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**ORIGINAL ARTICLE****Investigation of Personnel Empowerment factors in Tehran Region 6 Municipality****<sup>1</sup>Mostafa Ravand, <sup>2</sup>Mehr-Angiz Haghgoo**<sup>1</sup>*Faculty of Accounting and Management, Allameh Tabatabaie University, Tehran, Iran*<sup>2</sup>*M.A. in Civil Management, Tehran University, Tehran, Iran*

Mostafa Ravand, Mehr-Angiz Haghgoo: Investigation of Personnel Empowerment factors in Tehran Region 6 Municipality

**ABSTRACT**

Today, the gap between nations and communities is knowledge and ignorance. So the main challenge is wise and capable manpower challenge. HR has a critical role in growth, dynamic and flourish or fail and destroy of their organizations and dynamic in every organization depends on growth and excellence of its HR; Therefore, identification of potential capabilities and competencies of organization's employees and revealing of these capabilities to perform organizational duties is one of the major challenges in organizations whom work in communication and technology era. This article is based on the results of survey that has been implemented in a research project in Headquarters of Tehran Region 6 Municipality and Researchers investigate employees' viewpoints about the factors affecting their empowerment with studying and collecting of models related to empowerment. Variables considered in relation to the employees' empowerment included: Employee Participation in Organizational Affairs, General Training of Organization and Employees Motivation. In this paper, for measuring of the variables relationship and their impact on employees' empowerment researchers have used from Kolmogorov- Smirnov test, Pearson correlation test, one-sample t-test and Friedman ranking test; Results indicate that three variables have straight and positively correlation with employees empowerment in headquarters of Tehran Region 6 Municipality and Employees Motivation component has most relationship and impact on employees empowerment and rest components including Employee Participation in Organizational Affairs and General Training of Organization have taken place in the next rating.

**Key words:** Empowerment, Participation, General Training, Motivation, Tehran Region 6 Municipality**Introduction**

Current Period of human life is associated with changes dramatically. Organizations as a subset of human life should be prepared deal with this huge change to be survived and developed because otherwise they will be out of competitive world wheel. The purpose of this preparedness is not to be equipped in technology and equipment but it more importantly refer to preparing personnel as the main capital of organization. Any Dynamism in organization is beholden to pay attention to human resources growth and excellence. This consideration promotes the importance of ruling the suitable spirit in workplace; As a result, provides the motives of investment for humans to develop and enhance their capabilities [7]. Based on the evidence, most employees feel that they lack the necessary power and authority in their organization and are demanding more freedom. On the other hand, organizations are with vertical hierarchy, excessive control, concentration of power in the head of the organization, rigid rules and regulations, up-down communication and lack of appropriate incentive

systems (especially in governmental organization). In some extremely bureaucratic organizations (authoritarian), empowerment is more likely to a revolution. Such major substantial changes are impossible without managers' full commitment and diligent [20]. Today the gap between nations and societies is as a gap between knowledge and ignorance. The main challenge is the challenge of wise and capable workforce. Human resources are considered as the most important, most expensive and most valuable organizational asset and source. Human is the only sensible factor that plays the main role as coordinator of other organizational factors. It can be easily said that without efficient people, it is impossible to achieve to organizational goals; therefore, human resources plays an essential role in the growth, dynamicity and flourish or fail and destruction of organizations. The importance of human resources as the most important factor in the operational chain of each organization have been proven for a long time shown and significant successful organization put it on the head of their works. Many of the organizational issues that are needed for the development of leadership are

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necessary for employees empowering; the facilitator factors include flatter hierarchy, less bureaucracy and tending to more risk-taking [11] know empowerment as enabling, means that helping people to improve their self-confidence and overcome their sense of inability and helplessness. The "Smith" defined empowerment as: "Employees Empowerment means encouraging them to more involve in decision making that affect their activities; namely providing opportunities for people to create good ideas and fulfill them. From the above definitions and other related definitions to empowerment, it is presumed that empowerment refers to an inner sense by which people can make decisions in their work process independently. In most of definitions, it is referred to an inner power and autonomy in decision making, empowerment fostering the self-sufficiency and sense of latitude climate, allow them to improve their abilities and skills and make themselves and their organization to be efficient. Therefore given to the mentioned discussion, this essay seeks to examine the views of employees from Staff District of Tehran 6th region municipality -as a vital service organization dealing with organizing the citizens' welfare and comfort in their own district- in relation to influencing factors on empowerment and determine how is the relationship between the components of participation, general training and motivation - among a lot of affecting factors on empowering the employees- and empowerment and when the relationship is proved, what is their influencing weight in empowering on employees? The provided results and guidelines in final part of essay can assist the studied organization managers to approach their own perspectives to subordinate employees' view to make a better interaction with employees' needs which directly affect their empowerment and make them to be successful in their organizational goals and purposes.

*Concepts, models and research literature related to empowerment:*

Today, organizations that could benefit from a modern approach in their human capital can fortify the broader aspects of human resources and the exploit them in work duration. Consequently, they can ensure their development and success process. Today at the international level, the technology and financial resources are not merely the cause of organization superiority in global competition. Today, the organization who considered human resources development as a basic principle will be more successful. Human resources in these organizations create competitive advantage for them. Thus, intentionally or not, establishment and development of human resources in organizations has become very obvious and necessary affairs. In fact, the mainstream of working activities in the organizations is taken in the hand of its employees.

Therefore, strengthening and paying attention to them directly affect on improving products and services in organization. One of the new and young approaches in literature human resource development is employees' empowerment matter. However, due to the wide variety of researches and studies, providing an appropriate framework to be used in any system requires the identification of relevant local model the organizational environment. Especially, different approaches have been proposed in regard with this topic. Empowering workforce in an organization is a new method of motivating to flourish human resources and overcome the lack of teamwork and create self-control among the employees. Pundits in organization change and improving management including Cutter, Quinn, Tyzhaf, Scott, Blanchard, Beckhard, Carlos, Randolph, Andrus especially Kinla and Dennis defines empowerment as an influential factor on employees' performance and improvement of human capital. Decreasing insufficiency to perform job duties is one of the challenges that should be overcome in order to improve their performance. Personal characteristics such as self-confidence, creativity and innovation, optimism (positivism) and ... are very important to overcome these problems. Achieving the goals entails required right scientific tools. Empowerment is one of the most important tools that can lead to create these characteristics in people. Today, the main sources of competitive advantage do not lay in new technology, but rather it is rooted in dedication, innovation, optimism, quality, commitment and capability of the workforce. Results of employees' dynamicity and creativity can be mentioned as one of the most important resources in organization as well as empowering is a new stimulating in a growing workplace [14]. Empowering both can be the cause for organization's need to high-performance and also respond to employees demand to autonomy and being considered. It also allows employees to be self-guided, self-developed and to grow. Empowering recommends that an organization can satisfy their employees, and meet its own needs; the relationship can mutually be beneficial and have two wins. According to Blanchard, empowerment is an effective and pioneering technology that creates both a strategic advantage for the company and opportunities for the employees. Empowerment is a collaborative tool for group members participating in company success and failures, as partnership participation (4). "Blanchard" defines empowering as releasing individual's internal power to achieve stupendous achievements and elsewhere, He knows the empowerment equivalent to enabling and helping people improve their self-confidence, overcome to their disability or helplessness and equip personnel with activity enthusiasm or to develop their inner motives. Powerful people not only benefited from the possibility of doing works but also their thought will be different from the past before empowering.

Empowering people is not only giving power to the individuals, they may be both powerful and be empowered. Although anyone can give another person the power, but the people should themselves feel the capability. Anyway, an individual can be powerful even if nobody recognize his characteristics, personality and career specification because the source of being empowered is interior. In fact, the formal authority and legal power delegation in employees can be presumed as empowerment [12]. Improvement and training of human resources can create perspicacity, deeper insight, higher knowledge and ability in organization employees to perform their tasks and responsibilities better meanwhile applying the accurate, calculated and logical plans which consist with realities are necessary for organization successfulness. Today organization impacted by the factors such as increased global competition, rapid sudden transformations, the need for quality, and offering after sale services and limited resources are under a heavy pressure. After years of experience in the world, we conclude that if an organization wants to be a leader in the economy and his business affairs and not backward in competitive, it must have skilled, creative, capable and motivated human source. Competent human resources constitute the real wealth of an organization. There is a direct relationship between human capital and productivity in organizations [6]. The biggest concern in today organizations is to gather educated wise human capitals who are able to transform their organizations. A successful organization is a collection consists of individuals with shared organizational culture, shared thought and objectives who, eagerly to organization increasing advancement, equip management with their experience and knowledge by working in a flexible organizational system. Objectives of an organization, in order to expand and enhance empowerment must be believable for its employees. This belief to the

organization is known as a fundamental responsibility of managers at every level. Empowerment creates many changes in most organizations [10]. In recent decades, managers become interested in empowerment and managerial actions based that is due to several factors:

1. Empowerment in promoting a learning culture plays an important role because the most important features of learning organizations is emphasizing on human resources empowerment.

2. Researches show that the effectiveness of managers will be increased by power division. A manager real power is embodied when he grant it to individuals with better condition to apply it; these managers creates innovation and commitment among their employees by presenting their authority, because staffs will show more commitment on decisions are made by their participation.

3. Empowerment increase motivation in employees. Empowerment is a permanent move and its importance has always are increasing because it is the basis of development is today business and are increasing along with social and technological changes and demands of the competitive environment. The goal is to activate people minds like their beliefs [13] and make them to be successful in their business and increase their motivation. This will be followed by giving meaning to the tasks. Studying the employees' empowerment as an effective factor for the organization goals is important.

Presenting the general concepts and necessity to address of empowerment issues in organizations, in the following, the related models to empowerment according to professionals and experts different approaches in this field will be calculated and provided.

There are several theories on empowerment issues and different approaches that have been presented in Table 1.

**Table 1:** Components and titles relating to empowerment

Model Title	Model Components
Conger and Kanungo [5]	1- Structural barriers 2- Job Designing 3- Supervisory barriers 4- Reward System
Thomas and Velthouse [18]	1- Selecting and choosing right 2- Efficiency (skill and competence) 3- Valuably 4- Influence
Wilson's[20] four steps empowerment	1- Affording 2- Wanting 3- Doing 4- Being
Spritzer's psychological empowerment [16]	1- Self-efficacy 2- Autonomy 3- effectiveness 4- self-organizing
Spritzer and Quinn empowerment (1997)	1- Static 2- Dynamic
Bandura's empowerment [2]	1- Successful experiences 2- Benchmarking 3- verbal encouragements 4- brace
Bowen and Lawler Empowerment [3]	1- Information about the organization's performance; 2- rewarding based on company performance; 3- Power in making decisions affecting on organization direction; 4- The power in making decisions affecting on the organization performance.
systemic empowerment model (1998)	1- Structure (Organizational Structure, job designing, Reward system) 2- Behavior (ability, skill, attitude, leadership style, personality) 3- Context (organizational climate, organizational culture)
Job characteristics model of Hackman and Oldham [8]	1- Skills Diversity 2- Task meaningfulness 3- Importance of Duty 4- autonomy 5- Job Feedback

Referring to the relevant models of empowerment, according to professionals and experts different approaches in this field, research literature related to empowerment and its affecting factors will be put forward.

1. "Kirkhart Karen E. 2000" in (2001), conducted a study entitled "Evaluation of University empowerment ways" in which the delegation, performance-based rewarding, job enrichment, participative management variables had been considered as independent and the dependent variable is employees' empowerment.

2. "Eskandari" In (2002) conducted a study titled "Elaborating and designing a model for empowering the managers in Hajj caravans organization "in which all affecting factors on managers' empowerment were categorized based on three branch model consisting of structure, behavior, and context (which were mentioned in empowerment barriers). Researcher identified the variable in relation to managers' empowerment, placed and tested them in each three aspects based on above dimensions.

3. "Soleimanian" in (2002) operate on the topic of "Investigating identification of affecting factors on human resource empowerment in Islamic Republic of Iran Joint Army General Staff" and designing and elaborating appropriate patterns and seek to design the right model to empower the human resources;

4. "Sohrab Karimpur" conducted a research in (2002) entitled "Personal Characteristics of entrepreneurs supported by the Iran Industrial Development and Renovation Organization" in which 5 hypotheses regarding the entrepreneurs' personality namely achievement-oriented, self-control, risk-taking, openness to ambiguity and independence-seeking were mentioned to demonstrate the effects of these factors on personality formation [20];

5. "Nasr Esfahani" in (2004) mentioned the matters of "self-empowering as a prerequisite for true others empowerment" and argued that one of the important tasks of management is empowering the employees;

6. "Abdullahi" in 1383 (2004), had a study titled "Designing the model for empowering the experts in Staff district in Ministry of Science, Researches and Technology," in which he evaluated experts' abilities based on psychological empowerment aspects and determining the mechanisms of empowerment, highlighting the relationship between each of them and finally designing psychological empowerment pattern for employees;

7. "Somayeh. Razi'ie" in 1384 (2005) examined the matter of "examining and elaborating affecting factors on human resources empowerment in oil exploration operation companies" that aimed to obtain the influential factors in empowering and

determine the degree of their importance in empowering human resources. Also in the research, defining and designing appropriate model for individuals empowering was intended;

8. "Amir Hossein Mazid-abadi Farahani" In 1384 (2005) had a study titled "The Effect of Information Technology on empowering employees, a study in social security organization of Qom" and tried to assess and measure the issue from the perspectives of administrators, workers and experts in social security organization of Qom province;

9. "S. Hossein Razavi" in October (2007), studied on "The Effect of Intelligence types (mathematical, emotional, cultural and spiritual) of the managers on employee's empowerment and tried to evaluate the role of managers as a factor of empowerment. So that managers must be considered as a factor of facilitating the empowerment process and sometimes they may act as a barrier in the way of employees empowerment;

10. "Reza Mir-Agha'ie in (2007) conducted a research titled "Examining the competency level of employees and its relationship with organizational elements: Case study of Isfahan Gas organization in 1385-86 (2006-2007) has been conducted and by examining the literature and two general mechanic and organic approaches in empowering employees, the way of achieve to goals were proceed;

11. "Monavvayan and Niazi" in (2008) conducted a study titled "Identifying the affecting factors on employee empowerment and transposition of these factors, from the perspective of Iran Management and Planning Organization";

12. "Saeed Mokhtari-zadeh" in 1387 (2008) carried out a research on the matter of "Examining and analyzing the affecting factors on HR empowerment in West Regional Electricity Company and providing solution to develop it" in which the dependent variable was empowering human resource and dependent variable was public participation in information, restricted self-determination, teams replacement instead of hierarchy, organizational learning, participation, allowing to make mistake, respect and manner of feedback participation;

13. "Amir Ardestani" in 1387 (January 2008), carried out a study entitled "The relationship between empowerment and organizational commitment in Mehvarsazan Company of Iran Khodro", in order to determine the level of empowerment realizing and organization commitment as well their relationship in company;

14. "Rasoul-dasht" in (2008) conducted a research entitled "relationship between the organization and empowerment in Arak HEPCO" that aims to further investigate the importance of organization culture in understanding the empowerment that is necessary for enhancing and supporting the efforts leading to TQM;

15. "Maryam Heidari" in 1387 (2008) attempted "to study on Related factors to empower

Tehran Tarbiat-Mo'alleh University's scientific board members"; in this study, the effect of self-effectiveness, self-determination, being-effective, and being meaningful, trust and participative management factors, benchmarking, performance-based rewards, and job enrichment in statistical population of scientific board members;

16. "Samad Fathi" in 1387 (Winter 2008) sat forth the "The Effect of Psychological Empowerment aspects of employees on organizational entrepreneurship in Tehran Technical Complex" in which the main independent variable was the psychological empowerment aspects and secondary independent variables were sense of competence, trust, being-effective, being meaningful, and autonomy (latitude) and organizational entrepreneurship was considered as dependent variable aimed to investigate the correlation between these variables;

17. "Mahmoud Hazrati" in the winter of (winter 2008) conducted a study entitled "The effect of servant leadership on organizational trust and empowerment" in which the interrelationship between servant leadership and organizational trust and empowerment through correlation methods were investigated;

18. "S. Maryam Mohammadi" in the summer of (Summer 2009) carried out a study titled "Assessing the relationship between organizational structure and employee empowerment in Iranian banks" aimed to investigate the relationship between organizational structure dimensions and empowerment;

Among other external research on empowerment, the following are noteworthy:

- "Nixon" (1992) studied "The relationship between empowerment and management strategies along with organizational development" and called empowerment as one of the management policies and strategies in organizational development;

- "Parker" and "Price" (1994) sat forth the theme of "Empowerment as individual control on organizational decision making" and expressed the view of 692 workers and 841 factory managers to empowerment and managers' support level of employees;

- "Vagman" (1996) examined "leaders' behavior and work teams' sketch in employees' empowerment";

- "Mishra" and "Spritzer" (1997) provided "a theoretical framework on how to empower employees regard with trust and downsizing the organizations;

- "Johnson" and "Thomas" (1996) studied "The relationship between empowerment and reward";

- "Shert, Greer and Melvin" (1996) sat forth the issue of "creative empowerment" and studied on about 30 elementary schools, 60 secondary schools (high schools) and 10 private and public universities as population;

- "Voten" and "Cameron" (1998) studied and researched "The solutions to overcome the problems of poor performance due to lack of ability";

- "Dennis" and "Marichury" (2000) researched on "Identifying employees' empowerment characteristics in the workplace" and investigated the relationship between transformational leadership and staff perception of empowerment and its key results;

- "Fox" (2000) proposed the matter of "employees' empowerment by presenting novitiat model" and in further research he tested employees' empowerment and seeks to provide a model for its implementation. In this study, empowerment was defined as the process by which empowerment culture is evolved, information is shared, competency is developed and resources and support are provided;

- "Seagal" and "Gardener" (2000), have studied "Underlying factors of psychological empowerment" and investigated the relationship between organizational factors related to head, group building, and performance-based rewarding and psychological empowerment (competence, autonomy, being-effective and being meaningful);

- "Bouglar" and "Asmouch" (2004) proposed and examined the matters of "Dynamic systems and empowering teachers' Job";

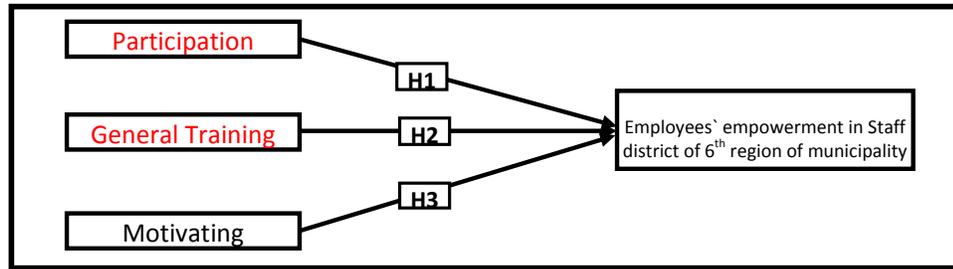
- "Day" and "Diomer" (2005) investigated and calculated the "Psychological and structural teachers' empowering factors in elementary schools" and examine the factors from empowerment and relationship between structural - social factors (building groups- Communication- independence and freedom of action) and psychological elements (organizational commitment) with empowerment aspects (competence, autonomy, being-effective, being meaningful and its dimensions in a sample of 210 teachers;

- "Gershen. M" and "Spritzer" (2006) conducted a study entitled "Investigation and analysis of psychological aspects of empowerment" and examined the psychological aspects of empowerment among the employees.

After identifying the titles of some related models of empowering and studying their literature, given the paper emphasized on the affecting factors on empowering employees in Staff District of 6<sup>th</sup> region of Tehran municipality, in the following, a conceptual research model derived from considered study variables will be presented.

*The conceptual model:*

All research studies are based on a conceptual model that specifies the relationship between the variables. Conceptual model or theoretical framework of this studies have been formed based on the combining the components of participations, general training and motivating employees to be empowered in Staff District of 6<sup>th</sup> region of Tehran Municipality that can observed in Figure 1:



**Fig. 1:** Conceptual Model

Indicators associated with empowerment components are given below:

- Participation Indicators
  - A) commitment b) joint decision-making c) self-confidence d) psychological needs e) Creativity
- training Indicators
  - A) Creativity b) knowledge c) learning
- Motivation Indicators

In regard to Maslow's hierarchy theory of needs, motivators include:

- A) Biological needs: the need for food, clothing, comfort, and welfare
- B) Safety needs: Avoiding further distress, risk of damage and security
- C) Social needs: love and belonging, marriage, acceptability, membership in the group
- D) Need to esteem
- E) Need to be self-actualization

**Method:**

Since the tool is a questionnaire in the study, the research method is descriptive- survey. Researchers had studied and reviewed the literature and considered or identified the various affecting factors on employees` empowerment then selected three component of participation, general training and motivating as independent variables affecting on employees` empowerment in studied section as well they try to measure the relationship between variables and amount of their influential force on empowering the employees in staff district by planning the questions for each of mentioned

variables-respectively 8, 6, and 10 indicators, totally 24 indicators. Statistical population in the survey is 700 people, including employees Staff District of 6<sup>th</sup> region of Tehran municipality using Cochran's formula, the sample were selected 234 people that distributed questionnaires by simple random sampling, and 200 questionnaires were returned and analyzed. It is worthy to note that the reliability of the research instrument was calculated through using Cronbach's alpha for the 30 members of selected sample, overall and separately subordinate and related indicators to research components were calculated and respectively obtained 0/94, 0/89, 0/89 and 0/88, and since these figures are higher than 0/7, indicates the good reliability and validity of the instrument was confirmed via face validity.

**Data analysis:**

In order to analyze the data obtained from the questionnaires, researchers attempted to apply the Kolmogorov-Smirnov test to review the data normality, Pearson correlation test to evaluate the correlation between variables, one sample t-tests to examine the significance relationship between independent variables and employees` empowerment in studied district as well Friedman`s ranking test was used to determining the priority of influencing each variables of participations, general training and motivating staff to empower the employees in Staff District in 6<sup>th</sup> region of Tehran municipality. The most important tables are presented below.

**Table 2:** Pearson correlation test to evaluate the correlation between variables

Test measurement indicators	Participation	general training	Motivating
Participation	Pearson coefficient	1	0/625
	The significance level (p-value)		0/000
general Training	Pearson coefficient	0/493	0/555
	The significance level (p-value)	0/000	0/000
motivating	Pearson coefficient	0/625	0/555
	The significance level (p-value)	0/000	0/000
Sample number	200	200	200

Based on the results obtained from Table 2, in confidence interval of 95%, since all mutual relations between the research independent variables have significance level of less than 0/025, so the statistical hypothesis of H0 will be rejected in all three relations and its contrast hypothesis which is the significant

positive relationship between these variables is accepted.

See also Pearson coefficients and the positive and significant correlation among the three components, it should be reminded that from the sample employees` perspective, the most correlation

were between the components participation and motivating in staff empowerment by the amount of 0/625, after that the positive coefficient relates to the

general training and motivating by 0/555, the coefficient between participation and general training by 0/493 was the least one.

**Table 3:** One sample t-test to examine the significance between three variables of participation, general training and motivating staff by empowering employees in the Staff district of 6<sup>th</sup> region of Tehran municipality

One sample test						
Title of component	Test value=3		Significance level	Mean difference	Confidence intervals 95%	
	calculated t	df			Low level	High level
Participation	28/350	199	0/000	1/14562	1/0659	1/2253
general training	15/887	199	0/000	0/83833	0/7343	0/9424
motivating	29/761	199	0/000	1/19150	1/1126	1/2704

Due to the amount of significance level for all three components of participation, general training and motivating (0/000) is obtained less than table significance level (divided by two)  $\alpha/2$  (0/025), thus H0 is rejected for all three components and

opposite hypothesis (H1) in which the significant relationship between the participation, general training and motivating staff empowerment of employees in the Staff District of 6<sup>th</sup> region of Tehran municipality is accepted.

**Table 4:** Friedman's Ranking test for prioritizing three variables of participation, general training and motivating regard with empowerment of employees in the Staff District of 6<sup>th</sup> region of Tehran municipality

Test statistics	
Sample number	200
Calculated Chi square	40/289
df	2
Given the significant level	0/000
Friedman test	
Ranks	
Components	ranks Mean
Motivating	2/27
Participation	2/07
general training	1/67

Given that the calculated value of chi-square (40/289) is more than table chi-square (11/143) and also since the calculated significance level (0/000) is less than 0/025, thus by 95% confidence can consider ranking as an influential components in empowerment of studied district and cannot assume their importance equal in empowerment.

With this interpretation, according to table results, it is determined that the component of "Motivating" with a ranking average of 2/27 is the most important factor in empowering the Staff District of 6<sup>th</sup> region of Tehran Province municipality. "Participation" with a ranking average of 2/07 is put in the second importance position among empowering factors by employees in studied district, and "general training" is in the third and final position with a ranking average of 1/67 which in the statistical sample had the minimum impact on empowerment.

#### Results:

According to the one sample t-test analysis, for each of the hypotheses, the following results are considerable:

1. Based on the data analysis associated with the first research hypothesis that examines the

relationship between "participation component" and "empowering employees" in Staff District of 6<sup>th</sup> region of Tehran Province municipality, since hypothesis is accepted at the significance level of 5%, we can conclude for the statistical samples that the component of participation, plays an important role in empowering employees in studied district and personnel know it influential in empowerment, increasing efficiency and effectiveness that in turns improve lead to promoting productivity and performance. Also it seems, the same reasonable and acceptable conclusion can be taken by reviewing the subordinate indicators. Because there are phrases such as "Increasing staff's authority in decision-making", "building teams and teamwork", "Creating the right environment for employees to express their opinions", "Diversifying the duties, independence and freedom of action", "Creating self-confidence and infrastructure for employee involvement", "Creating commitment and accountability among personnel" and "leading them towards innovation and initiative", all of which play direct role in increasing the employee participation and in turn improve their performance ability and proving their significant relationship can be predictable.

2. Based on the data analysis associated with the second hypothesis that examines the relationship

between "component of general training" and "empowering employees" in Staff District of 6<sup>th</sup> region of Tehran municipality, given that the hypothesis is accepted in significance level of 5%, it is concluded that for survey statistical sample, the general training plays an important role in empowering employees and employees considered it as an effective factor in their empowerment. As a result, phrases such as "formulated Educational system", "The role of holding the ongoing training course in Staff empowerment in order to present new plans and ideas," "Role of training in responsibility", " Role of training in changing staff's attitude", "applying from others` ability" and "Promoting the understanding and analysis power for organizational issues" cause dealing with the matter namely, the impact of general training on employees` empowerment.

3. According to data analysis relating to hypothesis H3 which examines the relationship between "motivating component" and "employee empowerment" in Staff District of 6<sup>th</sup> region of Tehran municipality, since the desired hypothesis is accepted in the significance level of 5%, it can be concluded that for studied sample, motivating component plays an important role in empowering the employees. The main reason for proving significant level of motivating factor and employees` empowerment should be search in subsidiary indicators of mentioned component. Among these indicators, there are phrases such as job security, physical facilities, suitable workplace, appropriate official equipment and tools, received salary, membership in various working groups of the organization (social belonging), the sense of success in employees and other factors of employees' needs in increasing the level of motivation that are presented according to Mazlow needs model and play a vital role in empowering employees, and according to Mazlow by meeting the primary needs, we should move to the secondary needs otherwise employees will be incompetent and unable to empower themselves via stimulating factors;

Based on the Friedman ranking test the followings are noteworthy:

- Given to data analysis from research tool and based upon that this tool covers three components of "participation", "general training" and "motivating", since the significant differences was proved based on chi-square test in the ranks mean of components, so the ranking conducted in Table 4, is reasonable and acceptable. According to the ranking in above the table, we can conclude that statistical sample subject prioritizes the "motivating" factor by mean ranks of 2/27 on Friedman ranking respectively; there are components of "participation" and "general training" with ranks mean of 2/07 and 1/67 that can be concluded that from research statistical samples viewpoint, "motivating" factor has the great influence on increasing their capabilities, as well

participation in the organization activity is on the next important degree after their motivational needs were satisfied, which indicates that the motivational needs haven't been convinced in studied district yet and have more dramatic effect than two components of "participation" and "general training".

#### *Conclusion:*

After analyzing and result from the research activity, at the end of the paper, two suggestions based on results and general suggestions will be presented that can offer the scientific society and executive region with useful and constructive solutions.

1. Since one sample t-test for each hypothesis testify the a significant relationship between the independent variables and the dependent variable, based on the results of one sample t-test, it is recommended to related officials and authorities in human resources to pave the way for employees` empowering by involving the effect of each variables and detail looking at and conduct necessary attempts based on subsidiary indicators and by appropriate action improve the level of empowerment with minimum default and appropriate to their needs, as well have a positive look to three district of participation, general training and motivating and do their best to improve the situation and repairing the factors which are the most influential on enhancing and improving their capabilities.

2. According to results obtained from the ranking influential component on employees` empowerment, it is proposed that:

- ❖ Paying attention to factors such as the amount of received wage, fairness in paying salary, compensation and enhancing position based on competencies, defining and granting social and team roles in conducting organizational activities for employees and generally developing and applying meritocracy system in the field of motivating factors.

- ❖ After motivating factors, in participation, considering the factors such as determining right social and contributive roles, enhancing work motivation and self-confidence, building useful and effective workgroup in proceeding cross-functional process, paying attention to suggestion system and open meetings with senior officials of organization to involve in strategic important decision, job rotation, job diversity, job enrichment and organizational creativity and innovation plays a significant role in empowering the employees.

- ❖ After passing the two factors of motivating and participation, paying attention to training to compensate the defects and mistakes in their work operation and institutionalizing a strong organizational culture, integrating and consolidating the thought, talk and behavior is essential.

Furthermore, the general recommendations based on the respondents` viewpoints are presented:

1. Provide employees with opportunities for periodic meetings or allocate the hours in week or month to address their problems to identify and resolved their problems;

2. Employees need to improve and advance their careers in order to realize their talents and abilities. These opportunities can be very influential for increasing employees` interest and retention through proper implementation of existing laws and regulations or changing the manner of organizational improvement. With increasing level of education, job promotion need and demand will increase in which we should pay more attention to higher education;

3. Sense of unfairness decreases the loyalty and attachment and in turns employee satisfaction that finally result in reduced productivity and performance in organizations. Thus, necessarily the distribution of rewards, welfare facilities, and disposal of positions should be based on specific criteria and standards to prevent injustice. Clarification of actions and appropriate awareness procedures could also prevent rumors about injustices and partisanship;

4. If necessary, precise examination is needed for adjustment and changing the organizational structure and personnel movement, individuals and the organizations interests should be considered in these studies. Sometimes it is necessary in these changes and workforce adjustment act locally. All companies do not have the same requirements for implementing the same rules and managers or officials should act according to local and regional conditions or organizations internal condition;

5. It is worthy that employees` suggestions and ideas to be considered and their viewpoint be applied to improving and reforming the affairs. Employees` participation in decision making increase their sense of belonging and enhance their responsibility toward their assignments;

6. Necessarily, great attention should be paid to following group of employees in formulating the rules and regulations for the distribution of resources and rewards. Experienced people, expertise and professionals will be attracted to other organizations if there is better condition outside the organization. It is necessary to pay special attention to these competitive and sensitive conditions. Exiting skilled and experienced consist with high irretrievable loss for organization. On the other hand, it should be noted that any changes in organization in favor of professional and higher educated group may creates the sense of injustice in other employees` mind;

7. More attention to the observance meritocracy principle in transferring and assignments can be effective in increasing the sense of organizational justice and organizational commitment.

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