

Employees' Empowerment and Management Strategies: Case study of Governmental Organizations of Kerman

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Abstract

The purpose of present essay is surveying relationship between empowering employees and using management strategies in governmental organizations of Kerman. This research has been done with cross-sectional studies and correlation method in a population of 198 employees in governmental organizations of Kerman and choosing 322 staffs with cluster sampling. For collecting information, two standard and revised questionnaires were used which their reliability and validity has been measured. Statistical analysis was conducted by Pearson and Spearman's correlation tests, independence test, tests of Chi-squared and Anova, multiple regression with SPSS software. Obtained results showed that there was a relationship between empowering staffs and using management strategies in governmental organizations of Kerman. Analysts suggest that there is a significant relationship between components of employees' empowerment such as sense of competence, sense of efficacy, significant and trust sense with using management strategies. According to the results of research, it has been suggested that managers of governmental organizations should empower employees by improving and increasing management strategies and destroying powerlessness and helplessness states of employees to make them feel that they are a significant member of organization and valuable assets.

Keywords: Empowerment, sense of competence, sense of efficacy, significant sense, trust, management strategies.

Introduction

In today's fast and changing world, the role of human and human resources has been emphasized in opening bottlenecks and providing developed technology because workforce is a strategic factor, substructure and propulsion of each organization. Human has been the most important subject in all discussions. Since human is as the most valuable asset of organizations and in charge of approaches and functions of organizations and has the main role in leading organization's developments, we should provide a quiet environment with empowering human resources by democratic management and preparing employees for facing to changes. In such environment, humanity and human potential will flourish and accessing to goals for organization development, better performance, upgrade to enrich the ultra structural level will be possible¹. Also in new scientific resources of management, the empowerment concept has been found differently. For example, in 1950 decade, the written management resources were full of strategies about friendly relationships between employees. In 1960 decade, "sensitivity of managers" against needs and motivation of employees were proposed. In 1970 decade, there was "employees' involvement". In 1980 decade, the problem "quality circles" were introduced and these discussions were continued in decade 1990 and after that these discussions shows that how managers should learn empowerment and how to expand it².

Problem statement: In new organizational competitive turbulent and changing world, traditional principles of management and organization such as bureaucracy, command and control have been invaded. The strategies based on bureaucratic control such as provision application, rules, instructions, hierarchy and activities' standardization don't have enough efficiency to uniform employees' behavior. The workforce has been caught in bureaucracy for indicating their talents and creativities and they cannot use their potential and pay to solve problems. In such situation the organizations are successful which their managers have new strategies for workforce. In this regard, all managers and senior leaders have another role except the role of coordinator and facilitator which is that potential synergies of employees³. Some factors such as increasing customers' expectations, globalization, process and highly advanced technology are some factors which make twenty – first century organizations have a different form from traditional organizations. In traditional organizations, just employees' energy was managed while in twenty- first century's organizations, it will be needed to manage intellectual power and creativity of employees in addition to energy under this situation, not only methods of hierarchical control- commands won't be suitable but also, own employees must show initiation and solve the problems fast. So, the necessity of training employees with "self-management" made "empowering human resource" that it attracts the attention of many management experts as a new program⁴. Empower employees can answer to clients' requests quickly, deal with complains and become more

involved in the service process⁵. Methods and styles of management can be used some times as combination and or even with different features about employees in a different manners. This means that each management uses different management styles according to different states and contingency. Managers with strategies and actions such as providing information, delegation, participatory management, team formation and autonomy to employees should provide situations and beds for doing organizational tasks somehow the employees do whatever they want with interest and internal motivation. Managers should decrease controls and limitations and use attract strategies instead of pushing strategies. With using attract strategies, the managers provide an organizational environment which causes inner passion of style to perform tasks. Since the improvement is personal and inner, means a person cannot be powerful only if he/she wants, managers should play the role of facilitators and provide organizational situation for empowering employees using management strategies and techniques³.

Research importance and necessity: Life and survival of each organization greatly depends on abilities, skills, awareness, knowledge and different specializations of human resources, especially the managers. If the persons have more preparation, they can better participate in improving the organizations' performance. These days, all the organizations are affected by the fast development of technology and they have to make this development in all dimensions of their organization to preserve and maintain their existence that infra structure and starting point of all these changes is correctly using human resources. Improvement provides a potential capacity to extract the human abilities which aren't completely used. Whenever the organizations want to continue to their life in today's complex and dynamic world, they must control this potential. Powerful employees provide benefit for organization and themselves. They have a sense of their life or job and they effort is directly related to continuous improvement in systems and execution of work process. Powerful employees in organization implement their best innovations and thoughts with interest and sense of ownership and pride. Moreover, they work with amenability and prefer organizations' profits to their own profits⁶. Now, according to mentioned cases, these questions are considered:

Is there a relationship between employees' empowerment and using management strategies?

What kind of relationship is there between four elements of empowerment with management strategies?

Theoretical principles of research: Employees' empowerment: the term empower has been defined as "being powerful, authorization, power providing and empowerment" in compact oxford dictionary. In special meaning, giving empowerment and freedom of action to persons for own office and in organizational concept means changing in culture and dare in providing and leading an organizational environment. In the other hand, empowerment means design and construction of

organization so that person can control themselves and be ready for accepting more responsibilities⁷. Bandura believes that empowerment is providing ability to comply with environmental situation⁸. Poissant knows empowerment as improving staff skills and providing self-confidence in them than themselves and effort for effectiveness of organizational activities⁹. Bowen and Lawler believe that a powerful employee has the required competency for controlling on his/her job and also he/she maybe excited with organization's aims. In their belief, empowerment includes management actions such as information distribution, knowledge, power and rewards in throughout of the organization¹⁰. Empowerment links the person with others and is as making a common overlook where the organization should reach to it and enables all the employees to actively participate in consistency of organization's aims with expertly link of culture, organizational context and operating values¹¹. Gill and etc. believe that empowerment is transferring power and responsibility to employees so that they are able to provide the best possible services to customers in special limits and with their own discretion¹².

Management strategies: a scheme, design and plan which logically provide, allocate and apply the resources(such as human, financial, facilities and equipments) for solving problems which are due to neglect of environmental conditions or for improving the situation and attracting the satisfaction of stakeholders in organizations are strategy¹³. The meaning of management strategies is that the managers with strategies and applications such as providing information, delegation, participatory management, forming a team and autonomy to employees should provide the field and situation for doing organizational duties so that the employees can do whatever they want with interest and intrinsic motivation³. The dimensions of slightly management strategies in this research are:

Providing information: Bowen and Lawler proposed that information can be included data about workflow, efficiency, external environments of organization and its strategies. Employees' access to organization's information allows them to see "the big picture" and better understand their own lore in organizational operations³. Information sharing is one of the pillars of empowerment organizations. Participation in information is the main tool of maintain consistency in improvement of tasks. In a empowerment organization, the employees are challenger and try to improve their result. They know that the organization's health and success is related to continuous improvement. Information flow is as the blood flow in a living organism. Without information flow, the companies cannot work powerfully and also can't survive¹⁴.

Linkage with results: Hackman and Oldham believe that when people can have action and reaction with final consumers and see the result of their job, they are encouraged in their job². Clarifying the linkages between the person's job and its result

increases the empowerment by helping to developing own efficiency and self- efficacy feelings.

Trust establishing: trust establishing in organization for employees' ensure from honesty of both manager and organization³.

Laschinger and et al surveyed the trust establishing and empowerment in a restructuring collection. They used empowerment in the workplace model to survey the effects of trust establishing and empowerment on two kinds of organizational commitments such as emotional and continuous commitments. The results showed that empowered employees had higher level of trust. Finally a high level of emotional commitment was made but the empowerment could n't predict the continuous commitment¹⁵. Also in another study, they directly surveyed the relationship between psychological empowerment and its four dimensions to managers and the results between psychological empowerment and knowledge-based trust showed a significant relationship¹⁶.

Leadership style: the scheme of leader's proceedings which is taken by staffs is called leadership style¹⁷. The empowerment causes extensive changes in managers and staff's responsibility. The requisite of empowerment is changes in staffs' viewpoint that organization's manager must do it by training and at last improve the intellectual level of his/ her staffs. When the ability and tendency of the organization's staffs increase, the responsibility of manager changes from close supervision to submission guidance and finally changing in management style causes changing in employees' responsibility. The persons with more freedom in work should be creative and self-control¹⁸.

Participation: participation means having a share of something and benefit of it or participating in a group and cooperating with it that there are different degrees of it such as cooperation, community, correlation, adaptation, compatibility, acceptance and ...¹⁹. An empowerment workplace is a place where groups of human work there and cooperate with each other. This approach is completely different with the traditional competitive organization where each employee competes with others in doing tasks. In an empowered organization, the people can rely on each other instead of working directly¹⁸.

Making Group: a group has been formed from two or more persons who have uniform relationship such as same goals or physical proximity that members may have definite similarities to each other²⁰. A group is formed in a place where the empowerment of staffs grows¹⁸. In hierarchy system, the duty of borders is determining some tasks which must not do or some politics which must do. But in power synergy culture, determining borders is done by the purpose of action freedom grant in that field and the groups are expected to gain goal with a direct and responsible action in that field. In empowered organizations, personal goals are replaced with group goals. Empowered groups have some features such as flexibility,

optimized performance, gratitude, having relationship and communication, empowering, having a final goal and a motivation and belief to principles and values¹⁴.

Authority delegation: Authority delegation means assignment of a part of authorities and special duties of organization's manager or leader to obedient subordinates in order to accelerate tasks implementation and timely achievement of organization's goals²¹. Empowerment means authority delegation and autonomy in scientific texts of organizational and industrial psychology. It is impossible for a manager to singly do all the tasks and activities for gaining to the organization's goals. So, his or her tasks and responsibility must be given to the staffs. If the employees are going to do something, they must be empowered².

Independence and freedom: independence points to a person's need for participating in making some decisions which affect on his/ her tasks and also exert influence in controlling job opportunities and freedom points to express ideas and having vote right in work³. The role of manager in traditional organizations was rigid control of human and work process. The manager was a person who applied the hardest controls but new organization is an organization in where the people became empowered for making decisions and controlling themselves. In empowered organizations, people are looking for responsibility and freedom¹⁸. Some management and organization theorists know the empowerment as as kill and management or leadership technique. In order for employees to feel satisfied, the necessary fields and conditions should be prepared in organization. If the governmental organizations want to implement the empowerment plans, they should pay attention to the effect of relationship between manager and employee and employee's belief as the prerequisite of empowerment²². Conger and Kanungo believe that the despotic management style limits the employees' control and their expressing ideas and make a helplessness feeling in them. These styles make dependency, views denial, and meaningless goals and disable employees³. In 1995, Thomas and Velthouse researched about cognitive approach, in this regard, they distinguished a differentiation between Situational Attributes such as psychological empowerment. With reviewing related researches and using the definition of Conger and Kanungo, they stated that empowerment is a multi dimension subject and it isn't possible to survey it just with a specific concept. Hence, they defined empowerment a more complete and according to changes in cognitive variables which were called "tasks assessments". In belief of above experts, empowerment is as "increased intrinsic task motivation" that it is evident in a four cognitive set which reflexes persons' view about their job roles. These four cognitions are:

Being significant: It is an opportunity for persons to feel that they follow important and valuable job goals. It means that they feel that they are moving in a road where their time and power are important. Being significant means the value of career goals

and intrinsic interest of the person to the job. Being significant points to the proportion between job requirements and beliefs, values and behaviors. Without regarding the organizational forcing, the persons tend to try for some goals which are significant for them²³.

Competence feeling (self- efficacy): “Competence” or “self- efficacy” is the belief of person to his/ her ability or capacity for doing versed tasks. In fact, the self- efficacy is personal belief to motivation changes, intuitive recourses and a chain of actions with regarding to special situational requirements that we can know it as counterpoint of inability. In the other hand, competence points to a degree in which a person can do job tasks skillfully. Low self- efficacy causes that people avoid some situations which need proper skills²⁴.

Sense of autonomy (self- diagnostic): While competence is a behavioral skill, “autonomy “is a personal feeling about choice right for previous step and setting activity. Autonomy is representing of independence in previous step and continuation of practices and behaviors. Autonomy is with lower alienation in work place, higher job satisfaction, higher level of job performance, higher entrepreneurial activity, higher level of job involvement and lower working pressure. From the management perspectives, the action freedom or autonomy should be proportional with the person’s job and responsibility. There should be a balance and a proportion between action freedom and granted authority to the person²⁵.

Sense of efficacy: Efficacy is a level in which a person has the ability to influence on the strategic, administrative and operational implications in his job. Persons, who have a strong dimension of efficacy, don’t believe in limiting their abilities by external obstacles but also they believe that these obstacles can be controlled. They have a sense of “active control “that allows them to line up the environment with their wants. Unlike the passive control in which persons’ wants are lined up with environment requests. People who have sense of efficacy try to maintain their mastery over what they see instead of reactive behavior against environment²⁶.

Whetten and Cameron based on Mishra research emphasized that empowerment is multifaceted and confirmed four above dimensions and then added trust to it.

Trust: Empowered persons have a sense called “trust”. They’re sure that they will be treated fairly and equally with. These people keep this reliability that the result of their actions will be justice and peace even in subordinate position. The meaning of this sense is usually that they are sure that authority officers or masters won’t harm or damage to them and treat with them neutrally²⁷. Having this sense that others’ behavior and information are stable and reliable and the promises will be implemented, all are a part of empowerment formation in a person²⁸. In this research, three dimensions such as sense of competence, sense of efficacy, sense of being significant with

trust dimension have been used and evaluated by conflation of two above models and like following model. In belief of Rothstein, any empowerment design won’t reach to the goal without trust. The leaders need to trust to their employees by distributing power, providing necessary resources and accepting their new ideas. The team and staffs don’t have any approaches except trusting and supporting each other to gain the organization’s goal²⁹.

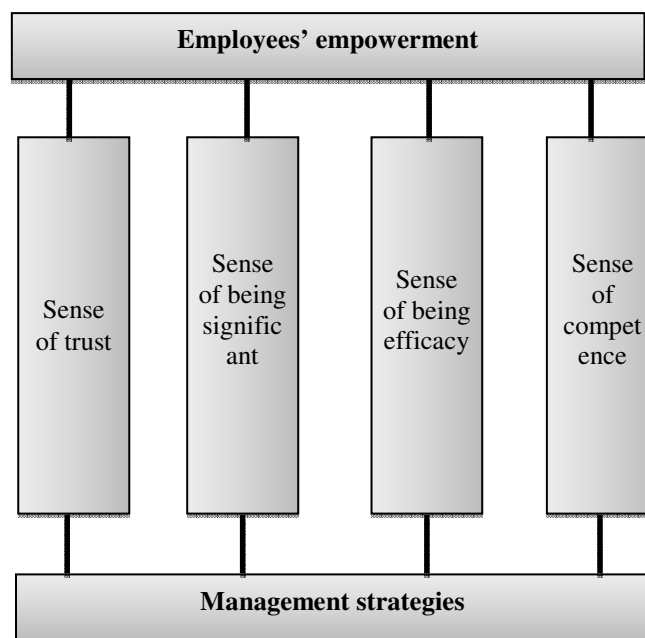


Figure-1
Research Model

In summary, the outcomes of employees’ empowerment are:

Change in management style: In empowerment plans, management styles will change to leadership styles. This change has always the property of creating challenge in following. Because its necessity is asking about common ways of work, taking risk and experience some thing, focus on group activities, increasing the employees’ authority, attention to new values, tendency to transferring organizational information and improving values.

Change in employees’ performance: Empowerment plans will cause that employees speak explicitly, look for the solution instead of finding the guilty, be participants, prefer the goodness of the others instead of their own benefits and finally don’t think about being specific and think to the others.

Change in organizational structure: In empowerment process, organizational structure will change from pyramidal to circle. This structural change allows employees to have higher level of freedom and responsibility and treat the morality of participation and group work as a basic organizational value³⁰.

Findings

First question of research: is there a relationship between employees' empowerment and using management strategies in governmental organizations of Kerman?

The research was done based on two tests:

Independence test: For surveying the relationship between employees' empowerment and using management strategies, Pearson's KH-TWO test and the agreement table were used. With drawing agreement table, it was recognized that each sample member has what level of employees' empowerment and using management strategies (table 1). According to the data analyses by KH-TWO test, it was recognized that the Pearson's KH-TWO statistics was 71.140 and why the amount of $-p$ (significant) is 0.000 and lower than significant level $\alpha = 0.05$, so employees' empowerment and using management strategies aren't independence and with increase of the score of employees' empowerment, the score of using management strategies such as providing information, link with results, participatory management, group formation, leadership style, trust establishing, authority delegation and independence rate increases that it shows a direct relationship.

Correlation tests of Pearson and Spearman: According to the data analyses, it was determined that Pearson and Spearman's correlation coefficients between the variables employees' empowerment and using management strategies are 0.642 and 0.636 respectively and are equal with amount of $-p$ (significant) 0.000 that it is lower than significant level $\alpha = 0.05$. but there is a significant relationship between employees' empowerment and

using management strategies such as providing information, link with results, participatory management, group formation, leadership style, trust establishing, authority delegation and independence rate in governmental organizations of Kerman. Also the determination coefficient between two variables is 0.412 ($= R^2 0.412$) and or 41.2 is the changes of management strategies by employees' empowerment (table-2)

Second question: is there a relationship between four components of empowerment and management strategies?

According to table 3, the data analyses showed that Pearson and Spearman's correlation coefficients:

Between the variables employees' competence sense and using management strategies are 0.484 and 0.479 respectively and determination coefficient between these two variables is 0.234 ($= R^2 0.234$) or in other word, 23.4 is as changes of management strategies by employees' competence sense.

Between the variables employees' efficacy sense and using management strategies are 0.640 and 0.647 respectively and determination coefficient between these two variables is 0.41 ($= R^2 0.41$) or in other word, 41.0 is as changes of management strategies by employees' efficacy sense.

Between the variables employees' significant sense and using management strategies are 0.394 and 0.393 respectively and determination coefficient between these two variables is 0.155 ($= R^2 0.155$) or in other word, 15.55 is as changes of management strategies by employees' significant sense.

Table-1
Pearson's KH-TWO statistics, between the levels of two variables employees' empowerment and using management strategies

Significantly	Freedom degree	Pearson's KH-TWO statistics	management strategies					variable
0.000	2	71.140	total	agree	Fairly agree	disagree	class	Employees' empowerment
			106	13	60	33	agree	
			216	133	60	23	disagree	
			322	146	120	56	total	

Table- 2
The statistics of Pearson and Spearman's correlation test related to employees' empowerment and using management strategies in governmental organizations of Kerman

Employees' empowerment								Variable
The kind of relationship	relationship	Spearman			Pearson			test
direct	There is	number	significantly	Correlation coefficient	number	significantly	Correlation coefficient	management strategies
		322	0.000	0.636	322	0.000	0.642	

Between the variables employees' trust sense and using management strategies are 0.551 and 0.536 respectively and determination coefficient between these two variables is 0.304 ($= R^2 0.304$) or in other word, 30.4 is as changes of management strategies by employees' trust sense.

According to the results of above data, the amount of $-p$ (significant) is 0.000 that is lower than significant level $\alpha = 0.05$ so there is a significant relationship between psychological empowerment components (sense of competence, sense of efficacy, sense of being significant and sense of trust) with the components of using management strategies (providing information, link with results, participatory management, group formation, leadership style, trust establishing, authority delegation and independence rate).

Multiple variable regression to survey the relationship between criterion variable (management strategies) and predictor

variables (sense of trust, being significant, efficacy and sense of competence):

In regression discussion, the researcher is looking for the relationship between criterion variable and predictor variables. This relationship may be linear or nonlinear but it is linear here. In order to survey the relationship between criterion variable (management strategies) and predictor variables (sense of trust, being significant, efficacy and sense of competence), the multiple variable regression was used. For doing regression, the Back Ward method was used. In stage one, first all the predictor variables are entered to the model. However the Back Ward method is an elimination method, doing this stage is necessary. Because the maximum level of significance of each variable must be 0.05 for entering to the model and also for eliminating each variable from the model, the minimum level of its significance must be 0.10^{31} .

Table- 3
The statistics of Pearson and Spearman's correlation test related to employees' trust sense and using management Strategies in governmental organizations of Kerman

Employees' competence sense								variable
The kind of relationship	relationship	spearman			Pearson			test
Direct	There is	number	significantly	Correlation coefficient	number	significantly	Correlation coefficient	management strategies
		322	0.000	0.479	322	0.000	0.484	
employees' efficacy sense								variable
The kind of relationship	relationship	spearman			Pearson			test
Direct	There is	number	significantly	Correlation coefficient	number	significantly	Correlation coefficient	management strategies
		322	0.000	0.647	322	0.000	0.640	
employees' trust sense								variable
The kind of relationship	relationship	spearman			Pearson			test
Direct	There is	number	significantly	Correlation coefficient	number	significantly	Correlation coefficient	management strategies
		322	0.000	0.536	322	0.000	0.551	
employees' significant sense								variable
The kind of relationship	relationship	spearman			Pearson			test
Direct	There is	number	significantly	Correlation coefficient	number	significantly	Correlation coefficient	management strategies
		322	0.000	0.393	322	0.000	0.394	

Table- 4
The management strategies of dependent variable

Method	Exited Variables	Entered variables (predictor)	Model
Enter		The sense of trust, being significant, being efficacy and competence	1
Back ward criterion: probability of F- to -remove ≥ 0.100 (significantly ≥ 0.1)	significantly	-----	2

As you see in table 4, the names of present predictor variables in a regression model and the regression model have been reported and also as it can be seen in the first stage the variables such as sense of trust, being significant, being efficacy and competence sense were entered to the model and in the next stage, the significance variable is got out of the model since its significance is greater than 0.1.

As it is seen in table 5, the amounts of multiple correlation coefficients, multiple determination coefficient, adjusted multiple determination coefficient and standard deviation of multiple determination coefficient have been reported:

The amount of $R^2=0.453$ in model 1 and table 5 means that the linear regression of management strategies variable on variables such as sense of trust, being significant, being efficacy and competence sense singly justifies 45.3 percentage of all the changes and the rest is the share of other variables.

The amount of $R^2=0.453$ in model 2 and table 5 means that the linear regression of management strategies variable on variables such as sense of trust, being efficacy and competence sense singly justifies 45.3 percentage of all the changes and the rest is the share of other variables.

Table -5
Model summary

Standard deviation of Multiple determination coefficient	Adjusted Multiple determination coefficient	Multiple determination coefficient (R Square)	Multiple correlation coefficient(R)	Model
15.08807	0.446	0.453	0.673	1
15.06455	0.448	0.453	0.673	2

a predictors: competence sense, being efficacy, being significant and trust sense (constant), b predictors: competence sense, being efficacy and trust sense (constant).

Table-6

The statistics of Anova test (analysis of variance) to survey the relationship of dependent variable (management strategies) with in dependent variables (sense of trust, being significant, being efficacy and competence sense)

Significantly	statistics F	Average of squares	Freedom degree	Sum of squares	Model	
0.000	65.598	14933.299	4	59733.194	regression	1
		227.650	317	72164.980	residual	
			321	131898.174	total	
0.000	87.734	19910.348	3	59731.045	regression	2
		226.941	318	72167.129	residual	
			321	131898.174	total	

a predictors: competence sense, being efficacy, being significant and trust sense (constant), b predictors: competence sense, being efficacy and trust sense (constant)

Table -7

Table of regression coefficients of model 2 (competence sense, being efficacy and trust sense)

Amount - p(significantly)	Statistics T	Standardized coefficients	Non standardized coefficients		Model 2
		beta	Standard error	B	
0.001	3.442		5.027	17.300	Constant amount
0.057	1.914	0.105	0.546	1.045	Sense of competence
0.000	6.605	0.420	0.531	3.508	Being efficacy
0.000	4.540	0.242	0.387	1.759	Sense of trust

In above table, significant level of variables such as competence sense, being efficacy and sense of trust are 0.057, 0.000, 0.000 respectively and they are lower than 0.10. It means that H0 hypothesis which shows that the coefficients of above variables aren't significant is failed and it states that the variables such as sense of competence, being efficacy and trust sense influence on management strategies variable. Since the amount of $-p$ (significantly) in model 2 and tables 3-2-5-4 is 0.000 and lower than 0.10, so in this level the H0 hypothesis: "the regression isn't significant" is failed and as the result the regression model is significant. So, according to the effect of variables such as competence sense, being efficacy and trust sense on management strategies variable, the determination coefficient of the model is 0.453 (R Square=0.453). It means that the linear regression of variables such as competence sense, being efficacy and trust sense on the management strategies variable singly justified about 45.3 percentages of total changes and the rest is the share of other variables.

The regression equation to estimate the management strategies variable by the help of mentioned variables is as below:

Management strategies = $17.300 + (1.045) * \text{competence sense} + (3.508) * \text{being efficacy} + (1.759) * \text{trust sense}$

Results and Discussion

The researches show that we can easily gain the goals of organization with implementing empowerment process and continuous training of employees and its benefits are customer's satisfaction, increase of quality and efficiency, improving job situation, decrease of costs and wastes and increase of employees' job satisfaction. Some studies have been done on empowerment. In most done studies in the country, the most emphasis was on surveying effective factors of human resources empowerment. Also some researchers have been worked on potential synergies and empowerment level of persons. Other researchers have been worked on employees' view point about current level of empowering and they show that the empowerment and lack of empowerment of an employee depends on many factors such as real behaviors of managers and in the belief of some ones, the managers' view point is fairly effected by their management experience. In the other side, in done studies out of the country, most studies were about empowerment and they mostly worked on participatory management and the rate of employees' participation and involvement³². Present research is a main hypothesis and four secondary hypotheses in which the relationship between employees' empowerment with management strategies have been studied. The obtained results in main hypothesis showed that with increasing the scores of employees' empowerment, the scores of management strategies such as providing information, link with results, participatory management, group formation, leadership style, trust establishing, authority delegation and independence rate increase that it shows the presence of a direct relationship between these two variables. The empowerment is

a personal and internal task; it means that until the individuals don't want to do something, no one can empower them. So, managers shall play the role of facilitators and prepare the organizational conditions for employees' empowerment by using techniques and management strategies. Scott and Jaffe (1991) know the change of pyramidal organization to circle organization, the change of employees' attitude, providing motivation by giving power, participatory management, and facilitator- led deployment and formation the empowered group as the factors of employees' empowerment³. Also "AlenRandouf" considers three methods include sharing employees in information, proper organization structure and group formation necessary for leading empowerment plan¹⁸.

Also the detailed results of research showed that: With increase of the scores of employees' competence sense, the scores of using management strategies increase that it shows a direct relationship between these two variables.

With increase of the scores of employees' efficacy sense, the scores of using management strategies increase that it shows a direct relationship between these two variables.

With increase of the scores of employees' significant sense, the scores of using management strategies increase that it shows a direct relationship between these two variables.

With increase of the scores of employees' trust sense, the scores of using management strategies increase that it shows a direct relationship between these two variables.

The rate of employees' empowerment was different based on mentioned dimensions. Employees' empowerment is a continuous variable that the employee can be an empowered, fairly empowered and or a disable person³³. The results of this research showed that employees have a strong sense in efficacy dimension; it means employees believe that the external obstacles don't control their activities but also they themselves can control them³⁴. The rate of employees' empowerment in other dimensions of empowerment includes being significant, competence and trust was in a fairly strong level. Also in regression analysis, by considering the effect of variables such as sense of competence, sense of efficacy and trust sense on management strategies variable we can state that the determination coefficient of the model is 0.453 (R Square = 0.453) it means the linear regression of variables such as sense of competence, sense of efficacy and trust sense on management strategies singly justify about 45.3 percentages of total changes and the rest is share of other variables. So, management and leadership shall always think about maintaining and improving the efficiency of human resources. Hence, Peter Drucker knows the continuous training of human resource, providing the field for permanent innovation, independence, employees' autonomy and renewal of organizational structure as the necessity and important factors in improving employees' efficiency³⁵. So, the managers shall recognize the obstacles of employees'

empowerment in organization and solve them to make employees think that they are an important member of organization.

Discussion: The main goal of this study was surveying relationship between empowering employees and using management strategies in governmental organizations of Kerman. This research has been done with cross-sectional studies and correlation method in a population of 198 employees in governmental organizations of Kerman and choosing 322 staffs with cluster sampling. Obtained results showed that there was a relationship between empowering staffs and using management strategies in governmental organizations of Kerman. Analysts suggest that there is a significant relationship between components of employees' empowerment such as sense of competence, sense of efficacy, significant and trust sense with using management strategies.

Conclusion

According to the results of research, it has been suggested that managers of governmental organizations should empower employees by improving and increasing management strategies and destroying powerlessness and helplessness states of employees to make them feel that they are a significant member of organization and valuable assets.

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