Being meaningful means the long and short term job goals are valuable and they are related with personal, standardized ideas (Spreitzer, 1995).

Sense of Trust Others
It refers to the sense of trust between seniors and subordinates (inter trust between manager and employees). It relates to the trust in interests, competency and trust others (Abdolahi and Nave, 2007).

When managers can foster these five characteristics in employees, they empower them successfully. The empowered employees not only can do their task but can think of themselves in different way (Salimi, 2011).

The Effects of Individual Characteristics on Employee's Empowerment
Individual characteristics can affect their feeling about their job, like high self-confidence & internal control. The other factor is the way of relationship (communication) with others. The persons have positive and friendly relationship with their coworker and manager. They have high job satisfaction (Soltani, 2005).

One of the individual factors Influence empowerment, is psychological factors like personality and it's dimensions such as extroversion and introversion, self confidence, psychological styles, stability, compatibility, psychological health and happiness (Taher *et al.,*).

The studies showed that happy people have high self-confidence and firmly friendly relationship, meaningful religious believes. persons who are happy, they feel safe more than others, make decision easier than others, have more participative spirit, feel more satisfaction in their relationship with others. Increasing happiness and individual social satisfaction are one of the goals and priorities of many organizations. Goals of most of professional organization are to provide people with happy spirit (The. Same souru, 107).

Of physical sources and factors are eating, drinking, sleeping, relaxing activities and exercising which they are the most usual physical factors. Success and social confirmation, social communication and friendly relationship, love and intimacy, are social factors, which can affect individual performance. Other individual factors can be taken into consideration are persons' religious believes, relation with God and care about spirituality.

The above arguments lead us to our first hypothesis:

H₁: individual characteristics have impact on the employee empowerment.

The impact of senior manager support in the employee empowerment.

Today organizations should be managed in a competitive environment where it is very changeable. Managers can't control their employees in this situation, so they should spend lot of time and their energy to recognize internal and external environment of organization and they should deliver. The responsibility of daily tasks to employees. Employee can take on their tasks well when they have enough knowledge and skill and they realize the goal of organization well. What can help managers in this situation is the empowerment process. The management style of empowered employee is different from other employees. This style is like conduct and coaching. In this way, the empowerment is a new method for the survival of leader organization in the competitive environments. The development and acquisition of predetermined goals depend on the method of managing of leader of organization. The role of manager in the traditional

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organization is different from the empowered organization. Infact The manager or leader in an empowered organization is mediator of basic skills for empowerment and the development of suitable environment for group performance. Mediator Leader is a coach and encourager who unites groups and help this group to develop an educational environment. In this way the group can realize the individual learning easily.

If a manger of organization likes to empower his / her employees, he or she should provide a condition for employees to make participative decision and have effective & suitable relationship with each other. This manager Listen well, consider necessary training for his/ her employees and he/ she step to learn new things.

This person cares about creativity & innovation and encourages responsibility and ownership. The attitude of this manager is very effective for employee's empowerment. If the manager considers this point in making employees empowered, it doesn't mean free them in all affair but makes balance between freedom and control, so he / she interests more and try more to empower his/her employees. The empowered organization should know that the leader in such organization manage with special attitude. The leader is not specialist or Teacher but he/she is a coach who has emotional understanding. This leader emphasizes on the process more than on professional skills, this person never keeps information exclusively.

Manager's support means the acceptance of manager and coworkers. It is resulted from membership in the organizational network. The supportive network manager, coworker, subordinates and member of team working. This manager should encourage the employees, accept them trust them and support them. Bandora (1997) found the important part of sense of making empowerment is having responsive and supportive manager. Managers who like to empower their employee, they should appreciate the employees' performance. Managers can provide feedback for their abilities and competencies. The managers can make opportunity for them to be a member in a social group and this group supports them. These managers can hold up special ceremonies to appreciate the success of his/her employees. They listen to their ideas and attitudes and try to understand their ideas. Consequently the manager can make the employees feel they are accepted and valuable, they are insepatatable part of the organization.

Therefore the second hypothesis is:

H2: The support of senior manager has effect on employee empowerment.

Organizational Structure

Organizational structure is a collection all methods in which the job is divided into different work for collaboration. Child (1972) knows this word as "formal allocation of work rule and executive mechanism to control and merge work activities. It includes groups of activities which break the formal organizational borders. This structure is reflective of chart formal relations, communication, decision making process, procedures and systems which help organization to develop its duties (tasks) and reach its gouls (Martines-leon, 2011).

Also, Organizational structure is reflective of the ways which distribute information and knowledge in the organization and influence their effectiveness. Consequently it affects distribution and coordination of organizational source, communicative processes and social interaction among organizational members. Hence, the form of organizational structure can be a preventive facilitator factor of company capacity too adapts the company with changes, innovation learning or ability improvement in added value for customers.

The structure of a factor is dynamic, because it can change time from a status to the other status as a result of new organizational condition, as well as most of time it can be a moderator in a way that employee can access and acquire new and altered knowledge, so it can be helpful for them to overcome most of their problems. Therefore, the structure is not the same organizational condition. Because The different parts of an organization face different environmental procedures and it may needs to develop separate practices, policies and structure like R&D versus marketing to response to environment.

The organizational structure is the framework of relations governed occupation, systems, operational process, will and groups which try to reach their goals. The organizational structure is the set of methods

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that divide work with specified Task and make coordination among them. It presents the power distribution in an organization and it's not only for coordination but it influences. The organizational processes the organizational structure implies internal relationship pattern, authority and communication, it clarifies reporting relations, formal communication channel, determination of responsibility and decision making delegation. The organizational structure specifies operation and activities in an organization coordination, responsibility and authority. Structure is representative of systematic thought. A lot of factors have been mentioned in the determination of the dimension of structure with regard to the attitude of knowledge of people, these factors are very various, and some of these factors are: administrative parts, independency, concentration, complexity, delegation of authority, separation, formalization, incorporation, professionalism etc.

H3: organizational structure affects employee's empowerment organizational culture.

Organizational structure means values, believes and hidden commitment which is general among members of an organization (Valenciaptal, 2011).

Cammeron and Quinn (1991) recommended a model which defines four cultures: tribal culture, market culture and hierarchical culture. They studied their flexibility, discretion against stability and control, internal locus versus external locus and their integration. They defined these four cultures to apply these dimensions and six organizational characteristics like internal characteristics, organizational leader, employee's management, organizational connection, strategic emphasis and success criterion. According to this model, Adhocracy culture (is based on) emphasizes on flexibility and changes and is based on the external factors. This culture is in an organization which activates in a dynamic environment and tries hard to be leader in the market. This culture focused on the key values like creativity, entrepreneurship, risk taking. The tribal culture emphasizes on the flexibility too, but its focus is on the internal factors. The characteristics of this culture are team working, employee participation and the organization commitment to its employees. The culture of market is focused on the external environment. But it is based on the control. The main values that this culture focused are being generative and being competitive. The last one, the hierarchical culture is based on the control and is focused on the internal factors. Its characteristics are effectiveness, coordination and loyalty (Zali, 2000).

When the integration and unlimited adaptation with external environment in an organization is low, bureaucratic culture comes up, because the bureaucratic culture is an inflexible and rough culture in the environment. The attitude in this organization is partial, so the employees only regard their department and the task structure is govern in such organization, therefore it is seen job fondness among them . This culture is indicative of consistency and stability. This culture is presented by Dennison. Also it is showed that this culture is resistant and strong by Herci and Blanchard. The chart has shown when the organization is very flexible in the environment and doesn't care about the integration; the competitive culture will be formed in this organization. This relation between individuals and organization is conventional in such culture. Loyalty and determination of cultural identity is low in this organization. The main goal of this culture is reaching quantitative and measurable goals based on the market. The competitive culture can be equal with market culture. When internal integration and integration spirit is high in an organization, the characteristics like loyalty, personal commitment, team working and socialization govern in this organization. This culture is equal with entrepreneurship culture. In such culture employees tend to change a lot and they are very responsible and integrated (Zali, 2000).

Pedro and Lioyd (2003) in a study measured the relationship among cultural factors in organizational empowerment. In the other study the relation between cultural factors and employee empowerment was investigated in both individual and general level as well as it was examined all of four dimensions (collaboration formalization directness and degree of influence) and how cultural factors can be measured and supported (Bayrd and Wong, 2010).

Infact the organizational culture aware employees of what are important for the organization and it encourages them to behave in a pleasant way. The organizational culture help the organization to know in an environment when, when and how make employee empowerment practical and operational (The same source 578).

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H4: the organizational culture affects employee empowerment The effect of information knowledge and job skill on employee empowerment.

Employee's access to the information makes them to be self-confident and aware. If employees don't have enough information they can't make correct decision. Employee access to the information because they have sense of belonging, sense of responsibility, improvement of performance. Of course there is a schema that if employees have access to information makes the roles of manager weak while empowered employees acquire information they can recognize decision border and adjust their activities within permit able borders (Rajabi, 2013).

Individual should have the necessary information in the continuous improvement process (kiason) and the management should trust them to let them use their skills and abilities empowerment convert the physical force in to thought force (Sehat and Sotohi, 2013).

One of the ways of making employee powerful is participation of employee in the information of organization. The share of information for empowering employee is necessary. It causes to make, intimate, responsible atmosphere. This share not only makes sense of belonging to the organization, but also makes employee determined to use acquired information to develop the organization performance (Rsjuti, 2013).

H5: information knowledge and job skill affect the employee's empowerment.

MATERIALS AND METHODS

Current study in terms of goal-based-classification is applied research .also, in terms of methodology and Survey data was collected among the head master and assistant of primary schools is area 2 in Arak. Total employees were 400. By using the sampling this simple random the 296 questionnaires were completed, Questionnaires were designed in two parts. Descriptive questions include 4 questions and main questions include 26 questions.

In terms of research aims this is an applied study but the collection of date was a causative type. To collect data for theoretical base and the study literature, the library source and essays were used .

Reliability of the Measures

Opinions by guiding professors, advisor and scholars are used to assure research validity completely and by suing spss software the ratio of chronbach's alpha is 0.855 which confirmed questionnaire's reliability. All exceeded the accepted ratio 0.7.

To analyze the relations among variable it is week structural equation method. This technique is a suitable statistical technique which tests causative models.

By linear equation based on the causative relations among variables in the hyper thesis. Therefore The structural equation modeling teats the theoretical relations between certain structural conditions and the supposed (uncertain) one. It estimates unseen variables causatively and measures the relations among variables.

Statistical Community and Sampling Method

The Statistical Community of this study includes headmasters and their assistance of primary school in area 2 in Arak. This community is over 400 persons.

To analyze data, the structural equation model is used and to determine the sample volume, the following formula is used:

5q ≤ n ≤ 15q

5×26 ≤ n ≤ 15×26

130 ≤ n ≤ 390

There are 26 questions in the questionnaire, so the least sample should be between 130 and 390. The structural equation model is used in this study. The researcher tried to choose her sample in this distance, so she distributed the questionnaire in several steps with available sampling. Some of were not responded or were incomplete. The completed questionnaire was 296.

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Data Analysis and Hypothesis Test

To investigate the relationship among variables, we applied the structural equation model the structural equation is a good technique. Based on the hypothesis, it tests the casual relationship between variables, casual models by linear equation. Therefore, it tests the structural equation modeling, theoretical relationship between specified and given structural condition and it makes it possible the casual estimation of unobserved variables as well as the relationship among observed variables

Table 1: The Characteristics of Demographic Sample

Variable	Frequency	Percent
Gender		
Female	90	30.4
Male	197	66.6
Age		
30-40 years old	29	9.8
40-50 years old	200	67.6
Above 50	59	19.9
Education		
Post-diploma	20	6.8
Bachelor	226	76.4
Post- graduated and above	39	13.2

Model Fitness

When a model has a good Theoretical back up, we can investigate the fitness of this model with the data were collected by researcher. We presented the fitness index in Table 2.

Table 2: Indicators fitness model research

Fitness index	Significance	value of index in the study
$\chi 2$	Less than 3	2.07
RMSEA	Less than 0.08	0.060
RMR	Less than0 .05	0.047
NFI	more than 0.9	0.93
NNFI	more than .09	0.95
CFI	more than.09	0.96
IFI	more than.09	0.96
GFI	more than.08	0.87
AGFI	more than.08	0.84

Figure 1 present's t -coefficient for measuring model (t -coefficient for questions and their variables) and Structural model (t -coefficient for presented paths among variables in the model). Also, the figure 2 illustrates the standard coefficient for each variable. It shows the standard coefficient for measuring model (Standard coefficient for questions and their variables) and Structural model (path coefficient for

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presented paths among variables in the model). The paths between independent variables and dependent variables are shown with Gama and between dependent variables and dependent variables with Beta.
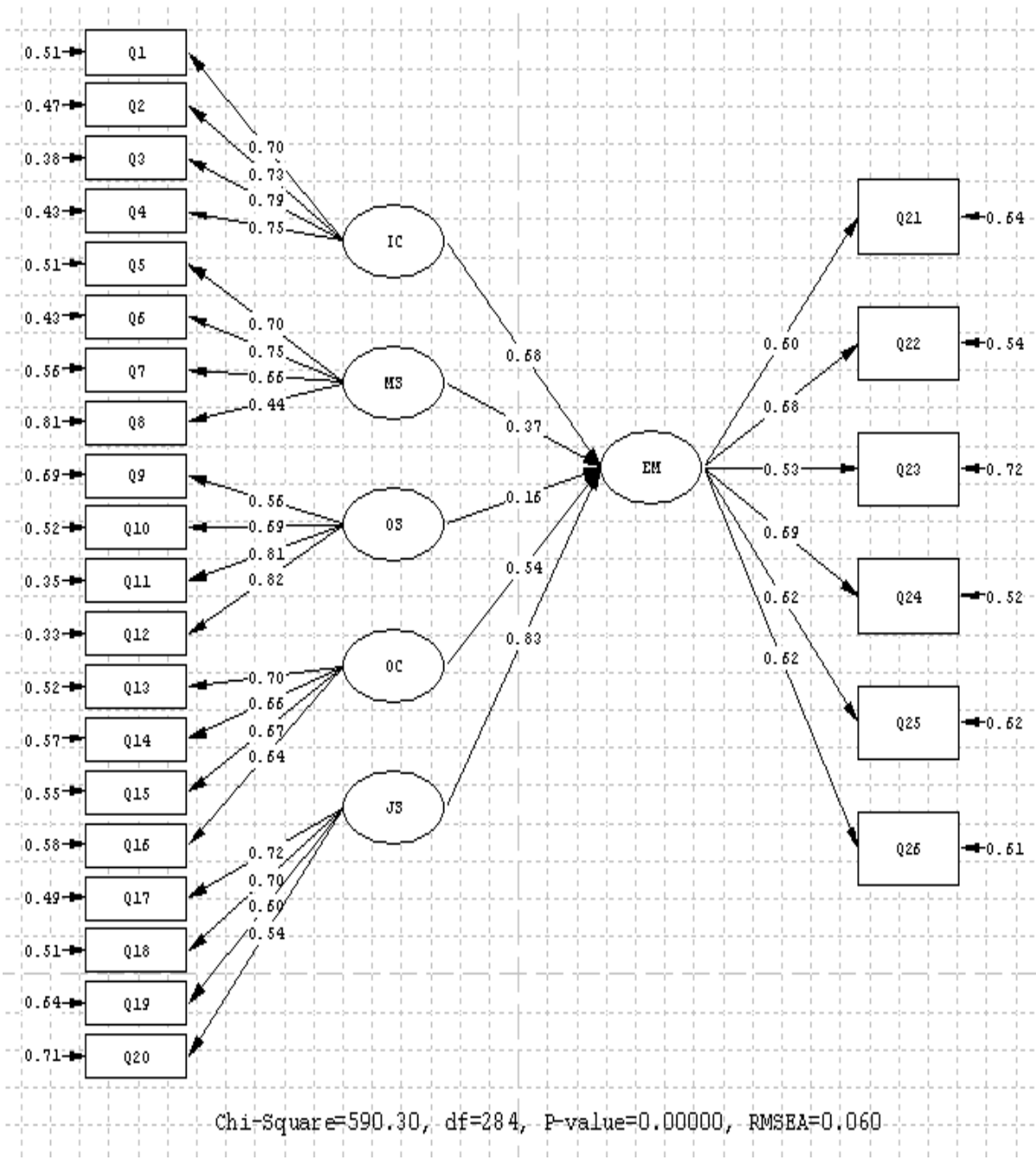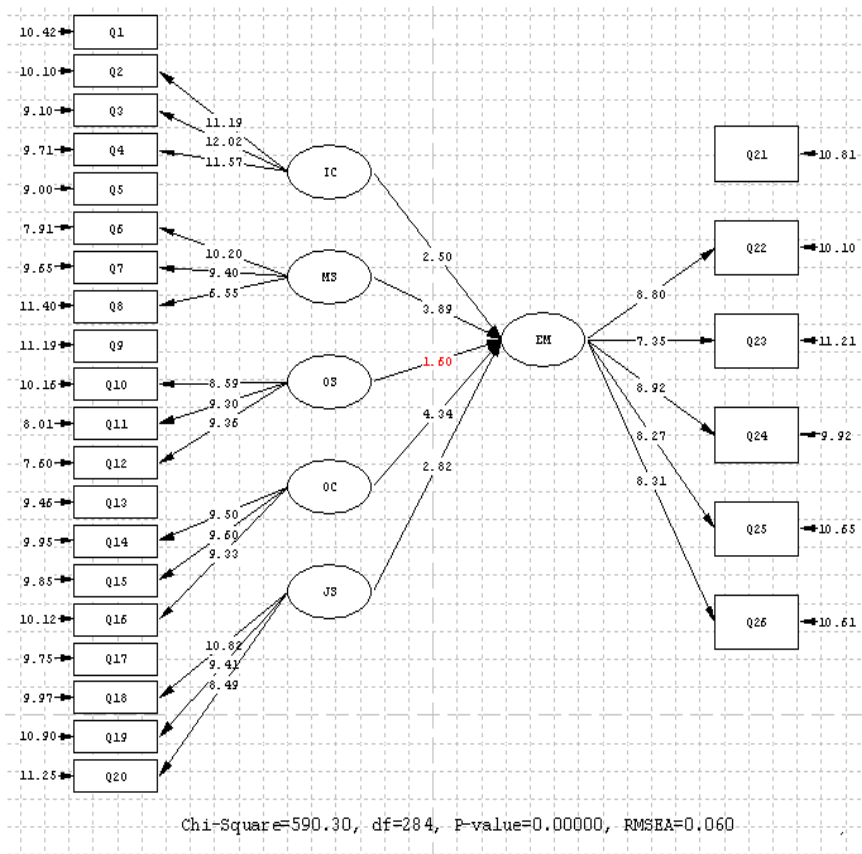

Figure 1: T –test structural model and values

According to this model, variables (individual characteristics, managers' support, organizational structure, organizational culture and job skill) are as independent variables and the variable (employee empowerment) is as a dependent variable. It is introduced variables with symbols in Figure 1 and 2. There are variables individual characteristics (IC), managers' support (MS), organizational structure (OS), organizational culture (OC) and job skill (JS) in this path.

Acoording to the relationship in model 5 paths are shown and all of them are Gama type.

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Figure 2: Standard coefficient of structural model and measurement

The results on confirm or rejecting the hypotheses are outlined in Table 3.

Table 3: Testing Research Hypothsis

Path	Hypothesis	Significance	t-test	Meaningfulness	Results
IC →EM	H_1	0.68	2.50	meaningful	supported
MS ⇒ EM	H_2	.037	3.89	meaningful	supported
OS →EM	H_3	0.16	1.60	meaningful	rejected
OC → EM	H_4	0.54	4.34	meaningful	supported
IC → EM	H_5	0.83	2.82	meaningful	supported

Discussion and Conclusion
According to the analysis of hypothesis results and founding have been acquired.
The first hypothesis measured the impact of individual characteristics on the employee empowerment. The founding indicated that this hypothesis is accepted. Therefore it is found that there is positive relations between individual characteristics and employee empowerment with 95% the result of this study adapt with the study of Rajab (2010) Miri *et al.,* (2012) Memarzade *et al.,* (2011) Filamon (2003), Nouler (1997).
Based on the second hypothesis the support of senior manager affect the employ empowerment. The statistical analysis affirms this hypothesis. So there is a meaningful and positive relation between the support of senior manager and employee empowerment with 95 percent.
With Rajab *et al.,* (2010) Filamon's (2003) results.
Third hypothesis: The organizational structure affects the employee empowerment. The statistical results don't support this hypothesis. Therefore there isn't the meaningful and positive relationship between the

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organizational structure and employee's empowerment. The factors of organizational structure are: concentration complexity and formality whereas this study has done in a governmental organization.

The organizational structure was not suitable there. So we recommend organization should be flexible simple horizontal and no hierarchy. This result is different from the results of Rajab *et al.,* (1988), Horabady (2007) Jozini (2007) study.

The fourth hypothesis measures the effect of organizational culture on the employee's empowerment this hypothesis is conformed. Therefore there is positive and meaningful relationship between organizational culture and employee's empowerment. This finding conform to the studies of Rajabbegi *et al.,* (2010) Khanalizadeh *et al.,* (2011) Lashli (1999) translated by Rshnavard and Aosseini (1387) and Fergose (1999).

According to the fifth hypothesis the job skills have impact on the employee's empowerment. This hypothesis is conformed. Therefore there is a positive and meaningful relationship between job skills and employee empowerment with 95 percent of confidence. This result is conformed Kajab *et al.,* (2010) Khoa *et al.,* (2011).

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