THE STUDY OF THE RELATIONSHIP BETWEEN EMPOWERMENT AND PATHOLOGY OF HUMAN RESOURCES
(CASE STUDY: PAYAME NOOR UNIVERSITY OF KERMAN PROVINCE)

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ABSTRACT

Universities need to empower human resources to achieve their goals. The first step in this area is being aware of the relationship between empowerment and pathology process. This study has been aimed to investigate the relationship between empowerment dimensions with pathology of employees and faculty members of Payame Noor University of Kerman province. The population of the study is the entire line and members of Payame Noor University of Kerman province, including (393 people), of which 117 are faculty members and 276 are administrative staff. Data was gathered using two standardized questionnaires and through stratified sampling. In addition, Spearman and Kendall statistical methods were used for data analysis. The results show a strong and direct correlation between the dimensions of empowerment and pathology of human resources.

KEYWORDS: Empowerment, Pathology, Human Resources

In the era of globalization and rapid technological progress, human capital is an important capital of organizations and it can indicate the capacity of today's works and the potential of tomorrow's work (Hitt et al., 2006). Economists have long acknowledged the fact that the knowledge, skills and abilities of human is an important factor in increasing activities' productivity (Parhizkar, 2007). In the era of knowledge-based economy, determining the factors that increase organizations' ability to create and produce effective ideas and innovation, is one of the critical issues of organizational studies (Jesper & Toby, 1999).

Unfortunately, several reasons including the uncertainty of organizational goals, the lack of a proper definition of work relationship and personal relationships, lack of proper system of performance evaluation, failure to define appropriate indicators to measure labor productivity and other factors in the market that are due to non-competitive business environment and economic structure, have resulted in the lack of definition of certain mechanism for qualitative management of human resources and even the mechanism has not been taken seriously in Iran. Organizations are constituted of important elements such as capital, manpower, technology and management, that many experts believe that manpower is the most important element (Metani et al., 2008). In addition, there has been a special emphasis on the issue of human resource development in the future outlook of the Islamic Republic of Iran in the next two decades in order to scientific and technological development of the country (Bastenegar, 2005).

For improving the quality and the efficiency of human resource, training is considered as an integral part of an agile and learning organization. Correct understanding of management tools and techniques in human resource and its development at all levels and layers of an organization is effective when it is seen accurately in the context of educational assessment. In many cases, we see that managers always believe their interpretation to be correct and not only do not try to modify their views, but also insist on their mistakes; therefore, we should first make sure that organization's key and high-ranked managers not only have mastered the basic concepts related to managerial new tools and theories, but also they themselves have faith in feasibility of solutions of each management theory in the field of human resources and make every effort in order to relevant trainings in cascade form at all organizational level (Hitt et al., 2006).

Available evidences indicate the existence of many organizational problems in institutions and organizations. There's no doubt that existence of these problems results in reduction of organizational effectiveness, efficiency and eventually productivity (Farhangi, 2000). Low levels of productivity (efficiency and effectiveness) in public institutions and organization is itself the effect and is in fact the symptoms that need pathology studies (Mamizadeh, 1996).
So, organizations that have reviewed their employees' reasonable expectations and take action and try to flourish and satisfy them; this is a move toward motivating employees, and in contrary, neglecting their expectations causes losses that each may face the organization with serious challenges (Goudarzi&Farahani, 2005).

A university that is rooted in our world environment is a university that serves people's sociability. The cultural role of university in macro level becomes the sociability role in society's level, i.e. the University is one of the places in which people get familiar with the culture and values of the previous generation. Several arguments can be raised concerning the functions of the university. We tend to have a university that has interaction with the social, political and economic sub-systems and is able to produce knowledge and its commitments are in line with the needs of the community, to be consistent with occupational structure and its needs. One of our problems is that there is no consistency, i.e. the education system is in its own way and that is why graduates are not responsive to the occupational structure (Farhangi, 2000).

Given the key role of human resources in universities, universities must constantly seek ways to empower their workforce, and the first step is the pathology of human labor situation in university. Payame Noor university of Kerman province with 30 units/branches, about 150 subjects, 139 faculty member, 44919 students which includes 25 percent of the students in the province, 399 staffs employed in the province, and 247 visiting lecturer is in an increasing competitive position with other universities. Moreover, according to the cited research priorities of PNU (Research Institute of Distance Education) after getting the second e-learning ranking among ministries and agencies in the assessment of the Ministry of Communications and Information Technology, the University achieved the eighth ranking among ministries and agencies in the assessment of Islamic World Science citation Center (ISC) of Ministry of Science (Hitt et al., 2006). Payame Noor University sees the empowerment as one of the most important tools for successful total quality management programs in order to serve for internal and external customers. In this regard, the presence of capable people in the winning and innovative competition scene can improve services in the areas of education and research. Given the empowering of human resources, it is essential to provide a win-win relationship between university and experts by providing guidelines.

Therefore, this research seeks to answer the fundamental question that whether there is a significant relationship between the dimensions of empowerment with the dimensions pathology of employees?

THEORETICAL FRAMEWORK

The most valuable capital of any country is its human resources and is considered as an important component of technology and progress in the new century and because of that it has gained attention in developing communities (Bastenegar, 2005).

Employees' empowerment is a set of systems, methods and practices that are applied through development of individuals' capabilities and competence in order to improve and increase the productivity, growth and prosperity of the organization and manpower with regard to the purpose of the organization (Talebiian&Vafaee, 2009).

Nadler, as the pioneer of theories of human resource development in 1960, has defined empowerment of human resources in the context of organized learning that is provided by employers in a particular time period in order to improve personal performance and growth (Mihm et al., 2010).

A survey of the studies conducted in successful organizations in implementing empowerment program shows that one of the factors affecting the different aspects of the process of empowerment is "organizational structure". The importance of organizational structure in shaping organizational processes (especially human resource development practices in an organization), demands more attention to its relationship and effects on employees' empowerment process. Group characteristics: people's perception of their empowerment level in addition to individual characteristics is also influenced by the group characteristics. Researchers have shown that group decision-making, volunteerism division of responsibilities and problems, the importance of teamwork, trust within the group in organization, can have a positive impact on people's sense of empowerment (Hechanava et al., 2006).

Based on a study conducted by Thomas and Voltas (1990), a human resource empowerment is somehow individual empowerment. According to these
Pathology is meant to identify the roots and causes of factors that are involved in occurrence of crisis in various phenomena, and these factors can disrupt the development and functioning of phenomena. The purpose of pathology is to find the cause or crisis in the natural process of phenomena and activities.

Given the fact that there are many different losses, they involve all the levels of performance, goals, behaviors and organizational structures in the impairment. Hence, the most appropriate theory and methodology for the analysis and understanding the organizational losses is three-dimensional model. This model is constituted of behavioral, structural and contextual factors (Kamrani, 2004). Mirzaei also believes that the organization and management phenomenon can be reviewed and analyzed in three categories of behavioral, structural and contextual factors.

Pathology is founded based on understanding how organizations work. The intellectual frameworks that use factors affecting organizational transformation for organizational assessing are called pathology patterns and these patterns have a leading role in organizational transformation (MirzaeeAhranjani, 2001).

By recognizing pathology patterns, we can try culture-building and institutionalizing one of them according to organizational requirements, so as to survey the interactions between the different organizational elements and to find the root or roots of the problem with a systemic and organized view when faced with any problem in organizations, so the devastating consequences of losses can be minimized by pre-emptive and principled measure.

**Organization Development (OD)**

Most of the definitions given about organization development are traditional, but a more comprehensive definition has been provided by French & Bell: organization development is a long-range effort that is supported by the excellent management of organization in order to develop and solve organizational problems and reconstruction processes, particularly through more effective and collaborative management based on organization's culture, with the assistance of a facilitator advice and practical application of behavioral science theory (jesper& toby, 1999).

Behavioral factors mean all the factors related to manpower that constitutes the content of organization, such as incentive, work spirit and job satisfaction; structural factors include a set of regular relations governing the internal components of the organization that make up its body such as organizational structure, laws and regulations; and contextual factors are external environment and conditions that are causing behavioral and structural factors (Weisbord, 1985).

Pathology has been assessed from different points of view, the most important organizational patterns was Weisbord's seven-dimensional model. This model provides a systematic approach to identify the organization more precisely and for the appropriate interventions to solve organizational problems and issues. Weisbord has proposed seven dimensions including purpose, relationships, structure, leadership, rewards, helpful mechanisms and environment to review and identify areas of vulnerability and organizations' problem finding (Harrison, 2005).

Harrison's pathology model has been proposed with a systematic approach in three individual, group or organization level to improve the situation and eliminate practical problems (Katz & Kahn, 1987).

Pathology of human resources is reviewed and analyzed based on three behavioral, structural and contextual factors in the three-dimensional analysis model (Weisbord, 1985).

In the classification of models, three-dimensional model is a rational model, which can review most concepts, events and phenomena in the three-dimensional theoretical framework (structural, behavioral and contextual). Based on this approach, issues and losses related to University can be examined from three terms of structure, behavior and context. In this paper, it is tried to pathology human resources of employees and faculty members by focusing on three-dimensional approach and a combination of other approaches. Organizational losses are basic and fundamental causes, factors and problems that face the organization with crises and lead the organization to fail in its proper and healthy growth. Pathology can be reviewed and analyzed based on three classifications of behavioral, and structural and contextual factors. Behavioral factors mean all the factors related to manpower that constitutes the content of organization; structural factors include a set of regular relations governing the internal components of the organization.
that make up its body; and contextual factors including external environment and conditions that are causing behavioral and structural factors (Weisbord, 1985). The reason for naming this model as a three-dimensional model is that the relationship between structural, behavioral and contextual factors is in a way that no organizational phenomenon or event can be out of the interaction of these three dimensions.

Rational models emphasize on the effect of harmony and diversity of human and organizational resources systems on organizational strategy. These models are also called compatible models (Har, 1989).

Rational models believe in linear relationship between the whole strategy or business strategy or human resources strategy and its subsets. Many theories have confirmed this view. Such theories are the theory based on human capital, the theory based on the behavioral role (Erabi & Fayyazi, 2008). On the other hand, natural models that are known as Harvard framework, believe that in addition to organization strategy, other factors such as labor market, technology, and culture affect the human resource strategy and its subsets (Lajar et al., 2002). For example, organizational culture is one of the important factors (Erabi & Fayyazi, 2008).

MATERIALS AND METHODS

Given that the aim of this study was to investigate the relationship between empowerment and pathology of human resources, therefore, based on its objective, it is an applied research, and is descriptive-survey in nature. The research was carried out in the first six months of 1392 (2013) in the Payame Noor University of Kerman province. The population is consisted of all line and staff forces (393 people), 117 of which were faculty members and 276 were administrative employees. According to Cochran's formula, the sample of 194 was obtained based on stratified sampling and proportional to the number (128 people from staff and 66 people from line forces).

\[
d = 0 / 05 \alpha = 0 / 95 \quad z_{z} = 1 / 96
\]

\[
p = 0 / 50
\]

\[
q = 0.5 \times (1 - P)
\]

\[
z = \sqrt{\frac{Z}{P(1 - P)}}\]

\[
n = \frac{Z^2}{d^2} = \frac{(1.96)^2(0.5)}{(0.05)^2} \times 0.5 = 194
\]

\[
Z= \text{Standard value of variable in the corresponding unit of the confidence level}
\]

\[
p= \text{Estimation of variable's evident attribute in community}
\]

\[
q= \text{Estimation of variable's attribute that is not evident in the community}
\]

\[
d= \text{The standard allowed error in measurement of the community variable observations}
\]

In the present study with the help of resources such as Persian and Latin books and articles, dissertations and online resources, extensive studies have been carried out on the relationship between empowerment and pathology of human resources and research hypotheses were formed with the help of these studies. Data collection instrument was two standardized questionnaires to measure the two variables of "empowerment" and "pathology" in this study. Pathology questionnaire was intended to measure three dimensions of human resource damages (structural, behavioral and contextual) using 5-point Likert scale. The validity of the questionnaire was evaluated by professors and professionals. To determine reliability using the spss software, Cronbach's alpha coefficient was calculated that was equal to 91/0, so we can conclude that the questionnaire has sufficient reliability.

The standard questionnaire of Mishra and Spreitzer (1995) about employees' empowerment with a reliability of 87/0 was used to evaluate the empowerment. Many studies were performed and the opinions of several experts in the field of management has used for the purpose of evaluating the validity of empowerment questionnaire through content validation. At this stage, necessary amendments were made conducting different calculations and gaining the opinions of the mentioned individuals and thus it was ensure that the questionnaire measures the same trait that what was intended to measure. It should be stated that the researcher has distributed 210 questionnaires and has received 194 questionnaires in order to achieve the mentioned sample number. The effectiveness and priority of each of these factors on the empowerment variable were analyzed using multiple regression analysis tool.

Descriptive and inferential statistics were used to analyze data collected. Statistical parameters such as mean, standard deviation, frequency, frequency percentage were used at the level of descriptive statistics,
and Kendall and Spearman tests using spss20 software were used at inferential statistics level.

Research Hypotheses

The main Hypothesis

There is a relationship between the dimensions of empowerment and pathology of employee staffs.

Alternative Hypotheses

The first alternative hypothesis: There is a relationship between the organizational dimension of empowerment and dimensions of pathology

The second alternative hypothesis: There is a relationship between the personal dimension of empowerment and dimensions of pathology

The third alternative hypothesis: There is a relationship between the occupational dimension of empowerment and dimensions of pathology.

RESULTS AND DISCUSSION

Employee's demographic information:

Analysis of the demographic data of the 128 employees of the university shows that 59.5% of respondents were female and 40.5% were men. Among them, 32.8% aged from 20 to 30 years old, 47.1% aged from 31 to 40, 18.5% aged from 41 to 50 years and 17% were over 50 years old. Also, 45.5% of staff respondents were single and 86.4% were married. In addition, 45.5% of staff respondents have less than 5 years of working experience, 24.4% between 5 and 10 years, 8.9% between 11 and 15 years, 8.9% between 16 to 20 years; 12.2% had a working experience between 21 and 25 years. The largest group of them were BA (76.2%) and lowest group had doctoral degree (4.8%)

Faculty members' demographic information:

Analysis of the demographic data of the 61 faculty members shows that 27.8% of respondents were female and 72.3% were men. Among them, 16.4% aged from 20 to 30 years old, 55.7% aged from 31 to 40, 23.0% aged from 41 to 50 years and 4.9% are over 50 years old. Also, 9% of faculty members respondents were single and 90.2% were married. In addition, 57.4% of faculty members respondents have less than 5 years of working experience, 24.6% between 5 and 10 years, 9.8% between 16 and 20 years, 8.2% have a working experience between 21 and 25 years. The largest group of them were BA (65.6%) and lowest group had doctoral degree (34.4%)

Analysis of hypotheses testing

Statistical analysis of correlation was used to investigate the effect of the dimensions of loss variable on the dimensions of empowerment variable. Based on this, the different dimensions of the two variables were made based on the responses of those being questioned and then Kendall and Spearman correlation coefficient was used for statistical analysis. Thus, the results are as follows:

Table 1: The results of hypotheses testing

<table>
<thead>
<tr>
<th></th>
<th>Kendall correlation coefficient</th>
<th>Spearman correlation coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organizational</td>
<td>Occupational</td>
</tr>
<tr>
<td>Organization level</td>
<td>0.09</td>
<td>0.21</td>
</tr>
<tr>
<td>Significance Level</td>
<td>0.41</td>
<td>0.05</td>
</tr>
<tr>
<td>Number</td>
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<td>80.00</td>
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<tr>
<td>Organization structure</td>
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<td>0.16</td>
</tr>
<tr>
<td>Significance Level</td>
<td>0.00</td>
<td>0.10</td>
</tr>
<tr>
<td>Number</td>
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<td>83.00</td>
</tr>
<tr>
<td>Methods improvement</td>
<td>0.38</td>
<td>0.21</td>
</tr>
<tr>
<td>Significance Level</td>
<td>0.00</td>
<td>0.04</td>
</tr>
<tr>
<td>Number</td>
<td>83.00</td>
<td>83.00</td>
</tr>
<tr>
<td>Automated information system</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>Significance Level</td>
<td>0.00</td>
<td>0.05</td>
</tr>
<tr>
<td>Number</td>
<td>83.00</td>
<td>83.00</td>
</tr>
<tr>
<td>Billing system</td>
<td>0.59</td>
<td>-0.02</td>
</tr>
<tr>
<td>Significance Level</td>
<td>0.00</td>
<td>0.85</td>
</tr>
<tr>
<td>Number</td>
<td>83.00</td>
<td>83.00</td>
</tr>
</tbody>
</table>
Selection and recruitment 0.35  0.02  0.17  0.35  0.02  0.17  
Significance Level 0.00  0.85  0.11  0.00  0.85  0.11  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Internal appointment and promotion 0.63  0.21  0.30  0.69  0.23  0.33  
Significance Level 0.00  0.04  0.00  0.00  0.03  0.00  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Performance evaluation 0.58  0.27  0.30  0.64  0.30  0.33  
Significance Level 0.00  0.85  0.11  0.00  0.85  0.11  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Organizational culture 0.53  0.20  0.17  0.58  0.22  0.19  
Significance Level 0.00  0.04  0.09  0.00  0.04  0.09  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Motivation and job satisfaction 0.57  0.27  0.17  0.62  0.30  0.18  
Significance Level 0.00  0.01  0.10  0.00  0.01  0.10  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Leadership 0.13  0.00  0.41  0.13  0.00  0.41  
Significance Level 0.24  0.97  0.00  0.25  0.97  0.00  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
staff training and development 0.47  0.39  0.39  0.48  0.40  0.40  
Significance Level 0.00  0.00  0.00  0.00  0.00  0.00  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Job Security 0.80  0.26  0.26  0.89  0.29  0.28  
Significance Level 0.00  0.01  0.01  0.00  0.01  0.01  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Customer orientation 0.27  0.42  -0.05  0.27  0.4  -0.05  
Significance Level 0.01  0.69  0.66  0.01  0.7  0.67  
Number 83.00  83.00  83.00  83.00  83.00  83.00  
Contractors and Consultants 0.40  0.14  0.57  0.43  0.15  0.61  
Significance Level 0.00  0.16  0.00  0.00  0.16  0.00  
Number 83.00  83.00  83.00  83.00  83.00  83.00  

CONCLUSION

In the organizational dimension of organizational variable, organizational structure, methods improvement, automated information systems, billing system, selection and recruitment, internal appointment and promotion, performance evaluation, organizational culture, motivation and job satisfaction, leadership, staff training and development, job security, customer orientation and contractors and consultants have a significant positive correlation coefficient that indicates a direct relationship between these dimensions and organizational dimension.

In the occupational dimension of organizational variable, organizational level, organizational structure, methods improvement, automated information systems, billing system, selection and recruitment, internal appointment and promotion, performance evaluation, organizational culture, motivation and job satisfaction, leadership, staff training and development, job security, customer orientation and contractors and consultants have a significant positive correlation coefficient that indicates a direct relationship between these dimensions and occupational dimension.

In the personal dimension of organizational variable, organizational culture, methods improvement, automated information systems, billing system, selection and recruitment, internal appointment and promotion, performance evaluation, organizational culture, motivation and job satisfaction, leadership, staff training and development, job security, customer orientation and contractors and consultants have a significant positive correlation coefficient that indicates a direct relationship between these dimensions and personal dimension.

Today, the environment of organization is so complex, dynamic and uncertain, so that problems can no longer be solved with the old ways of thinking and mere emphasis on experience. Because experience can be used when present and future is like past.

Empowerment in organization demands recognition of the influential factors and study of the exact relationship of these factors on the pathology of employees in an organization. Although researches show that several factors affect the emergence of empowerment
in the organization, but this research studied dimensions of empowerment and the pathology of employees.

What the results of statistical analysis regarding the correlation study show is the confirmation of the existence of a relationship between research variable (empowerment) and the variable of the function of pathology. Overall, the study showed a strong and direct correlation between the dimensions of empowerment and pathology of human resources.

REFERENCES


Weisbord;"weisbordmodel"(1985),http://www.weisbordmodel.html