

The Relationship between Organization Social structure and Employees Empowerment in Iranian administrations

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Abstract

The impact of organizational social structure on employee empowerment paradigm is of management challenges that this study tries to explore the relationship between variables and provide suggestions for it. Accordingly this study is amid to investigate the relationship between social structure and employee Empowerment. This study was conducted using a stratified random sampling method. The sample size was estimated 218 employees and Data collected using two questionnaires, the social structure and empowerment that respectively consist of 25 and 20 items. To examine the hypotheses, Pearson and Spearman correlation and stepwise regression analysis (Stepwise) was used. For data analysis SPSS software version 16 was used and significance level was considered 0/05. Finally the result indicated that there is a relationship between normative structure and employee's empowerment and there is a relationship between behavioral structure and employee's empowerment.

Keywords: Normalized structure, behavioral structure, employee's empowerment, organizational social structural.

Introduction

Richard Scott believed that the social structure is one of the main pillars of any organization and refer to organized and regulated aspects of relationships (and behavior) among individuals¹. However, human resources as a strategic factor in any organization, has been of interest to researchers. Qualified and competent personnel to perform the duties and services will give better results for organizations. Undoubtedly, to achieve an efficient and effective organization, Manpower is one of the most valuable assets of any organization. Human resources Empowerment is a very efficient tool such that by using it organizations can take long and fast steps to development². One of the major developments in today's world is changing attitude toward organizations. As noted above, HR is one of the most valuable resources and to make effective use of this resource essential substrates is needed. One of these requirements is creating social structure. Thus, this research aims to answer the question whether there is a relationship between organizational social structure and employee empowerment?

Literature review: Social structure: Alexis de Tocqueville For the first time had used the term social structure and after that Marx, Herbert Spencer, Max Weber, Emile Durkheim and Ferdinand Toennies applied Structural concepts in sociology³. Evans and Davis indicated that High-Performance Work Systems Positively influence the internal social structure by facilitating bridging network ties, generalized norms of reciprocity, shared mental models, role making, and organizational citizenship behavior⁴. Gomez and Rosen in their study found that Social structural variables impact on empowerment, and also they showed the importance of

manager-employee relationships on perceived empowerment⁵. Spreitzer found that ambiguity, strong sociopolitical support, access to information, and a participative unit climate are associated with managerial perceptions of empowerment⁶. Avolio, et al showed that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Similarly, structural distance between the leader and follower moderated the relationship between transformational leadership and organizational commitment⁷.

Empowerment: Empowerment refers to Delegation that enables individuals to decide in lower layers of the organization. Empowerment is related to Skills, motivation and confidence, decision making, and especially breaking the boundaries between management and employees. Empowerment is a tool for promoting employee, especially in a way to promote the knowledge and ability⁸. Empowerment is the increased sense of self-efficacy or self-satisfying to provide the desired behavior⁹. In another word it means empower employees to make decisions and freedom to conduct organizational activities¹⁰. Or the ability to create, develop and enhance a person's ability to set and achieve personal and social goals¹¹. Empowerment is a term that refers to the institutional arrangements under which Autonomy, freedom and responsibility are assigned to employees. In other words, enrichments and the other similar methods that used for employees Autonomy is called empowerment¹².

Hypotheses: There is a relationship between social structure and empowerment. There is a relationship between normative

structure and empowerment. There is a relationship between behavioral structure and empowerment.

Methodology

The purpose of this study is to develop applied knowledge in a particular field. Therefore in terms of goal this study is an applied research and in terms of data collection and analysis method is descriptive-correlation. This study was conducted using a stratified random sampling method. The sample size was estimated 218 employees and Data collected using two questionnaires, the social structure and empowerment that respectively consist of 25 and 20 items. The reliability coefficient for empowerment and social structure questionnaires was obtained 0/90 and 0/91 respectively. Their validity was 0/92 and 0/96.

Results and Discussion

Data analyzing: In this study to examine the hypotheses, Pearson and Spearman correlation and stepwise regression analysis (Stepwise) was used. For data analysis SPSS software version 16 was used and significance level was considered 0/05.

H1: There is a relationship between social structure and empowerment. To examine the relationship between social structure and empowerment, Pearson and Spearman correlation coefficients were used.

Table-1

Pearson and Spearman correlation coefficients between social structure and empowerment

Spearman/ Pearson correlation	Correlation coefficient	Sig	Result
Pearson	0.540	0.001	significant
Spearman	0.528	0.001	significant

Based on the results of correlation test, Pearson correlation coefficient is equal to 0.54 and Spearman correlation coefficient is equal to 0.528 and this represents a significant relationship between social structure and empowerment ($p < 0.05$). Since the calculated correlation coefficient is positive, indicating a direct relationship between these two variables, ie, with increasing social structure, employee empowerment increases.

H2: There is a relationship between normative structure and empowerment. To examine the relationship between normative structure and empowerment, Pearson and Spearman correlation coefficients were used. The results of this test are shown in table-2.

Based on the results of correlation test, Pearson correlation coefficient is equal to 0.541 and Spearman correlation

coefficient is equal to 0.539 and this represents a significant relationship between normative structure and empowerment ($p < 0.05$). Since the calculated correlation coefficient is positive, indicating a direct relationship between these two variables, ie, with increasing normative structure, employee empowerment increases.

Table-2

Pearson and Spearman correlation coefficients between normative structure and empowerment

Spearman/ Pearson correlation	correlation coefficient	sig	result
Pearson	0.541	0.001	significant
Spearman	0.539	0.001	significant

H3: There is a relationship between behavioral structure and empowerment. To examine the relationship between behavioral structure and empowerment, Pearson and Spearman correlation coefficients were used. The results of this test are shown in table-3.

Table-3

Pearson and Spearman correlation coefficients between behavioral structure and empowerment

Spearman/ Pearson correlation	correlation coefficient	sig	result
Pearson	0.447	0.001	significant
Spearman	0.422	0.001	significant

Based on the results of correlation test, Pearson correlation coefficient is equal to 0.447 and Spearman correlation coefficient is equal to 0.422 and this represents a significant relationship between behavioral structure and empowerment ($p < 0.05$). Since the calculated correlation coefficient is positive, indicating a direct relationship between these two variables, i.e., with increasing behavioral structure, employee empowerment increases.

Conclusion

One of the major developments in today's world is changing attitude toward organizations. As noted above, HR is one of the most valuable resources and to make effective use of this resource essential substratesis needed. One of these requirements is creating social structure. Due to rapid change and accelerated human knowledge, everything is changing drastically. Organization as open systems are interacting with the environment And to sustain life are needed to responding to environmental changes. Since human resources are the most important resources for organizations Equip and prepare the resources to deal with the changes, is important and any organization with any mission should allocate the greatest

investment, time and plan to different dimensions of human development. However, human resources as a strategic factor in any organization, has been of interest to researchers. Qualified and competent personnel to perform the duties and services will give better results for organizations. Therefore the staff should be trusted and authorized and also, by providing the skills, knowledge, values and skills empower them In order to help the organization to its optimum level. Undoubtedly, to achieve an efficient and effective organization, Manpower is one of the most valuable assets of any organization. Research findings suggest that there is a significant and positive relationship between social structure and empowerment. In other words, increasing the social structure of the organization, empowering is increased. In addition, the relationship between the dimensions of social structure (behavioral and normative structure) and empowerment is positive and significant. Thus increasing the dimensions listed will result in increased employee empowerment, which is expressed as follows:

There is a direct relationship between the normative structure and employee empowerment. So by increasing the normative structure, empowerment will increase.

There is a direct relationship between behavioral structure and empowerment. So by increasing the behavioral structure, empowerment will increase.

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