

Investigating staff empowerment and the role of productivity in improving it in the Ministry of Sports and Youth

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ABSTRACT

The present study was conducted to investigate staff empowerment and the role of productivity in improving it in the Ministry of Sports and Youth. The variables were examined by a researcher-made questionnaire with validity approved by experts and professors and a calculated reliability of 0.88 among 110 employees and managers. To analyze the data, first, using Kolomogorov-Smirnov test, the normality of variables in each of the research hypotheses was investigated, and then using regression coefficient and coefficient of determination and structural equation tests using SPSS software and Amos examined the confirmation or rejection of research hypotheses. After reviewing the results and interpreting them, it was shown that in general, the variables of organizational commitment and job satisfaction had a positive and significant effect on the empowerment of ministry managers. Findings indicated that job satisfaction is the strongest positive and significant predictor of managers' empowerment.

Keywords: Empowerment, Human Resource Productivity, Organizational Commitment, Job Satisfaction.

Introduction

Empowerment is the most important challenge for managers in the present age. Because organizations are subject to rapid and unpredictable change. The most important factors in the occurrence of these changes are the increasing global competition, the development and expansion of information technology and the occurrence of changes in the characteristics and demands of customers. Changes in the conditions of modern organizations have led to a change in their attitude towards human resources. In this situation, the employees of the organization are not the tools of the manager's success and as the assets of the organization, they have become the main drivers of the workflow and the partners of the organization (Roy and Shana, 2005). Empowerment emerged in the 1997s as a management response to an increasingly competitive and complex environment (Hill and Hook, 2004). On the other hand, in situations where organizations are affected by economic competition, the need to pay attention to organizational quality and productivity has become particularly important. In order to be able to improve the performance of its respective organization, management must look at the organization with a qualitative view and try as much as possible to maintain the efficiency, productivity and quality of performance of the organization under its command by providing executive strategies. This means that basically any empowerment-based program

can lead to productivity and lead to more production, better services, customer acquisition, and ultimately more market share. This continuous improvement is not only necessary to meet the threats and opportunities in today's complex environment, but also confirms that the organization should not only accept the principle of differentiation of employees from each other and should invest in differences and hire them to do things equal to Be their abilities (Hadavand and Sadeghian, 2008).

In fact, when it comes to quality and productivity, empowerment programs are undeniably an integral part of the issue. The relationship between empowerment and organizational productivity can be considered as a two-way relationship. Thus, the analysis of responsibilities, assignment of duties and powers and improving the level of professional knowledge of employees to perform the defined responsibilities, will not only improve the work capacity of the organization and ultimately improve productivity, but also employees from a flexible and dynamic mental model. Which will always be receptive to new ideas and solutions. On the other hand, empowerment programs also change the responsibilities of management and employees. As staff capabilities increase, management style shifts from close oversight to leadership and delegation oversight. This change of style also causes a change in the responsibility of employees, because employees become creative and self-manager with the practical freedom they gain in doing things, and this is the missing link in creating organizational productivity. Should be considered (Hadavand and Sadeghian, 2008).

Regarding productivity, it should be added that productivity is to obtain the maximum possible profit by utilizing and making optimal use of labor, power, talent and skills of manpower, land, machine, money, equipment, time, place, etc. In order to promote the welfare of society (Sharifipour et al., 2009). In this study, the opinions, opinions, and models of various experts and researchers were examined and studied, which after extracting the factors of human resource productivity through the above theoretical framework and standard factors of employee empowerment, to examine the causal relationship between variables in a coherent manner. A conceptual model is presented.

Based on the stated theoretical foundations, human resource empowerment means creating the necessary capacity in employees to enable them to create added value in the organization and play the role and responsibility they have in the organization, combined with efficiency and effectiveness (Kangar and Kango, 2002).). Factors affecting employee empowerment have been categorized from different perspectives and several models have been designed by Kanter (1993), Gao (2001), Riley, Bentley and Lane (2003), Olivier et al. (2004), etc. Is. Among these views, the view of Spritzer Jerchen (1995) is very interesting. Based on the model of Thomas and Welthaus (1990), Spritzer tested the relationship between the four dimensions of psychological empowerment (sense of significance, sense of competence, sense of self-determination), sense of effectiveness and empowerment, and then examined the relationship between organizational and social factors. Pay on empowerment. By examining these dimensions, he examined how to measure empowerment and introduced this index in a standard questionnaire. According to this expert, the main factors affecting empowerment are individual factors, group factors and organizational factors. Due to the comprehensiveness and completeness of this view, this index is used in the present study. In personal empowerment, employees are able to work by acquiring skills without the need for the direct presence of the supervisor. At this stage, employees' analytical power is developed and they can find appropriate answers and solutions to their questions and problems. A person is also able to regulate his behavior in new situations, to be responsible and accountable for his actions and decisions. At the level of organizational empowerment that is specific to managers, they are able to formulate general plans of the organization. They decide what to do and by whom and how? Managers are aware of their duties and are still responsible for guiding employees. At this stage, leadership skills can be taught to employees who have successfully completed individual stage empowerment. Group Empowerment Recognizing the value of individuals and the contribution they can make to doing things in a group. In other words, creating the necessary capacities in employees for group and team activities, to enable them to create added value in the organization and play the role and responsibility they have in the organization; Combined with efficiency and effectiveness.

On the other hand, empowerment programs are an important component of the organization, management, quality and productivity. The relationship between empowerment and organizational

productivity can be considered a two-way relationship. Thus, the analysis of responsibilities, assignment of duties and powers and improving the level of professional knowledge of employees to perform the defined responsibilities will not only improve the work capacity of the organization and ultimately improve productivity, but also provide employees with a flexible and dynamic mental model that always welcomes New ideas and solutions will be enjoyed (Abili, 1375). Now, according to the above, the conceptual model of the following research is presented :



Figure 1. Conceptual model of research

Research Methods

This scientific study was conducted to investigate the effect of human resource productivity factors on the empowerment of staff managers and experts of the Ministry of Sports and Youth. The statistical population for the present study can be expressed as follows; The statistical population in the present study is the managers and experts of the ministry. Determining the sample size is one of the most basic and difficult steps of any field research and accuracy in determining the sample size ensures the accuracy of generalization and conclusion. In this study, stratified random sampling method was used to determine the desired statistical sample. Thus, from the statistical population of 150 people, based on Morgan table, sample due to the decline of 110 people. In fact, data collection in this study was done through a questionnaire. Questionnaire method is one of the most common methods in collecting field information that makes it possible to collect information on a large scale (Hafeznia, 2010). In this research, the questionnaire of the title of the tool used to collect information was used. The questionnaire of this research includes 46 items. In this study, apparent validity was used to evaluate the validity of the Job Dimensions Questionnaire. The questionnaire was given to a number of relevant experts and professors and they were asked to comment on each question, who unanimously approved the questionnaire. One of the methods for calculating reliability is Cronbach's alpha coefficient, which has also been used in this research. The questionnaires were researcher-made based on the theoretical foundations of the research. To obtain the validity of the questionnaires, 20 people from the statistical population were used and Cronbach's alpha was used. The value of Cronbach's alpha coefficient was obtained according to the table below. 0 is more, it results that the questionnaire is highly reliable.

Table 1. Cronbach's alpha coefficient and reliability of the questionnaire

Row	Variable	Number of questions	Cronbach's alpha coefficients
1	Empowerment	11	0.890
2	Organizational Commitment	9	0.934
3	Organizational participation	12	0.876
4	Job Satisfaction	6	0.840
5	Job Creativity	8	0.987
6	total	46	0.837

Since the normality of the distribution of variables in regression is one of the most important assumptions, before examining the research hypotheses, using the non-parametric Kolmogorov-Smirnov test, the assumption of the normality of the data distribution related to Each of the variables was examined. In all tests performed in this study, the significance level of the test is considered equal to five percent.

Table 2. Results of Kolmogorov-Smirnov test

Variable	Frequency	average	Standard deviation	Statistical value of z	Significance level
Empowerment	110	3.01	0.505	0.988	0.321
Organizational Commitment	110	3.12	0.570	1.11	0.08
Job Satisfaction	110	3.40	0.452	1.45	0.10
Organizational participation	110	3.11	0.549	1.01	0.23
Job Creativity	110	3.72	1.213	2.80	0.07

Since the value of significance level obtained for all research variables is a number greater than 0.05, there is no reason to reject the null hypothesis and the hypothesis of normality is confirmed for all variables. After confirming the normality of the data, regression test was performed to test the hypotheses for each of the variables. The results are summarized in Table 4.

Table 3. Results of sub-hypothesis regression test

	β	β (Standardized)	<i>t</i>	<i>p-value</i>	<i>R</i>	<i>R</i> ²	Regression significance test	
							<i>F</i>	<i>p-value</i>
(Constant coefficient) Organizational Commitment	1.281 0.610	0.680	6.291 9.515	0.000	0.680	0.456	90.540	0.000
(Constant coefficient) Job Satisfaction	0.980 0.710	0.789	5.78 13.332	0.000	0.780	0.620	177.090	0.000
(Constant coefficient) Organizational participation	1.240 0.551	0.501	3.805 6.023	0.000	0.502	0.253	36.281	0.000
(Constant coefficient) Job Creativity	1.291 0.602	0.684	6.480 9.751	0.000	0.688	0.465	95.120	0.000

Given the F and p-values of each of the variables, it is concluded that regression is significant. In the case of organizational commitment, the coefficient of determination was 0.680, which indicates that % 68 of the changes related to the empowerment of managers can be explained by organizational commitment.. According to the obtained β coefficients, the relationship between the studied variables can be formulated as follows :

$$\text{Empowering managers} = 1.281 + 0.610 \times (\text{Organizational Commitment})$$

In the case of job satisfaction, the coefficient of determination was 0.620, which indicates that %62.0 of the changes related to the empowerment of managers can be explained by job satisfaction. . According to the obtained β coefficients, the relationship between the studied variables can be formulated as follows :

$$\text{Empowering managers} = 0.980 + 0.710 \times (\text{Job satisfaction})$$

In the case of organizational participation, the coefficient of determination was 0.253, which indicates that approximately %25.3 of the changes related to the empowerment of managers by organizational participation can be explained and explained. According to the obtained β coefficients, the relationship between the studied variables can be formulated as follows :

$$\text{Empowering managers} = 1.240 + 0.551 \times (\text{Organizational participation})$$

In the case of job creativity, the coefficient of determination was 0.465, which indicates that %46.5 of the changes related to the empowerment of managers can be explained by job creativity. According to the obtained β coefficients, the relationship between the studied variables can be formulated as follows :

$$\text{Empowering managers} = 1.291 + 0.602 \times (\text{Job Creativity})$$

Main Hypothesis: Factors affecting human resource productivity affect managers' empowerment.

The results of multiple regression analysis performed simultaneously using SPSS software are shown in the table below:

Table 4. Results of multiple regression analysis

<i>Model</i>	<i>Coefficient</i> <i>B</i>	<i>Beta</i> <i>coefficient</i> <i>standard</i> <i>(b)</i>	<i>T test</i>	<i>The</i> <i>significance</i> <i>level</i>	<i>R</i> ²	<i>R</i>
Fixed	0.923	3.952		0.000	0.640	0.611
Organizational Commitment	0.151	0.619	0.168	0.038		
Organizational participation	- 0.048	0.527	- 0.043	0.600		
Job Satisfaction	0.593	6.952	0.653	0.000		
Job Creativity	0.041	0.166	0.046	0.869		

It is observed that the multiple correlation coefficient is equal to 0.640. In other words, the mentioned independent variables have a total of %61.1 correlation with managers' empowerment. Also, the coefficient of determination was equal to 0.625, which indicates that 62.5% of the changes related to the empowerment of managers can be explained by significant variables, ie organizational commitment and job satisfaction. To determine which of these two factors is most involved in empowering managers, it is necessary to consider the p-value values and standardized coefficients β in multiple regression analysis that simultaneously considers all variables. It is observed that job satisfaction has a greater and higher effect.

In order to ensure the above ranking and to identify the prioritization of the significant variables of the research, Friedman test was used. Using Friedman test, the rank of variables can be compared. The null hypothesis and the opposite hypothesis in this test are written as follows:

Table 5. Test results Comparison of the mean rank of variables using Friedman test

Significant variables	Average rating	Number	Degrees of freedom	Statistical value	Significance level
Job Satisfaction	1.50	110	1	0.42	0.030
Organizational Commitment	1.48				

Since the p-value is less than 0.05, we reject the null hypothesis. Therefore, it can be concluded that there is a significant difference between the mean of significant variables of job satisfaction and organizational commitment. The mean ranking of the variables is similar to the multiple regression test.

Discussion and conclusion

The purpose of this study was to investigate the effect of effective factors on human resource productivity on managerial empowerment. Findings indicated that job satisfaction is the strongest positive and significant predictor of managers' empowerment. This can indicate the special attention of managers to the indicators of job satisfaction in employees. It can be said that among the various factors affecting the increase of human resource productivity of their organization, special attention is paid to organizational commitment and job satisfaction. Natabaj also confirmed that when managers pay attention to organizational commitment and job satisfaction and strengthen it, the productivity of employees and the organization and the empowerment of managers is evaluated to increase and improve. In general, the factors of organizational commitment and job satisfaction were able to confirm the research hypotheses and

showed that strengthening these factors of human resource productivity can improve the empowerment variables of managers. Organizational commitment through the establishment of a system of announcing tasks, a system of suggestions. Participation should be based on the task system, which is one of the most successful and well-known and effective methods. In this method, the goal is to emerge creative thoughts and ideas and use them to increase organizational efficiency and productivity. In the system of announcing tasks and suggestions, no thoughts are rejected and no ideas are despised. Tasks are proposed and announced in an intimate atmosphere as expected. The steps of this system can be summarized as follows: First, all employees can suggest to better perform organizational tasks; Second, these proposals are reviewed and evaluated; Third, suggestions are used as commitment processes; Fourth, the bidder will be appreciated and the result of the bid will be announced. This method, because it is on behalf of the employees and at their suggestion, commits them to do.

Use the results of annual evaluations to make important human resource decisions. These decisions can be made to increase job satisfaction with promotions, appointments, job transfers, various scholarships, and material and non-material incentives. Managers can empower and achieve greater productivity by creating more commitment in employees to the goals of the organization and improving their job satisfaction through structural flattening, transverse structure and reducing the number of layers and levels of management in the structure (delegating more authority). To help. According to the findings, it can be said that managers can take steps to empower managers and employees with productivity programs based on the proper use of knowledgeable, experienced and job-satisfied human resources. Improving employees' job satisfaction is closely related to the personnel system and the training program. This can be done by encouraging employees to participate in programs to improve productivity, workplace and activity improvement activities, and troubleshoot job regulations. These activities cause the team work spirit to grow in people and employees become more aware of their unit activities and as a result, engage in their activities with higher productivity.

Holding training courses for managers in order to get acquainted and properly use the factors affecting the job satisfaction of employees and also creating organizational commitment in them can be in line with organizational goals. Therefore, according to what was obtained in the final conclusion and based on the research model drawn, it can be suggested to the managers of the studied organizations that a suitable platform for implementation and occurrence of empowerment factors and variables by creating job satisfaction and organizational commitment in their employees Create so that they do not face challenges and difficulties in their simultaneous and comprehensive actions and can continue their activities successfully in today's competitive world.

It is suggested that in the project of empowering the managers of the ministry by sharing information with all members of the organization, provide information about the company's performance to all employees and help people to understand the business, by sharing information. Build trust, build your monitoring capabilities, see mistakes as an opportunity to learn, break down hierarchical monitoring, and help people act like owners. Then, through demarcation, create autonomy, clarify big and small images, define goals and roles, define the values and rules that underlie actions, the rules and procedures that underlie Empower support, create. Provide the necessary training, hold individuals accountable for results, replace self-governing teams with old hierarchies, provide guidance and skills training to empower teams, provide support and encouragement for change, and seek diversity as a team asset. Use it, gradually hand over control to the teams, know that sometimes you will have a lot of difficulty.

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