ANALYZING THE EFFECTS OF STAFFS' PSYCHOLOGICAL EMPOWERMENT ON PROMOTING ORGANIZATIONAL AGILITY IN ZAHEDAN DEPARTMENT OF ROADS & URBAN DEVELOPMENT

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ABSTRACT

One of the most important challenges of managers in present time in organizations is the absence of utilizing intellectual resources, cognitive capability and potentials of human resources. Most organizations do not use the potencies of their staffs efficiently and managers are not able to make use of their potential capacities. This study aims at analyzing the effects of staffs' psychological empowerment on promoting organizational agility in Zahedan Department of Roads & Urban Development. This study is applicable in terms of its goal and it is a descriptive survey due to its data collection method. In this research, in order to gather theories and to write the literature review, library research is done. To collect statistical data to test the hypotheses, field study in statistical population is done and inventories of Psychological Empowerment (Spreitzer, 1999) and Organizational Agility (Zhang & Sharifi, 2008) were used. Statistical population includes staffs in Zahedan Department of Roads & Urban Development and the sample size was determined by Morgan Table. SPSS software is used to analyze the data. Descriptive statistics are used to summarize the frequency, mean and standard deviation of demographic variables and main variables. Inferential tests including Pearson Correlation, Linear and Stepwise Regression and Friedman Test are used to rank the components of Psychological Empowerment. The result showed that there is a significant relationship between components of Psychological Empowerment and staffs' Organizational Agility.

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INTRODUCTION

Work force do not only need specialized training related to their jobs, but also They require other skills such as planning, acquiring and analyzing information, appropriate using of up-to-date electronic technologies and professional software, to improve the techniques relating to their occupation. In addition, they require being familiar with foreign languages, behaving well with managers, colleagues and clients, establish proper relationships, negotiation and responsibility techniques and accountability, self-training and study. In other words, to have an all-round organization development, employing workforce that acquires knowledge and skills in a way that not only have concentration on their profession affairs but also they have cultural development, creativity and exploring spirit. Unfortunately, absence of abovementioned factors i.e. "having knowledge and ability" and "desiring" is evident in most organizations, institutions, ministries, manufacturing companies and government agencies. Most expert forces and middle managers in public organizations only use incomplete instructions and technical jargons and participate in unproductive meetings, so it leads to low productivity. In other words, neither related organizations nor employees are beneficial to one another, Just they keep up appearances. Due to this long-lived defective cycle, it is accepted as a fact. It is as if the low productivity of Iranian workforce and low production efficiency and low rate of Iranian useful working hours below 2 hours a week, compared with Japanese 8 hours a day and Korean 10 hours a day is something natural. In researcher's opinion the solution of this big problem which its negative consequences has led Iran to continuous backwardness, is the agility of the organization through proper, permanent and purposeful training of workforce in governmental departments and abovementioned goals should be achieved in a midterm period. Empowering the staffs in Department of Roads and Urban Development under the supervision of Ministry of Roads is of great importance and due to the type of staffs' activities and duties, the organizational agility becomes vital. One of the organization's instruments for achieving agility is the workforce. In fact, the workforce as the main sector is an important instrument in making an organization agile. To achieve the purpose, organizations need empowered staffs. Staffs' empowerment includes systems, methods and practices which develops the competence and capability that improve productivity, development, growth and prosperity of the

organization and workforce in line with its goals [1]. In an article under the title of "empowering the staffs: a new strategy for improving the performance of workforce", It is emphasized that empowerment is the main part of organizational growth and development [2].

Several researches showed the effect of staffs' empowerment on improving their performance and promoting the organization functionality. Empowerment may have important behavioral consequences; for example Gicas found out that the feeling of competency leads to innovation, attempt and perseverance in challenging situations. According to researches done by Deci and Ryan (1998), employees' freedom of actions leads to immediate feedback in case of troubles in workplace. In addition, the relationship between freedom of action with efficacy is confirmed by cognitive and motivational approaches. Cognitive theorists believe that because employees have more information than their heads, so they can have better planning, higher ability of barriers recognition and better performance. From motivational point of view, Thomas and Timon found that empowering the staffs with freedom of action stimulate the adequate motivation for performance improvement [3], [4].

Continuous changes in technology and the change of clients' mentality has created the need for continuous changes in strategies and organizational planning. So the organization must be agile and flexible in facing the barriers and use of opportunities. The presence of flexible structures, multi-skilled workers, giving importance to competent programs and finally creating related culture are important tools to adapt to new conditions in changing situations. The purpose of this study is to introduce staffs empowerment as a tool and a pattern for improving the index of organizational agility. The study investigates whether empowerment and its components has an effect on organizational agility[5], [6].

RESEARCH HYPOTHESES

Main hypothesis:

Empowering staffshas an effect onorganizational agility in Zahedan Department of Roads & Urban Development.

Secondary Hypotheses:

- Staffs' feeling of competence has an effect onorganizational agility in Zahedan Department of Roads & Urban Development.
- Staffs' feeling of meaningful has an effect onorganizational agility in Zahedan Department of Roads & Urban Development.
- Staffs' feeling of effectiveness has an effect onorganizational agility in Zahedan Department of Roads & Urban Development.
- Staffs' feeling of having a choice has an effect onorganizational agility in Zahedan Department of Roads & Urban Development.
- Sharing information with staffs has an effect onorganizational agility in Zahedan Department of Roads & Urban Development.

METHOD

Due to nature of the issue, the study is descriptive in terms of correlation and it has a practical purpose. This study adopts a survey method and aims at determining the effect of empowering staffs on organizational agility in Zahedan Department of Roads & Urban Development. To collect the required data for conducting this study, library research and field methods (inventories of Psychological Empowerment by *Spreitzer (1999) and* Organizational Agility by *Zhang & Sharifi (2008)*) are employed [7], [8]. Statistical society include all staffs in Zahedan Department of Roads & Urban Developmentin 1394 which equals to 415 employees. Sampling is done by Cochran test and 217 people is chosen. Distribution of questionnaires were random to have an equal chance of being a participant to each employee. To analyze the data, SPSS software is used. Descriptive statistics are used to summarize the frequency, mean and standard deviation of demographic variables and main variables. Inferential tests including Pearson Correlation, Linear and Stepwise Regression and Friedman Test will also be used.

FINDINGS

Hypothesis Testing

Main hypothesis: Empowering staffshas an effect onorganizational agility in Zahedan Department of Roads & Urban Development.

H0: Empowering staffshasn't an effect onorganizational agility in Zahedan Department of Roads & Urban Development.

H1: Empowering staffshas an effect onorganizational agility in Zahedan Department of Roads & Urban Development.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Psychological Empowerment (Y) and Organizational Agility (X) after investigating its adequacy indicators in below table, the model is presented.

Table: 1. Goodness of fit of regression model between empowering and agility

R	R Square	Adjusted R Square	Std. Error of the Estimate
.757	.573	.571	0.319

The relationship between independent variables and the dependent variable equals to .757. R Square is .573 which shows that 57.3 percent of variation in psychological empowering is predicted by organizational agility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 57.1 in this study. According to the indices, the model was adequate.

Table: 2.Regression equationof organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	-0.374	0.251	0.757	-1.488	0.000
	empowerment	1.01	0.063		16.14	
Dependent Variable: organizational agility						

a
riable in regression equation is the core of regression analysis which can be seen in Table 2 The regression equation is provided by unstandardized coefficients.

Organizational agility = .374 + (1.01) psychological empowerment

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in empowerment, the standard deviation 1.01 unit of organizational agility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so psychological empowerment has a meaningful effect on organizational agility.

Sub- hypothesis1: Staffs' feeling of competence has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H0: Staffs' feeling of competence hasn't an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H₁: Staffs' feeling of competence has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Staffs' feeling of competence (Y) and Organizational Agility (X) after investigating its adequacy indicators in below table, the model is presented.

Table: 3. Goodness of fit of regression model between Staffs' feeling of competence and agility

R	R Square	Adjusted R Square	Std. Error of the Estimate
.729	.531	.528	0.335

The relationship between independent variables and the dependent variable equals to .729. R Square is .531 which shows that 53 percent of variation in Staffs' feeling of competence is predicted by organizational agility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 52 in this study. According to the indices, the model was adequate.

Table: 4.Regression equationof organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.58	0.143	0.729	11.09	0.000
	Staffs' feeling of competence	0.541	0.036		14.81	
Dependent Variable: organizational agility						

The inserted variable in regression equation is the core of regression analysis which can be seen in **Table -2** the regression equation is provided by unstandardized coefficients.

Organizational agility = 1.58 + (0.541) Staffs' feeling of competence

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Staffs' feeling of competence, the standard deviation 0.541 unit of organizational agility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Staffs' feeling of competence has a meaningful effect on organizational agility.

Sub- hypothesis2: Staffs' feeling of meaningful has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H₀: Staffs' feeling of meaningful hasn't an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H₁: Staffs' feeling of meaningful has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Staffs' feeling of meaningful (Y) and Organizational Agility (X) after investigating its adequacy indicators in below table, the model is presented.

Table: 5. Goodness of fit of regression model between Staffs' feeling of meaningful and agility

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	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.159	.025	.020	18.07

The relationship between independent variables and the dependent variable equals to .159. R Square is .025 which shows that 2.5 percent of variation in Staffs' feeling of meaningful is predicted by organizational agility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 2 in this study. According to the indices, the model was adequate.

Table: 6.Regression equationof organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.06	0.273	0.159	11.228	0.026
	Staffs' feeling of meaningful	0.147	0.066		2.24	
Dependent Variable: organizational agility						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 2 the regression equation is provided by unstandardized coefficients.

Organizational agility = 3.06 + (0.147) Staffs' feeling of meaningful

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Staffs' feeling of meaningful, the

standard deviation 0.147 unit of organizational agility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to 0.026, so Staffs' feeling of meaningful has a meaningful effect on organizational agility.

Sub- hypothesis3: Staffs' feeling of effectiveness has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H$_0$: Staffs' feeling of effectiveness hasn't an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H$_1$: Staffs' feeling of effectiveness has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Staffs' feeling of effectiveness (Y) and Organizational Agility (X) after investigating its adequacy indicators in below table, the model is presented.

Table: 7. Goodness of fit of regression model between Staffs' feeling of effectiveness and agility

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.673	0.453	0.450	0.361

The relationship between independent variables and the dependent variable equals to .673. R Square is .453 which shows that 45.3 percent of variation in Staffs' feeling of effectiveness is predicted by organizational agility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 45 in this study. According to the indices, the model was adequate.

Table: 8.Regression equationof organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.59	0.165	0.673	9.65	0.000
	Staffs' feeling of effectiveness	0.538	0.042		12.68	
Dependent Variable: organizational agility						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 2 the regression equation is provided by unstandardized coefficients.

Organizational agility = 1.59 + (0.538) Staffs' feeling of effectiveness

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Staffs' feeling of effectiveness, the standard deviation 0.538 unit of organizational agility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Staffs' feeling of effectiveness has a meaningful effect on organizational agility.

Sub- hypothesis5: Staffs' feeling of having a choice has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H$_0$: Staffs' feeling of having a choice hasn't an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H$_1$: Staffs' feeling of having a choice has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Staffs' feeling of having a choice (Y) and Organizational Agility (X) after investigating its adequacy indicators in below table, the model is presented.

The relationship between independent variables and the dependent variable equals to .446. R Square is .199 which shows that 19.9 percent of variation in Staffs' feeling of having a choice is predicted by organizational agility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 19.5 in this study. According to the indices, the model was adequate.

Table: 9. Goodness of fit of regression model between Staffs' feeling of having a choice and agility

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.446	0.199	0.195	0.437

Table: 10.Regression equationof organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.16	2.18	0.446	9.93	0.000
	Staffs' feeling of having a choice	0.375	0.054		6.94	
Dependent Variable: organizational agility						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 2 the regression equation is provided by unstandardized coefficients.

Organizational agility = 2.16 + (0.375) Staffs' feeling of having a choice

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Staffs' feeling of having a choice, the standard deviation 0.375 unit of organizational agility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Staffs' feeling of having a choice has a meaningful effect on organizational agility.

Sub- hypothesis5: Sharing information with staffs has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H₀: Sharing information with staffs hasn't an effect on organizational agility in Zahedan Department of Roads & Urban Development.

H₁: Sharing information with staffs has an effect on organizational agility in Zahedan Department of Roads & Urban Development.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between sharing information (Y) and Organizational Agility (X) after investigating its adequacy indicators in below **[Table-11]**, the model is presented.

Table: 11. Goodness of fit of regression model between Sharing information and agility

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.326	0.106	0.102	0.462

The relationship between independent variables and the dependent variable equals to .326. R Square is .106 which shows that 10.6 percent of variation in sharing information is predicted by organizational agility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 10.2 in this study. According to the indices, the model was adequate.

Table: 12.Regression equationof organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.22	0.302	0.326	7.36	0.000
	Sharing information	0.347	0.072		4.80	
Dependent Variable: organizational agility						

The inserted variable in regression equation is the core of regression analysis which can be seen in **[Table -2]** the regression equation is provided by unstandardized coefficients.

Organizational agility = 2.22 + (0.347) Sharing information

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Sharing information, the standard deviation 0.347 unit of organizational agility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Sharing information has a meaningful effect on organizational agility.

RESULT AND DISCUSSION

The primary and secondary hypotheses were confirmed due to the strong correlation between "staffs' psychological empowerment" and "organizational agility". Confirmation of these hypotheses are in line with psychological empowerment models of *Thomas and Vlthvs (1990), Cantor (1997) and Spreitzer (1384)*.The result of statistical analysis showed that it is in accordance with the results of Counter, Riley, Bentley and Lane (2003) and Olive (2004) who declared that increasing the empowerment leads to staffs agility in organizations[9], [10], [11] [12]. Finally, these suggestions are proposed:

- Creating the feeling of self-efficacy in staffs, and the feeling that they have the ability to fulfil the job affairs successfully. The empowered people not only have the sense of competency but also feel confident that they can do duties properly so that the organizational agility is improved.
- Staffs participate in organizational decisions to believe that they can make a change in their working environments.
- Assigning tasks to working groups leads people to have innovative measures, to make independent decisions and to test new thoughts.
- Teaching of different technical and managerial methods in organizations enables them in conducting activities. Learning suitable skills through training programs helps employees to make accurate decisions with the least number of mistakes and the highest quality.

None

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