

The Relationship Between Human Resources Empowerment and Organizational Agility (Case Study: Imam Khomeini Relief Committee)

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Abstract: Rapid and continuous changes are known as one of the main challenges for organizations nowadays. Organizations usually have common objectives such as high work quality, effective function and providing good services to customers and clients in a dynamic environment. Agility is one of the capabilities that help organizations to achieve this goal. They mark agility in the organization of human resources. So, the human resources should be empowered and taught the updated skills. The aim of this study was to investigate the relationship between empowerment and organizational agility. Empowering is assessed based on the research of Williams and Moran with 5 aspects: competency, effectiveness, significance perception, right of having choice and feeling confident. The organizational agility is measured based on research of Van Moran and Nick poor and Selajeghe. The statistical sample is formed of relief committee staff of the province. The 173 questionnaires were distributed among employees. That by eliminating faulty responses and the lack of responses by staff finally 144 questionnaires were analyzed. The aim of research is functional and is descriptive based on the type of research. For data analysis was used of SPSS 20 Software.

Key words: Empowerment, organizational agility, state relief committee, relationship, significant

INTRODUCTION

One of the most important challenges of nowadays management is the inefficient use of thoughtful resources, mental and intellectual ability and potential retardation of human resources. In most organizations, they are not use of staff strength efficiently and managers are not able to utilize their potentials. In other words, the individuals have more power of creativity, imagination and being more active but in the organizational environment these operational features are not desirable through reasons. Scholars believe that management changes and organizational improvement, employee empowerment are the factors that they have introduced for an influential strategy on function and the improvement of human resources and they also believe that human resources empowerment is one of the important and serious approaches used by organizations that nowadays are used by organizations and in fact is a response to urgent need of the contemporary management to respond to the need for changes.

On the other hand, it seems that the change is one of the main institutional features in the new competitive era. Few organizations can be found in a period of 3-6 months or even 1 year, does not see a

change in their environment. Due to the context that already has dominated the world of enterprise business, organizations would do changes in attitudes, knowledge, attitudes, practices and their expected results.

An agile organization with sudden events and changes will not break simply. An agile organization is high-speed, consistent and powerful and will give fast responses to sudden changes, new market opportunities and customer requirements. Agile organization is designed to understand and predict changes in the business environment in this regard, deals with its structures.

All the definitions of agility emphasized on, speed and flexibility as signs of an agile organization. Another characteristic of agility with same value is respond effectively to change and uncertainty (Sharifi and Zhang, 2001). Some researchers declared that responding to changes in separate methods and interpretation and identifying the benefits are fundamental factors in agility. Another common component derived from the definition of agility is the high quality and production with a high degree of customization. Some of the other definitions of agility are: ability to respond quickly to market changes as a key component in the success and survival of firms in the market. According to the fact that organization of

relief committee is known as a non-governmental organization, it must also adapt to changes in their environment and must be able to empower the employees to quickly adapt to changes and technological environment and address the needs of the people.

With regard to the cases raised in this study, we investigate the relationship between human resource empowerment of Imam Khomeini relief committee and its relationship with organizational agility too.

To do this empowerment, we assessed empowerment with dimensions of competence, being meaningful and effective, having trust in others and a sense of choice and agility variable in this study that is known as the dependent variable with 3 aspects of responsiveness, flexibility and speed in service delivery were also assessed. In this study we are seeking to answer this question which is:

- Is there any relationship between the empowerment of human resources and organizational agility in the Imam Khomeini Relief Committee in Sistan and Baluchestan?

Literature review

Empowerment: The word “empowerment” has been translated in compact oxford dictionary as to become powerful, to license, to offer power and to enable. In the special meaning, it is to give power and elbowroom to the people to administer themselves and in its organizational meaning is to change the culture and dare to create and lead an organizational environment. In other words, empowerment is to design and make an organization in such a way that the individuals while controlling themselves are also ready to accept more responsibilities. Empowerment provides conditions for the smart, earnest, honest and confident employees to control their work life and achieve the necessary growth to accept more responsibilities in the future (Spreitzer, 2007).

Many definitions have been suggested for empowerment. Most of the researchers agree that the main component of empowerment is to give the staff elbowroom for the activities related to their job. Some of the definitions are as follows (Chow *et al.*, 2006).

It means by empowerment of staff that they will be able to develop all of their capabilities and sciences and use them to reach the individual and organizational goal (Yusuf *et al.*, 1999).

Empowerment is the process of achieving the steady improvement of the organization performance which is fulfilled through creating and developing penetration of individuals and groups’ penetration on all domains of duties and affects performance of the staff and the organization as a whole.

Empowerment is to inspire the power sense to the people because each management method that is able to strengthen the individuals’ sense of independence, leads to their sense of power. Empowerment of human resource means creation of necessary capacity in the staff to enable them to create value added for the organization.

Empowerment has been known to be the creation of power according to the surrounding environment conditions, for which four factors have been accounted for:

- Affective support of the people involved in the stressful affairs
- Encouragement and giving them positive feedback
- Introduction of some successful and effective samples to them
- Acquiring experiencing through successful accomplishment of an activity

Nowadays, empowerment is a new management concept, being proposed necessarily due to the rapid change and increasing competition. Empowerment is one of the actions to be taken in order to improve and modify organizations especially productive companies and in the first place empowerment of human resource which in turn results in the organizational capability, creativity of organizations and their tendency to become a company and decentralize due to lack of flexibility of traditional structures have created a movement where the employee’s role and their capability as the center of gravity of all attempts to omit bureaucracy and improve the services to the customer have been insisted on seriously.

Organizational agility: Because agile institutions and organizations are worried about the change, distrust and inability to predict in their business environment, the institutions need some different advantages such as entrepreneurship, creativity ideology in order to handle changes, distrust and inability to predict in their working environment (Lin *et al.*, 2006a, b). Such abilities include four main components being considered as the background of maintenance and development of agility:

- A respondent who implies the ability to recognize changes and rapid reaction on exploitation
- Advantages which is based on reaching to goals and organizational targets
- Flexibility and adjustability which is defined as: ability to flow different processes and obtaining different targets using similar equipment
- Speed which is the ability to carry out activities in the least time possible (Lin *et al.*, 2010)

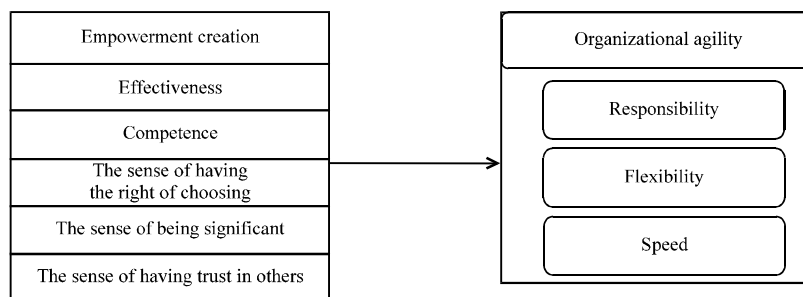


Fig. 1: Conceptual model

There are so many models presented for organizational agility so far but in 2002, two researchers of agility theory Verly and Lavler presented a recognition frame work. According to their model, the first feature of agility plan is “static strategy” which is defined as the ability to create provoker in changing environment situations. The second feature is “adjusted plans”, agile organizations have plans which can be adjusted to strategic programs rapidly in respond to internal and external pressure for change and displacement. The third feature of agile organization design is leading and shared identity. This feature changes organization thought from leading as a personal feature to exploitation as an organizational capacity. Finally, the last feature is “value creation capacity”. This feature follows organization for what it seeks or wants.

Conceptual model: This study examines the relationship between human resource empowerment and organizational agility in Sistan and Baluchestan’s Imam Khomeini relief committee.

Independent variable: The independent variable is the empowerment of human resources which is examined with the 5 aspects of competency, effectiveness, reliability, right of having choice and significance.

Dependent variable: The dependent variable in this study is organizational agility which is examined with accountability, competency, flexibility and speed (Fig. 1).

Hypotheses

The main hypothesis:

- There is a significant relationship between empowerment of human resources and organizational agility

Sub-hypotheses:

- There is a significant relationship between senses of competence and organizational agility

- There is a significant relationship between feeling of being effective and organizational agility
- There is a significant relationship between rights of having choice and organizational agility
- There is a significant relationship between to being significant and organizational agility
- There is a significant relationship between senses of having trust in others and organizational agility

MATERIALS AND METHODS

The type of this study is an applied-developmental study, because it was used to solve the scientific problem and in terms of method is correlative-descriptive because the goal is to describe the relationship between studied variables or phenomena which has been conducted research through field method. The population of the study consisted of all managers and staff of relief committee of Sistan-Baluchistan Province. That their number is 350 and representative sample is calculated 173 individuals based on the Morgan table. The random sampling method is simple. In this study, to collect data to answer the research questions was used of the field method, the library method and the oretical principles have beenalso used. The questionnaire of study was provided by using two standard question naires which was designed to evaluate the studied variables that its validity and reliability was approved. In this study, for data analysis, Kolmogorov test, Smirnov test, Pearson correlation and regression were used.

RESULTS AND DISCUSSION

The main hypothesis: There is a significant relationship between empowerment of human resources and organizational agility.

To investigate the relationship between two variables, Pearso’s empowerment and organizational agilitytest is used. Results are shown the relationship between two variables in Table 1.

According to the Table 1 significance level were calculated 0.000 which is smaller than 0.5. So, there is a relationship between two variables of empowerment of human resources and organizational agility and paying attention to the Pearson coefficient (0.405) is a positive, the relationship between the two variable is direct.

First hypothesis: There is a significant relationship between senses of competence and organizational agility:

- H_0 : there isn't a significant relationship between senses of competence and organizational agility
- H_1 : there is a significant relationship between senses of competence and organizational agility

The relationship between the two variables are shown in Table 2. According to Table 2 significance level were calculated 0.000 which is smaller than 0.5. So, there is a relationship between two variables of senses of competence and organizational agility and paying attention to the Pearson coefficient (0.343) is a positive, the relationship between the two variable is direct.

Second hypothesis: There is a significant relationship between feeling of being effective and organizational agility:

- H_0 : there isn't a significant relationship between feeling of being effective and organizational agility
- H_1 : there is a significant relationship between feeling of being effective and organizational agility

The relationship between the two variables are shown in Table 3. According to the Table 3 significance level were calculated 0.003 which is smaller than 0.5. So, there is a relationship between two variables of feeling of being effective and organizational

Table 1: Relationship assessment between empowerment of human resources and organizational agility main hypothesis

Independent variable	The dependent variable	The significance level	Pearson coefficient
Empowerment	Agility	0/000	0/405

Table 2: Relationship assessment between senses of competence and organizational agility

Independent variable	The dependent variable	The significance level	Pearson coefficient
Senses of competence	Agility	0/000	0/343

Table 3: Relationship assessment between empowerment of human resources and organizational agility

Independent variable	The dependent variable	The significance level	Pearson coefficient
Feeling of being effective	Agility	0/003	0/271

agility and paying attention to the Pearson coefficient (0.271) is a positive, the relationship between the two variable is direct.

Third hypothesis: There is a significant relationship between rights of having choice and organizational agility:

- H_0 : there isn't a significant relationship between rights of having choice and organizational agility
- H_1 : there is a significant relationship between rights of having choice and organizational agility

The relationship between the two variables are shown in Table 4. According to the Table 4 significance level were calculated 0.013 which is smaller than 0.5. So, there is a relationship between two variables of rights of having choice and organizational agility and paying attention to the Pearson coefficient (0.555) is a positive, the relationship between the two variable is direct.

Forth hypothesis: There is a significant relationship between to being significant and organizational agility:

- H_0 : there isn't a significant relationship between to being significant and organizational agility
- H_1 : there is a significant relationship between to being significant and organizational agility

The relationship between the two variables are shown in Table 5. According to the Table 5 significance level were calculated 0.000 which is smaller than 0.5. So, there is a relationship between two variables of to being significant and organizational agility and paying attention to the Pearson coefficient (0.432) is a positive, the relationship between the two variable is direct.

Fifth hypothesis: There is a significant relationship between senses of having trust in others and organizational agility:

Table 4: Relationship assessment between empowerment of human resources and organizational agility third hypothesis

Independent variable	The dependent variable	The significance level	Pearson coefficient
Right of having choice	Agility	0/013	0/555

Table 5: Relationship assessment between empowerment of human resources and organizational agility

Independent variable	The dependent variable	The significance level	Pearson coefficient
To being significant	Agility	0/000	0/432

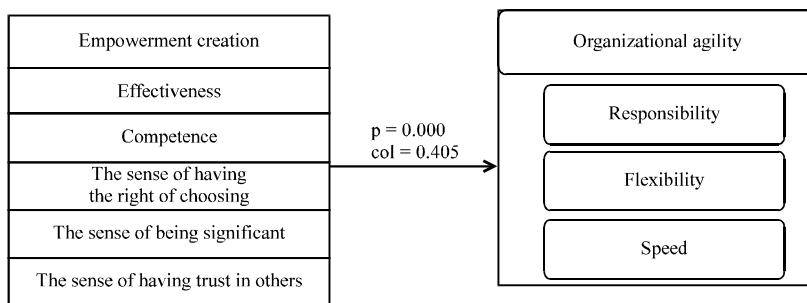


Fig. 2: Summarizes the relationship between the variables

Table 6: Relationship assessment between empowerment of human resources and organizational agility

Independent variable	The dependent variable	The significance level	Pearson coefficient
Having trust in others	Agility	-	-

- H_0 : there isn't a significant relationship between senses of having trust in others and organizational agility
- H_1 : there is a significant relationship between senses of having trust in others and organizational agility

The relationship between the two variables are shown in Table 6. According to the table above significance level were calculated 0.011 which is smaller than 0.5. So, there is a relationship between two variables of senses of having trust in others and organizational agility and paying attention to the Pearson coefficient (0.229) is a positive, the relationship between the two variable is direct.

In this study, a major hypothesis and five minor hypotheses have been investigated. The results are summarized in the following relationships and expressed hypotheses.

The outcome of the main hypotheses (there is a significant relationship between empowerment of human resources and organizational agility): The relationship between the two variables are summarized in Fig. 2.

In reviewing the empowerment and organizational agility in the significance level between two variables were assessed 0.000% which is <0.05 so, there is a relationship between two variables and given that the Pearson coefficient (0.405) is positive, the relationship between the two variable is direct and moderate. In this context, Kuo *et al.* (2010) found similar results in their study.

As a result, the first hypothesis (there is a significant relationship between senses of competence and organizational agility): As a result the relationship between the two variables is shown in Fig. 3. Examining

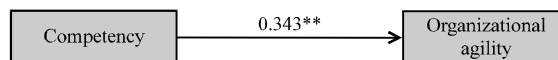


Fig. 3: Relationship between senses of competence and organizational agility

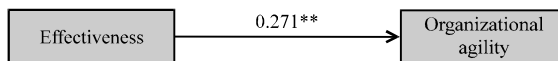


Fig. 4: Relationship between feeling of being effective and organizational agility

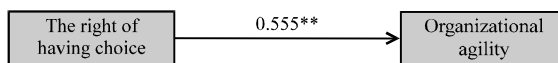


Fig. 5: Relationship between rights of having choice and organizational agility

the relationship between two variables showed a significant level that relationship between two variables was calculated 0.000 that is smaller than 0.05, so there is a relationship between competence and organizational agility and the fact that Pearson coefficient (0.343) is positive and there is a direct and positive relationship between the two variables. In this context, Kuo *et al.* (2010) found similar results in their study.

As a result, the second hypothesis (there is a significant relationship between feeling of being effective and organizational agility): As a result the relationship between the two variables is shown in Fig. 4.

Examining the relationship between two variables showed a significant level that relationship between two variables was calculated 0.003 that is smaller than 0.05, so there is a relationship between effectiveness and organizational agility and the fact that Pearson coefficient is 0.271 so, there is a direct relationship between the two variables. However, the connection is weak. In this context, Kuo *et al.* (2010) found similar results in their study.

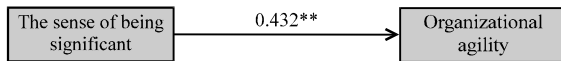


Fig. 6: Relationship between to being significant and organizational agility

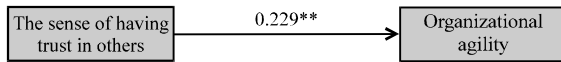


Fig. 7: Relationship between senses of having trust in others and organizational agility

As a result, the third hypothesis (there is a significant relationship between rights of having choice and organizational agility): Summary of relation between choosing right and organizational agility is given in Fig. 5.

Examining the relationship between two variables showed a significant level that relationship between two variables was calculated 0.005 that is smaller than 0.05, so there is relationship between the feeling of having choice and organizational agility and the fact that Pearson coefficient is 0.555, so there is a direct relationship between the two variables. Its severity can be assessed as a good rate. In this context, Kuo *et al.* (2010) found similar results in their study.

As a result, the fourth hypothesis (there is a significant relationship between to being significant and organizational agility): As a result the relationship between the two variables is shown in Fig. 6.

Examining the relationship between two variables showed a significant level that relationship between two variables was calculated 0.000 that is smaller than 0.05, so there is significant relationship between feeling and organizational agility and given that the Pearson coefficient is 0.432, so the relationship between the two variables is direct and moderate. In this context, Kuo *et al.* (2010) found similar results in their study.

As a result, the fifth hypothesis (there is a significant relationship between senses of having trust in others and organizational agility): As a result the relationship between the two variables is shown in Fig. 7.

Examining the relationship between the two variables showed that the significant level of correlation between the two variables was calculated 1.011 which is smaller than 0.05, so there is a relationship between corporate ethics and propriety. The number of 0.229 indicates a positive and significant correlation between the two variables. In this context, Kuo *et al.* (2010) in their study suggested similar results:

- Proportionality of duties with the kind of jobs as well as job enrichment through workflow applications
- Creating and following the hierarchy of decision making and also paying attention to the centralization of decision-making
- Providing welfare benefits as well as entertainment for the families of the forces in order to strengthen employee morale
- Paying attention to the fields of human resources through improving communication capabilities of human resources and providing employees with appropriate training courses
- Creating balance between received salary and expected outputs from each employee

CONCLUSION

The assessment of research hypotheses was conducted by using Pearson test. The results showed that there is a positive and significant relationship between empowerment and organizational agility. Also significant positive relationship was found between every single aspect of empowerment and organizational agility.

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