

RELATIONSHIP BETWEEN LEADERSHIP FACTORS AND HUMAN RESOURCE EMPOWERMENT FROM THE PERSPECTIVE OF EDUCATION STAFF IN IRAN

Shirin Reyhani Saravani

Department of Educational Planning, Islamic Azad University, Tonekabon Branch, Tonekabon, Iran

Abstract

The aim of this study was to determine relationship between leadership factors and human resource empowerment from the perspective of education employees in Mazandaran province (Iran). The study population included all education managers and staff, 431 people, in the academic year of 2014- 2015. Sample size chosen based on Krejcie and Morgan table was 207 people. Sampling method is stratified random sampling, and the research method is correlational. To examine the questions and hypotheses of this study, two standard questionnaires were used.

A- Organizational climate questionnaire and Cameron's questionnaire to measure managerial, behavioral and structural dimensions of organization which consists of 36 seven- choice question.

B- Spreitzer empowerment questionnaire which consists of 12 multiple questions to measure human resource empowerment. To analyze the data, descriptive and inferential statistics (multivariate regression analysis and Pearson correlation coefficient) were used. Research results have shown:

According to multivariate regression analysis (Stepwise), there is a significant relationship between behavioral factors, structural factors, managerial factors and human resource empowerment, and leadership factors were able to predict employee empowerment.

Keywords: Behavioral Factors, Structural Factors, Managerial Factors, Human Resource Empowerment

1. Introduction

The current situation of life is associated with enormous changes. So organizations as a subset of human life need to prepare themselves to meet these enormous changes to be able for survive and flourish; otherwise they will be out in this competitive world. This preparation is not only about technology and equipment but they should prepare the staff as a most valuable assets of their organization. The lack of authorities among staff of organization reveals by some evidences, so they wish to have more freedom. Nowadays, government agencies are known for their strict rules, heavy bureaucracy, low efficiency and effectiveness, and employees with less responsibility (Noveh Abraham and Abdollahi, 2007: 12). However in new organizational environments that are often described with some terms such as complexity, turbulence (chaos), quickness, and rapid changes the staff

need to be flexible, self-order, entrepreneur, more responsible, and having demand for innovation and free-acting. In today's changing world, there is a need of fundamental changings in structure of organization and management style. Therefore, all staffs will participate in decision making process, make group works, delegate more power and options to subordinates, and network organizational structure replace with hierarchical structure. In such situation, organizations should be more vivid, dynamic, and flexible and managers also pay more attention to the staffs' interests and opinion and consider their employees belonging to the organization and the owner of it (Parizi and Soleymanian, 2004: 112).

Currently, the main challenge is wise and capable human resources. Manpower is considered as the most important, expensive and valuable human resources. Man is the only self-awareness element who plays the main role among all factors as a coordinator of other factors of organization. In other words, it is impossible to achieve the goal of organization without productive people. Human resource as the most important factors of any organization in operational chain has long been proven (Yari, 1385: 69),

Drucker (1998) compared employees in the last two centuries and believed that the twentieth century was the era of workforce's productivity as a user but the present era is about knowledge-based tasks. Currently, the capital of organization is their employees as the knowledge workers (Abtahi, 2008: 95). According to Charles Indian organizations (1997), in the current state of the world, organizations need to change in a manner with less similarity to the traditional ones that we are used to them.

Experts in management and organizational psychologists, propose to create a culture of empowerment to meet these challenges and concerns. Empowerments prepare human resources and consequently the organization to the new changing conditions and will insure it. With culture of empowerment, anyone in any job positions and organizational level will have the ability to make decisions and self-management. Consequently, organizations will be more successful in achieving their goals and will ensure their survival. In other words, the effective and efficient organization, will create and effective and successful society (Mohammadzadeh, 1996: 232).

Organizations are currently under a lot of pressure influenced by factors such as increased global competition, rapid changes, the need for quality, limited resources and so on. Nowadays, if an organization wants to be a leader in its economy and business affairs and not to fall behind the competition, needs to have skilled, creative and motivated manpower (Taheri, 1998: 124).

Human resources constitute the main wealth of an organization. There is a direct relationship between human resources and productivity in organizations. A successful organization is a group of educated and wisdom human resources who are capable to change in the organization they are believe in. These people are eager to sharing their experiences and knowledge with their own management in order to improve the organization progressively (Parizi, 2004: 78). Thus, every person will take responsibility toward the organization and the task she or he is doing. It is very essential to use the potential of individual. Making potential forces and prodigious talents into practice for the development will improve individual and align her/him with the organization (Alwani, 1992: 172).

In this respect, growth, progression, prosperity and improvement of the employees' capabilities in recent years as the empowerment of staffs has been considered by scholars and experts of human resource management (Neyvandy, 1999: 53).

As organizations deal with organizational challenges and give the priority to the continuous improvement, there is a need to have more support and commitment of

employees. Empowerment is a new and effective technique for improving the efficiency of organization through benefiting of employees' ability. Employees own a potential power due to their knowledge and experience and empowerment is indeed the releasing of this power (Mohammadzadeh, 2005: 92).

this technique provide potential capacity to exploit stems from its human ability that don't use it completely and suggests a healthy environment of balance organization with exercising total control by manager and employees complete freedom of action (Mohammadi,2003: 85).

In empowerment how are issues such as, managerial atmosphere and organization environment for the staff? Do managers allow to employees to express their opinions? And whether is competencies and qualifications basis of selection and using employees or are merely based having relationship and pure information? Is there fair system of reward and punishment in organization? How much is level of participation in organization? To what extent environment for were attractive for doing work? (French and Bill, 2006: 288).

It can be noted in behavioral dimension to some of empowerment indicators such as competency, opportunity of achievement, strong communication, feedback feeling be effective and In managerial dimension can be considered to encourage self-management, senior management commitment, management support, and conformity with employee goals... and in structural dimension can be noted to effective factors such as centralization and decentralization, various working groups, complexity, formalization, and ... (Abtahi,2008: 149).

Nowadays advantage is that surpass the organization from other organizations is not using new technologies, but high confidence and level of employee commitment to the goals of the organization.

For transition from various stage, organizations must adapt themselves to different positions and learn new procedures. In modern organizations, employees are responsible not only for the task, but also have sense of responsibility to improve the overall performance of organization; they continued to increase the performance and productivity of the active species work with each other (Harvey Brown, 1998: 251).

In recent years, many efforts have been made for refine and improve of the organization that is mainly around issues like reducing hierarchy and bureaucracy, formation of active teams and lower levels of participation in decision-making teams of work. Creative organization and their tendency towards decentralization and lack of flexibility in the traditional structures has created the movement that in its effect, the role of employees and the need to empower them the center of gravity is considered as a way of trying to improve and to progress organization seriously. Empowerment is to move from a system of hierarchical decision-making by managers towards systems with less hierarchy and control and decision making by low levels (Adgris, 1998).

Human resources are one of the most effective factors in any system especially system of the education and training that have growth and important status. Role and importance of human resources in the education and training process has caused that some scholars, philosophy of attention and sensitivity to human resources have focused on the complexities of human and training him/her and this is in conditions that to expand the circle of ability development in the third millennium is considered subject of human skills more than before and higher performance of human resources is necessary according to the needs more than ever (Blanchard, 2003).

Thus, it can be said with confidence that the authority and capability of human resources, efficiency, dynamism and effectiveness can achieve good performance of educational system. Thus it is necessary providing a framework for the provision,

utilization and promotion of human resources order to develop and excellence in education. Since human resources are the most important essential elements of the education system, providing clear guidelines on how to attract, retain and use of human resources may be possible to achieve goals of education system (Kobwrg, 1999: 34).

Employee empowerment has a direct and beneficial effect on resolution education and social progress. Researchers believe that providing one-dimensional approaches to empowerment is not enough and must be paid to dimensions and different ways form immersive empowerment of employees (Argyris, 1998: 48).

Ahern in study with title "Impact of leadership skills on group work" examined role leaders abilities in improving the performance of empowerment of domestic groups in a large system of public and concluded that experience of group members, experience of leadership and delegation of authority to groups have a high impact on empowerment of leaders and staff and whatever people been younger, leadership and management have a higher impact on their empowerment (Robbins, 2007).

In 1994 Loler noted to employee empowerment as one of the most principles of TQM. Thomas has defined empowerment as inner incentive to work. His research focuses to study of organizations between employee empowerment and job satisfaction and customer satisfaction and achieved to the results that there is positive correlation between employee empowerment and doing their teamwork and improved job satisfaction levels. This study showed that these methods and strategies have been proposed to guide management in books but help strengthen and empowerment of individual to create desired results is the most effective and younger people and strategies guided by managers obtain different abilities early.

Martin Berni (1999) in study found that among effective factors to employee empowerment, delegation of authority to work surfaces and participating staff groups to solve problems and inform them from the available data have the most effect.

Monavarian & Niazi in study with title "Factors affecting employee empowerment in organization planning and management", the results showed that empowerment creates potential capacities to exploit capabilities of human capital and leadership of organization by this instrument can improve staff productivity and promote organization.

Sakaki know that the concept and empowerment nature of organization is a review in the principles of breeding managers and training staff and revise in value systems, beliefs and mindset within the organization and said: empowerment is type of change in nature. He expressed that empowerment of organization depends on employee empowerment.

Thus the overall objective of the research is to determine relationship managerial factors on human resource empowerment of managers and education staff in Iran.

2. Research Hypotheses

2.1. Main Hypothesis

There is relationship between leadership factors and human resource empowerment.

2.2. Sub Hypotheses

1. There is relationship between behavioral factors and human resource empowerment.
2. There is relationship between managerial factors and human resource empowerment.
3. There is relationship between structural factors and human resource empowerment.

3. Research Methodology

Since aim of present study has been describing various dimensions of the organization and studying their relationship with the empowerment of human resources, thus the research method used is the method of descriptive-correlation. The statistical population included all education managers and staff, 431 people, in Mazandaran province (Iran) that was 363 male and 68. Sampling method is stratified random sampling. Sample size chosen based on Krejcie and Morgan table was 207 people (Naderi & Seyfi Naraghi, 2007).

4. Research Instrument

To gather the necessary information and evidence and empirical data to test and investigate hypotheses were used two types of closed questionnaire and to collect evidence and theoretical information was used documents, books and Internet sites. Questions 1 to 12 are about the structural dimension, questions of 13 to 23 about behavioral and 24 to 36 about managerial dimension.

Standard questionnaire of assessing empowerment of human resources is designed by Spitters (1998) and factors such as competence, effectiveness, significance and items "trust" is measured by questionnaire of Mishra (1994) and included 12 questions in a seven-point scale from minimum 1 to a maximum of 7. Therefore face and content validity of these instruments has been approved by experts and specialists.

To determine the stability or reliability of questionnaire was calculated using Cronbach's alpha coefficient. To determine the reliability of organizational conditions and empowerment of human resource, these questionnaires were administered to the test on a sample of 20 people and then by SPSS software, Cronbach's alpha coefficient of the questionnaire for empowerment of human resources was calculated 0.92 and Cronbach's alpha coefficient for organizational empowerment questionnaire was calculated 0.95. According to the questionnaires have good reliable, thus were prepared for final implementation.

To analyze the data in descriptive statistics was used frequency, percentage, standard deviation, drafting tables and drawing bar graphs and in inferential statistics was used multiple regression analysis and Pearson correlation coefficient.

5. Research Findings

This section will be describes and analyzes the information obtained from the questionnaires. Since each project is looking for its own purposes and get to it can justify research topic, thus conducting research, statistical analysis and study findings lead researchers to better understand and provide context for future research.

5.1. Analysis of the Data Related to the Main Hypothesis of Research

There is relationship between leadership factors and empowerment of human resources. To test this hypothesis, we used multiple regression analysis. Based on the obtained correlation coefficients, there is relationship between behavioral factors (0.419), structural factors (0.070) and managerial factors (0.410) with empowerment of human resources and these factors have led to effectiveness of the empowering human resources.

Behavioral factors, structural factors and managerial factors explained 31.1% variance in empowerment of human resources, observed relationship between these factors and human resource empowerment statistically is significant at 0.01.

Table 1. Variables that have been entered into the regression equation

Source of changes	B	SD	Beta	t	sig
Structural factors	-0.02	0.019	-0.008	-0.122	0.903
Behavioral factors	0.302	0.091	0.268	3.316	0.001
Managerial factors	0.156	0.052	0.243	3.004	0.003

The above table represents this fact that there is relationship between behavioral factors, structural and managerial factors with human resource empowerment and from scores of behavioral factor, structural and managerial can be predicted human resource empowerment. For this purpose, the regression equation is as follows:

Table 2. The regression equation

The first variable (structural factors)	$Y' = a + b_1x_1$ $[y' = 44.313 + (-0.002)(0.070) = 44.312]$
The first and second factors (structural and behavioral factors)	$y' = a + b_1x_1 + b_2x_2$ $y' = 44.313 + (-0.002)(0.070) + (0.302)(0.419) = 44.438$
First, second and third variable (structural and behavioral factors and managerial factors)	$y' = a + b_1x_1 + b_2x_2 + b_3x_3$ $y' = 44.313 + (-0.002)(0.070) + (0.302)(0.419) + (0.156)(0.410) = 44.50$

Based on the results obtained for the structural factors, for every one-unit change in the standard deviation of structural factors will change (0.019) in standard deviation of the dependent variable (empowerment of human resources) and according to the regression equation, variable of structural factors predict the value (44.312%) changes of dependent variable (empowerment of human resources) and for every one-unit change in the standard deviation of behavioral factors will change (0.019) in standard deviation of the dependent variable (empowerment of human resources). According to the regression equation, variable of structural factors and behavioral predict the value (44.438%) changes of dependent variable (empowerment of human resources) and for every one-unit change in the standard deviation of managerial factors will change (0.052) in standard deviation of the dependent variable (empowerment of human resources). According to the regression equation, variable of structural factors and behavioral and managerial predict the value (44.50%) changes of dependent variable (empowerment of human resources).

5.2. First Sub-Hypothesis

There is relationship between behavioral factors and human resource empowerment.

Given the correlation coefficients obtained (0.419), there is relationship between behavioral factors and human resource empowerment and according to t calculated (6.57) that is higher than the t table at level of 0.01 (2.576) with $df = 203$. Thus, H_0 is rejected and research hypothesis indications that significant relationship between behavioral factors and empowerment of human resources with 0.99 reliability is confirmed and according to the coefficient of determination calculated ($CD = 17.55\%$) is determined that behavioral factors could be explained 17.55 variance of human resources empowerment.

5.3. Second Sub-Hypothesis

There is relationship between managerial factors and human resource empowerment.

Given the correlation coefficients obtained (0.410), there is relationship between managerial factors and human resource empowerment and according to t_r calculated (6.40) that is higher than the t table at level of 0.01 (2.576) with $df = 203$. Thus, H_0 is rejected and research hypothesis indicates that significant relationship between managerial factors and empowerment of human resources with 0.99 reliability is confirmed and according to the coefficient of determination calculated ($CD=16.81\%$) can be said that managerial factors could be explained 16.81 variance of human resources empowerment.

5.4. Third Sub-Hypothesis

There is relationship between structural factors and human resource empowerment.

According to correlation coefficient calculated (0.070) can be expressed that there is relationship between structural factors and human resource empowerment and according to t_r calculated (0.99) that is smaller than the t table at level of 0.01 (2.576) with $df = 203$, thus H_0 hypothesis is confirmed and with 0.99 confidence can be stated that there isn't relationship between structural factors and human resource empowerment. Also the coefficient of determination obtained indicates that the dependent variables only explain 0.49 percent of the variance in the empowerment of human resources.

6. Discussion and Conclusion

The purpose of this study was to determine the relationship between structural, behavioral and managerial with empowerment of human resources in term of staff views in education and training organization of West Mazandaran province.

In this study was tested "relationship between behavioral factors, structural factors and factors of managerial and empowerment of human resources". Results of research showed that there is significant relationship between behavioral factors, structural and managerial with empowerment of human resources and from scores related to these factors can explain and predict the empowerment of human resources. Result obtained from this hypothesis consistent and is in a direction with research result as title "examining employee empowerment and its relationship with organizational factors in gas companies in 2006 – 2007", because in this study also a significant relationship between factors and human resource empowerment is confirmed (main hypothesis).

There is relationship between behavioral factors and human resource empowerment. Hypothesis was tested and the following results were obtained (the first sub-hypothesis).

The results of this hypothesis demonstrate that there is relationship between behavioral factors and empowerment of human resources and value of correlation coefficient is equal to (0.419).

Findings of this research consistent with the research results of Martin Bernie (1999), and also research result of Monavvarian and Niazi about factors influencing empowerment of employees.

There is relationship between managerial factors and empowerment of human resources. Results of hypothesis test show that there is significant relationship between managerial factors and empowerment of human resources. This result consistent with result of Mokhtari research (2007), because in this study also a positive relationship between managerial and empowerment factors of human resources was confirmed (second sub-hypothesis).

There is relationship between structural factors and human resource empowerment, given the correlation coefficient obtained (0.070) null hypothesis is confirmed and the above

hypothesis is rejected. Result of this study consistent with study of Mokhtari (2007), because in this study the relationship between these two variables was not confirmed, but are not aligned with Monavvarian research and Niazi, because in this study, the relationship between structural factors and human resource empowerment was confirmed (third sub-hypothesis).

Also in this study, we conclude that among the various factors and organizational conditions, behavioral factors has the greatest impact on empowerment of human resources that in this terms is difference with the research of Monavvarian and Niazi.

Finally it can be said because this research seeks pragmatic and practical perspective in relation to current situation of education and training organization in Mazandaran province. It is likely that the relationship between these variables also seen in other applied research and in other organizations or will be investigate. So generally it seems that the results of this study with regard to the nature of applied research be defensible and justifiable scientific and has been able to achieve three primary goals in total.

1. Determine the relationship between organizational factors and different conditions (behavioral, structural and managerial) and human resource empowerment.
2. Determine the impact of each factor in human resource empowerment.
3. Determine most important and most effective factors in empowerment.

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