

# The Relationship between Employee Empowerment and Employee Job Performance at the University of Applied Sciences and Technology in Golestan Province

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**Abstract:** The aim of this study was to investigate the relationship between employee empowerment and organizational development that the research method was based on survey in this study. The study consisted of all government and contractual employees of Golestan University of Applied Sciences and Technology in over 110 subjects who 97 subjects were selected according to Morgan table that according to the non-return or corruption of some questionnaires, a total of 100 questionnaires were distributed through simple random sampling. Kolmogorov–Smirnov test was used to confirm the reliability and validity of normality questionnaire of the data obtained and Pearson correlation test was used to assess the relationship among variables. The results of the test of research hypotheses showed that there was a positive relationship between employee empowerment and organizational development and the component of the right to choose among the components of employee empowerment had the most relevance to organizational development and the least component of the relevance was possessed to the component of the competence feeling.

**Keywords:** Employee Empowerment, Job Performance, University.

## Introduction

Today, organizations have many rapid and unpredictable changes in the environment. Organizations interact with environment as an open system and to sustain life, they need to respond to these changes (Hosseini & Darijani, 2014). In this situation, employees are principal tools for success and they have become key operators of workflow and the organization partners. Therefore, having the leadership skills for managers is not enough and the employees require education of self-directed methods (Robbins, 1998). To achieve these characteristics, the organization should empower the most important resource and competitiveness factor, i.e., human resources. One of the most important challenges of our time management is inefficient use of intellectual resources, intellectual potential and human resources available. In most organizations, the efficient use is not used from staff skills and managers are not able to operate their potential (Kinlaw, 2003). Now, to involve human resources management process to achieve higher organizational performance and create competitive advantage for organizations is essential. Therefore, organizational development is inevitable (Farhangi & Eskandari, 2003). Improvement and organizational development are a multi-dimensional cycle which is administered by human factors and they should show energy,

strength and flexibility needed to make it happen through their own behavior. The most important factor of change and transformation is behavioral maturity in the individual and group levels. In the systematic approach, improvements can be considered positive outcome which leads to the survival and sustainability of the system environment. The issue to change and improvement is comprehensive and is called to changes in more than one dimension of the main components of the organization include: (human, technological and structure). Since the organizations are the creation of mankind and to extend their survival, human beings have the first role; therefore, the basic factor of change in the organization is human being (Kafi, 2006). What seems obvious in the literature of the management is that the organization needs employees who are willing to go beyond the formal requirements of their jobs. In current research, behaviors beyond the role were considered as organizational citizenship and their negligence is not accepted in the assessment of job performance and long-term participation in the success of the organization is emphasized in them (Mirsepasi, 2005). The most critical issue in any organization is the job performance and this is one of the variables that in many developed countries are of great interest. Psychologists consider job performance as a product of human behavior and they believe that motivations and needs have the impact on the performance and growth and finally economic development. It is also believed that job performance is a hybrid structure which the successful staff from the unsuccessful employees through a set of specified criteria are detected based on it (Kafi, 2006). Performance evaluation is the third step of interconnected process of the performance management in which we evaluate the behavior and performance of employees compared to predetermined and agreed objectives and expectations. The key of success to this step is that employees trust assessors and they agree to the results of this assessment (Abolalae, 2011).

Today, the organizations should be governed in a highly competitive environment which comes with an amazing transformation. In such circumstances, managers do not have much time to control employees and they should spend most of their time and energy identifying the internal and external environment and other everyday tasks are entrusted into the employees. Employees can well afford the duties which they have necessary skills, knowledge and abilities and objectives of the organization are well known. A tool that can help managers in this field is the process of empowering. Management style on empowering employees is different from other employees and it is in the form of guidance and coaching (Abdollahi & Naveh Ebrahim, 2006). Therefore, the aim of this study was to investigate the relationship between employee empowerment and job performance at the University of Applied Sciences and Technology in Golestan Province.

### **Materials and Methods**

The present study is based on applied research. Also, in terms of method, this is in the category of correlation research. This research is descriptive because this deals with studying and describing the current status of variables of staff empowerment and job performance. Also, due to understand some of the characteristics of the study population (staff of the University of Applied Sciences and Technology in Golestan Province by referring to them and analyzing their answers in the standard questionnaires distributed, they are considered survey and they are also correlational since they are discussed on studying the presence or absence of the relationship among the variables. The study consisted of all government and contractual employees of Golestan University of Applied Sciences and Technology in over 110 subjects who 97 subjects were selected to determine the sample size according to the size of the population (110 people) and Morgan sample table which finally a total of 100 questionnaires were distributed in the community due to the large population and the probability of non-return or distortion of some of the questionnaires. In order to achieve accurate and specialized data in the development variables using the field method, libraries and documentation tools, methods and questionnaires were used to collect information which theses, articles and databases were used to collect information on the literature and the literature of books. In the questionnaire part, psychological empowerment questionnaire of Spreitzer (1995), a standard questionnaire of job performance of Paterson were used that their designing is in general form of hypotheses and research questions are through using the Likert scale in "attitude assessment questionnaire" and to assess the attitude of the staff of University of Applied Sciences and Technology.

In this study, according to standardization of the questionnaire, the validity of the instrument was formally approved by supervisors and advisors. To test the reliability of the questionnaires of the research, 25 questionnaires were distributed among the employees and the results were evaluated using SPSS analyzed.

**Table 1.** The results of Cronbach's alpha.

Component	Number of measures	Cronbach's alpha
Empowering employees	19	0.967
Job performance	15	0.977

Calculation results and obtained Alpha from Table 1 show strong reliability of the research tools. To analyze the data and testing hypotheses from both descriptive and inferential statistics were used which in descriptive statistics, first, t-test was used to study the status of variables at the University of Applied Science and Technology and then, to examine the relationship among employee empowerment and employees job performance and research hypotheses according to data normality which was determined through Skewness and kurtosis, correlation tests were performed using SPSS.

## Results

### The results of t test job performance

**Table 2.** One-Sample Statistics.

	N	Mean	Std. Deviation	Std. Error Mean
Amalkard. S	97	3.3340	0.91911	0.09332

**Table 3.** One- Sample Test.

Test Value = 3						
					95% Confidence interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Amalkard. S	3.579	96	0.001	0.33402	0.1488	0.5193

According to Table 2 and Table 3, t test results show at the confidence level 99% that job performance according to the statistics ( $t = 3.579$ ) and value ( $\text{sig} = 0.000$ ) is in a satisfactory condition.

### The results of t test results of empowering employees

**Table 4.** One-Sample Statistics.

	N	Mean	Std. Deviation	Std. Error Mean
Tavanmand. S	97	3.5100	0.63773	0.06475

**Table 5.** One- Sample Test.

	Test Value = 3					
	95% Confidence interval of the Difference					
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Tavanmand. S	7.877	96	0.000	0.51004	0.3815	0.6386

According to Table 4 and Table 5, t test results show at the confidence level 99% that employee empowerment according to the statistics ( $t = 7.877$ ) and value ( $\text{sig} = 0.000$ ) is in a satisfactory condition.

**Table 6.** Correlation coefficient between empowering employees and job performance.

Number of samples	Pearson correlation coefficient	P-Value
97	0.543	0.000

According to data in Table 6, at the confidence level 99% that P-Value = 0.000 and is less than 0.01, the correlation coefficient is 0.543 indicating a strong positive relationship between employee empowerment and job performance.

**Table 7.** Correlational coefficients between variables of empowerment and job performance.

Variables	P-Value	Pearson correlation coefficient	Number of samples
Significance feeling	0.000	0.862	97
Competence on the job	0.000	0.329	97
The right to choose	0.000	0.376	97
effectiveness	0.000	0.621	
Partnership with others	0.000	0.788	97

According to the results in Table 7, at the confidence level 99% that P-Value = 0.000 and is less than 0.01, also, according to the correlation coefficients, it can be concluded that there is a strong positive relationship between the variables of employee empowerment and job performance.

### The results of regression test of job performance and empowerment

**Table 8.** Model Summary.

Model	R	R Squar	Adjust R Squar	Std Error of the Estimate
Socep-JR	-0.913 <sup>a</sup>	0.863	0.657	0.221

a. Predictor: (constant). Sign. Comp. choice. effe. Part. Application

According to Table 7, for the sample studied,  $R = 0.913$  indicates a high correlation. This means that in general, the independent variable (employee empowerment) includes high correlation with job performance.  $R$  square = 0.863 indicates that 0.86 of the variance in job performance by the independent variable (empowerment) can be explained.

### Discussion and conclusion

The aim of this study was to investigate the relationship between empowerment and organizational development at the University of Applied Sciences and Technology in Golestan Province. The findings showed that the more organizational development was at the University of Applied Sciences and Technology in Golestan Province, the more employee empowerment would be.

Also, the correlation coefficient between employee empowerment and organizational development is 0.543 indicating a strong positive relationship between employee empowerment and job performance. Given the correlation between employee empowerment and job performance and according to the average answers, it can be

concluded that there is a significant relationship between employee empowerment and job performance. Among the components of employee empowerment, the most relation to job performance is related to the component of the competence feeling (0.862) and the least relation is related to the component of the right to choose (0.376). According to the average of answers and t test results on empowerment and organizational development, the status of employee empowerment and organizational development is in the desirable and excellent level. Regression test and analysis of variance were used to predict job performance by empowering employees. The results showed that for the sample studied,  $R = 0.913$  indicates a high correlation. This means that in general, the independent variable (employee empowerment) includes high correlation with organizational development.  $R$  square = 0.863 indicates that 0.86 of the variance in job performance by the independent variable (empowerment) can be explained.

According to the results of the hypotheses presented, it is also recommended: 1- Scheduling tasks and jobs in the organization should be so that people in the organization feel effective. 2- The university is obliged to prepare courses and programs to increase the sense of participation of people with each other. 3- The University with development in administrative system leads to career development and career progressions and career course of the employees according to their performance. 4- Delegation of authority and participation of employees in offering a bid to better control the affairs and conduct of employees are promoted by themselves in the organization. 5- The university through job enrichment can create sense of responsibility and the possibility of knowing the actual outcome and the possibility of obtaining new skills and abilities, strong internal motivation in humans through increasing meaningful sense of working and the person is obliged to work with more favorable quality and quantity of movement and also the value of productivity is increased. 6- An atmosphere of harmony and trust among members of the organization through culture, sports and recreation are created. 7- The tasks of the employees are determined according to physical and their professional abilities. 8- The university is obliged to focus them with the use of terms and ideas of employees in decision-making and cooperation in improving and advancing the organization appropriately. In addition, any research can be hampered by this research which this research is faced with the following difficulties and obstacles.

1. Lack of strict accountability due to probably fear of the employees when completing the questionnaire;
2. Some employees who had academic studies and they were aware of the results of the questionnaires answered to get their favorite results and simply, they did not answer truthfully.
3. Limited time to collect content and perform tests, because time is necessary that people trust the researcher and answer to questions more honestly.

### **Conflict of Interest**

The authors declare no conflict of interest.

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