

Investigation of Managers' Skills Relation with the one of Iran's Central Headquarters Human Resources Empowerment

Somayeh Jafarzadeh

Islamshahr Branch, Islamic Azad University, Islamshahr, Iran
s_jafarzade40@yahoo.com

Abstract: Nowadays, due to the importance and role of the Ministry of Agriculture in the country's self-sufficiency and development, skills and competencies of its personnel (including directors and employees) have special importance. The perspective of the research is study the managers' skills (technical, conceptual, human) relationship with empowering the staff components in the Ministry of Agriculture Jihad. The research was performed according to applied research objective, descriptive data collection and multivariate regression. Empowerment components of the study are Significance, Delegating, Trust, Reward systems, Participatory management, Group Formation and performance evaluation. Statistical population of the staff is the Ministry of Agriculture active personnel (2000 people) in year 2011 in which a 234 member sample was selected by random sampling method (Morgan table), and statistical population of the managers includes 320 people, in which a 120 member sample was selected by random sampling method. Data were collected through field and survey methods by means of managers' skills and employees empowering questionnaires. Significant relationship between the dependent and independent variables using descriptive and inferential statistics (including correlation and multiple regressions) was tested and four significant relationships were confirmed; it was showed that participatory management, reward system, performance evaluating and group formation variables with less than 5% significance level (through Cronbach's alpha) are effective in the Ministry of Agriculture 's employees empowerment. Regression analysis shows trust, Delegation of authority variables to estimate managers' skills are statistically insignificant.

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1. Introduction

In the recent years, there have been a growing emphasis on human resources in organizations, centers and institutes and since each country's technology and progress consequently are originating from the high efficiency and profitability of organizations, then the manpower and their related resources are important factors to the centers success and development. In the study it has been strived to investigate the factors such as management skills (technical, conceptual and human) in order to develop human resources (both staff and managers) of the organization (Rezaeian, 2005).

As nowadays we are observing, one of the achievements of human civilization is the emergence of wide social organizations to the extent that our community can be called organizational society. That is why in all stages of life from birth to death directly and constantly we are associated with organizations (Moshabaki, 2003). In order to organizations effectively achieve their goals; they need to have competent managers. Managers as the main drivers of the organizations play an important role in the improvement of organizational activities. Skill is the ability to turn knowledge into action to lead the good performance. Katz defines skill as tasks performing abilities that are not inherent but it has the ability to

be developed. He believes that the manager is who leads the others' actions and has responsibility to acquire certain goals (Alageh Band, 2007). Skill approach to management has been started with introducing three main types Of Managerial Skills Identified by Robert Katz (1974). In his opinion, there are three skills necessary in management including technical, human and conceptual skills (Lawler et al., 1992). Gerard M. Blair references communication, leadership and organization skills as managers' essential skills (Yehuda, 1998).

Although managers' skills are categorized differently however, the three skills that Katz quotes, technical, human and conceptual skills, include all of them (Alageh Band, 2007). One of the concepts that have been introduced in subset of the human resource development is empowering employees. Empowering employees creates a condition which helps the employees to control their working life and accept greater responsibilities in the future to achieve sufficient (Lawler, 1994: 52). Blanchard, Carlos, & Randolph (2003: 39) state that empowering in many managers point of view is decisions making. Many employees see empowering as unconditional freedom to run anything. According to Baruch, empowering is not only verbal but also it is an introduction into current trends in Management Science and it is a way

of dealing with people and it is a shift from top-down management style which today, with the introducing of new discussions, such as re-engineering and restructuring its importance has been increasing (Yehuda, 1998).

Empowerment is a process in which the relative power of each person is increased and it creates a new power for the organization (Chamberlin, 1997). Empowerment is a continuous interactive process because each individual and team that earns the power and authority applies it. Personal and enterprise empowerment is obtained when the employees can acquire their own priority (Geisler, 2005). "Empowerment means giving power to employees. Organization should encourage employees' personal power feelings." (Geisler). Conger and Kanungo (1988) wrote: the most theories of management consider empowerment as a set of management techniques or processes and don't give enough attention to its nature. Spreitzer (1996, 1995) according to the model of Thomas and Velthovs define psychological empowerment as a motivational concept including four dimensions: competence, autonomy (choice), significance and effectiveness which totally reflect a personal orientation to the work of the organization. Whetten and Cameron (1998) also emphasized the multifaceted empowerment and confirmed the mentioned four dimensions, then added trust to those. Thus, the main issue of this paper is as follows:

Is there any relationship between managers skills and Ministry of Agriculture Jihad headquarter Staff's empowerment?

The general objective of the research is "determine the effects of managers' skills on the Ministry of Agriculture Jihad headquarter Staff empowerment".

Specific Objectives: The general objective mentioned above is divided into more detailed objectives explained as follows:

1. Determine the effects of managers' skills on the significance of the employment for staffs.
2. Determine the effects of managers' skills on the quality of trust between employees and their employers.
3. Determine the effects of managers' skills on Delegation of authority to staff.
4. Determine the effects of managers' skills on the reward system.
5. Determine the effects of managers' skills on the scale of participative management application.
6. Determine the effects of managers' skills on the group formation.
7. Determine the effects of managers' skills on employees' performance evaluation.

According to the study title, we are going to find out the following:

1. Focus on customer orientation and customer satisfaction as the main pivot of organization decisions.
2. Make important decisions as a team and group.
3. Participation and sharing of staff in responsibilities, skills and organizational authorities
4. Conceptual variables modification such as environment, career, manager behavior and individual interpretation about job significance (Abdollahi and Naveh Abraham, 2006).
5. Creating organization agility and quick adaptation to thoughts and environmental changes
6. Domination of group working key skills as a core organizational thinking
7. Changing the power concept from commanding into the ability of influencing the others
8. Changing responsibilities of the managers from just employee controlling into releasing potential abilities of them

Research questions are as follows:

The main question of the research is addressed as follows:

Is there any relationship between managers skills and Ministry of Agriculture Jihad headquarter Staff's empowerment?

Also sub questions of the research are as follows:

1. Do managers' skills have effect on the significance of the employment for staffs?
2. Do the managers' skills have effect on the quality of trust between employees and their employers?
3. Do the managers' skills have effect on Delegation of authority to staff?
4. Do the managers' skills have effect on the reward system?
5. Do the managers' skills have effect on the scale of participative management application?
6. Do the managers' skills have effect on the group formation?
7. Do the managers' skills have effect on employees' performance evaluation?

In the research, three technical, human and conceptual skills are considered as the management skills. The average score is 95% for 73 skills questions. In the research, manager's technical skill score is the respondents' correct answers to 25 questions of the skill. In the research, manager's human skill score is the respondents' correct answers to 27 questions of the skill. In the research, manager's conceptual skill score is the respondents' correct answers to 21 questions of the skill. In the

study, meaningful, Delegation of authority, reward systems, collaborative management, group forming and performance evaluating have been considered as indicators of employee empowerment.

2. Materials and Methods

Statistical Sample

In the study survey method has been used and 354 people selected as the sample according to the Morgan sample table and it is an adequate sample size. The sample includes 234 people from the Ministry of Agriculture Jihad staff and 120 people from directors of the organization. According to the given sample size and the predicted probability of failure in the delivery of a number of questionnaires completed by staff and managers, 300 questionnaires among staff and 200 questionnaires among the directors were distributed. The survey was conducted and 400 questionnaires were received which all were adequate enough to analysis. Thus the reply rate of questionnaires was 80%.

Sampling method

In this study, samples were selected randomly.

Measuring instrument

In this study, Dr. Fattah Nazem management skills questionnaire has been used as the measuring instrument including three subscales -technical, conceptual and human skills- with respectively 25,21 and 27 questions for each subscale. The questionnaire is based on Likhert scale ratings range from very high, high, low, and very few.

The validity of the questionnaire was also reported using Cronbach's alpha in the prior study (2006) about 78% to 81% introduced as the standard questionnaire on the ground of human resources psychological empowerment (Spreitzer- Mishra, 1991). The questionnaire structures of the study are demonstrated in Tables (1-3).

Validity

As content validity of a test is determined mostly by the specialists of the subject; hence, it can be claimed that the questionnaire of the study has the necessary content validity

Reliability

The reliability of the questionnaire has been measured using Cronbach's alpha. As it already mentioned, SPSS software was used following data

collection. Cronbach's alpha coefficient for management skills and employee empowerment questionnaires was (95%). the obtained coefficient indicates the reliability of both questionnaires. The calculated

Data collection Methods

Data were collected in two ways desk survey (library), refer to the documents and deeds, and field one. Library method includes the study of English and Persian texts (books, articles, etc.) in relation to the literature on employee empowerment and managers skills. In order to get information about the Department of Agriculture Jihad and the population, relevant documents and deeds were utilized.

In the field method, the researcher has collected the data through designing the questionnaire and distribution of the questionnaire among the statistical samples. Then, the research hypotheses were tested by using the collected data.

Table 1. The distribution of questions based on variables

| Considered variables | Considered index (indicators) | Question number | Total (sum) of the questions |
|---|-------------------------------|-----------------|------------------------------|
| Independent Variables (Management Skills) | Technical | 1-25 | 25 |
| | conceptual | 1 - 21 | 21 |
| | human | 1 - 27 | 27 |
| Dependent Variables (Employee Empowermen) | Job Significance | 7,8,9 | 3 |
| | Trust to Coworkers | 10,11,12 | 3 |
| | Delegation of authority | 31,32,33 | 3 |
| | Reward System | 34,35,36 | 3 |
| | Participatory Management | 37,38,39,40 | 4 |
| | Group Formation | 41,42,43 | 3 |
| | Operation Evaluation | 46,47,48 | 3 |

Data analysis method

In the inferential statistics, data were presented based on the frequency along with charts and tables.

In the Descriptive Statistics in order to Study and test the hypotheses, Pearson correlation test, multi-variable regression and population mean test were applied. Correlation and regression tests were used to examine the assumptions.

Statistical characteristics of the managers' skills and seven components of the staff empowerment (significance, trust, Delegation of authority, reward systems, participative management, group formation and Performance appraisal) are presented in the table 1.

Table 1. Statistical characteristics of the managers’ skills and seven components of the staff empowerment

| Factors | Managers’ skills | Significance | Trust | Delegation of authority | Reward system | Participative management | Group formation | Performance appraisal |
|----------------------------------|------------------|--------------|-------|-------------------------|---------------|--------------------------|-----------------|-----------------------|
| Mean | 216.14 | 11.58 | 9.70 | 7.87 | 7.89 | 11.17 | 8.44 | 7.80 |
| Mean of Standard deviation error | 2.12 | 0.19 | 0.20 | 0.19 | 0.21 | 0.30 | 0.23 | 0.20 |
| Median | 218.00 | 11.75 | 9.50 | 7.50 | 8.00 | 11.50 | 8.50 | 8.50 |
| Mode | 226.00 | 13.50 | 9.00 | 7.50 | *7.50 | 12.50 | 6.50 | 8.00 |
| Standard Deviation | 23.27 | 2.05 | 2.24 | 2.04 | 2.26 | 3.26 | 2.55 | 2.17 |
| Variance | 1.73 | 0.00 | -0.75 | -0.16 | -0.59 | -0.36 | -0.49 | -0.05 |
| Kurtosis standard error | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 |
| Standard kurtosis | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 | 0.44 |
| Skewness | -0.59 | -0.48 | 0.06 | -0.00 | -0.11 | 0.00 | 0.02 | -0.10 |
| Skewness Standard Error | 0.22 | 0.22 | 0.22 | 0.22 | 0.22 | 0.22 | 0.22 | 0.22 |
| Min | 134 | 5 | 5 | 3 | 3 | 4 | 3 | 3 |
| Max | 280 | 15 | 15 | 13 | 13 | 18 | 14 | 14 |

*distribution is the smallest value.

As the figures in Table 4 show, mean of the managers’ skills in the sample equals to 14.216 with a standard a 27.23, median and their frequency distribution have been respectively 218 and 226. The scores ranges are among 134 to 280. If we accept the sample as the reprehensive of the population, regarding to the rate of mean error, the quantity of mean value of the managers’ skills with 95% reliability would be between 98.211 to 30.220 Figure 1, skewness and kurtosis values show that there is not any significant difference between the frequency distribution of the managers’ skills and the normal curve. While the strain distribution is slightly higher than the normal distribution, the distribution is almost symmetrical.

Among the seven components of employee empowerment, significance component with 58.11 mean and a standard deviation of 05.2 and the performance appraisal component with 80.7 mean and a standard deviation of 17.2 have the maximum and minim mean respectively.

If the sample would be the representative of the population, regarding to the rate of mean error, the population mean rate with reliability of 95% for significance component and the performance appraisal one would be between 21.11 to 95.11 and 41.7 and 19.8 respectively.

Figure 2 and the values of skewness and stretching show that there is significance component distribution frequency is different from the normal curve and has a negative skewness.

Figure 8 and the values of skewness and kurtosis of performance appraisal factor show no significant difference in the distribution of the components of the normal curve. The distribution is almost symmetric. Frequency distribution diagram of the other components (trust, Delegation of authority, reward systems, participative management and the

group formation) are presented respectively in the diagrams (3), (4), (5), (6), (7).

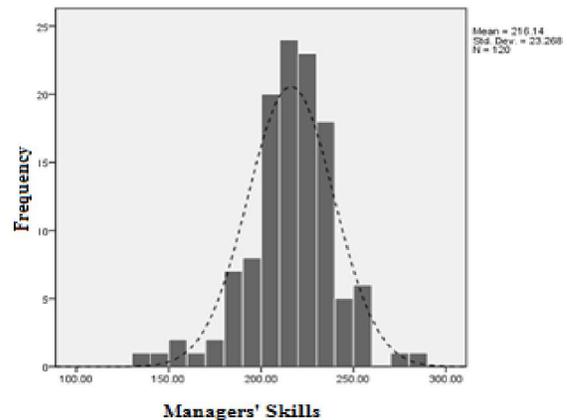


Diagram 1. Frequency distribution of Managers’ skills

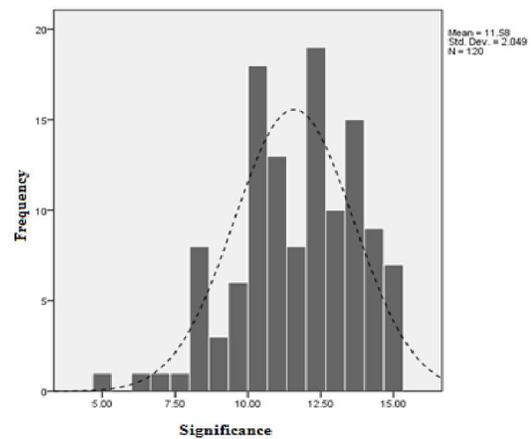


Diagram 2. Frequency distribution of Empowerment component (significance)

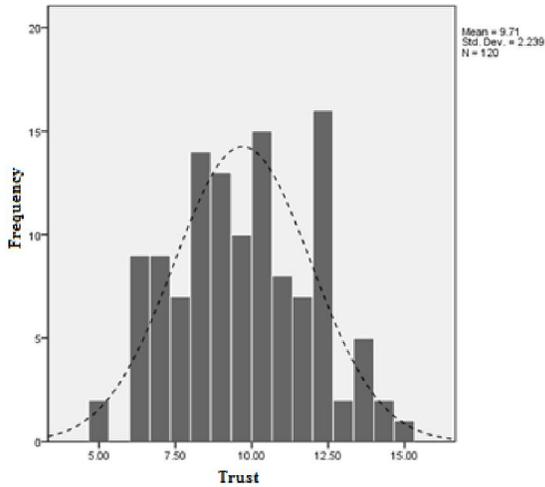


Diagram 3. Frequency distribution of empowerment component (Trust)

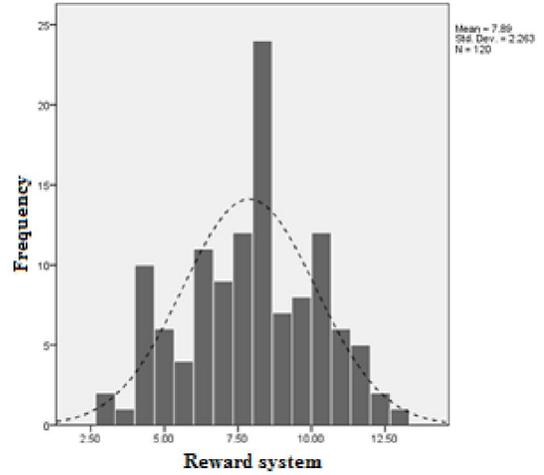


Diagram 6. Frequency distribution of empowerment component (Reward system)

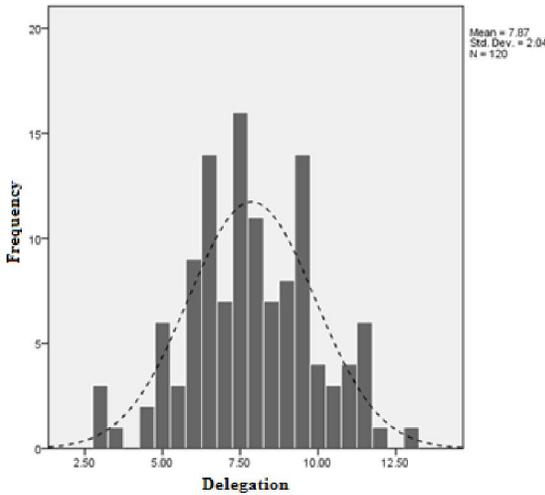


Diagram 4. Frequency distribution of empowerment component (Delegation of authority)

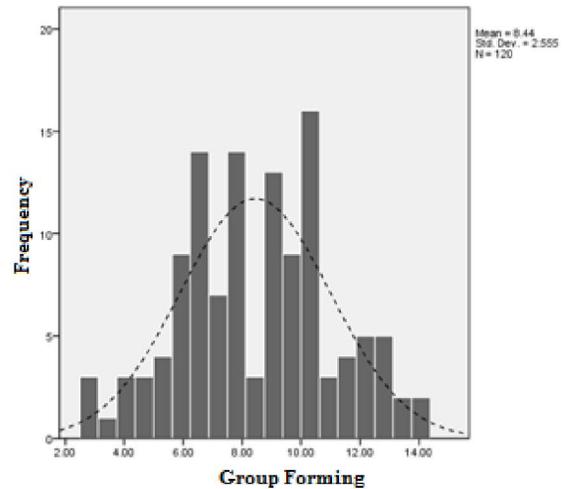


Diagram 7. Frequency distribution of empowerment component (Group formation)

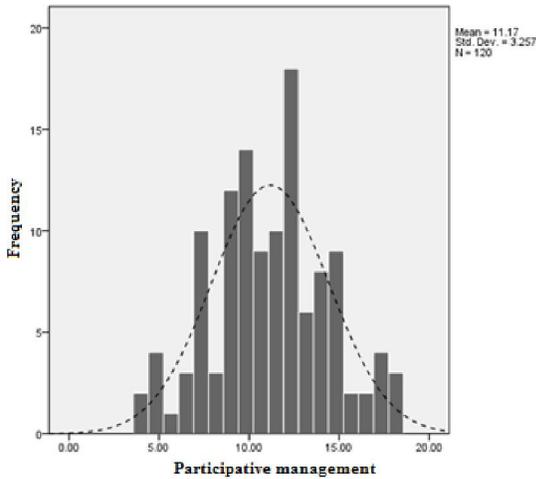


Diagram 5. Frequency distribution of empowerment component (Participative management)

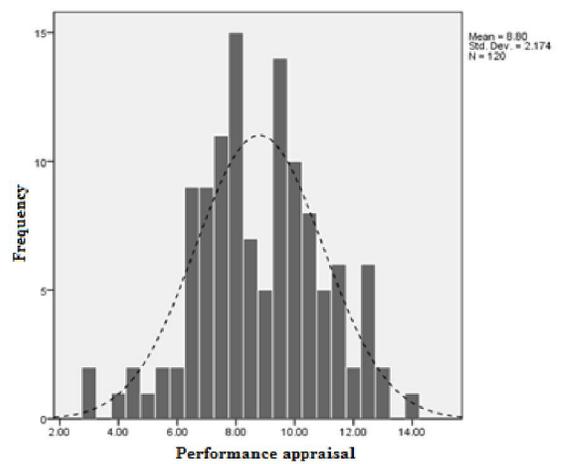


Diagram 8. Frequency distribution of empowerment component (Performance appraisal)

Pearson correlation test

Correlation matrix of the managers' skills and the staff' seven empowerment components are presented in Tables 2.

As it is inferred from the table above, there is not any statistically significant correlation between

the managers' skills and the staff empowerment components and consequently no relation between them as well. On the other hand, having less than 0.01 statistically significant mutual correlations in all of the staff' empowerment components indicate that there is relationship among the seven components.

Table 2. Mutual correlation of the managers' skills and the staff' empowerment seven components

| Variable | Manager's skills | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----------------------------|------------------|--------|--------|--------|--------|--------|--------|------|
| Managers 'skills | 1.00 | | | | | | | |
| 1-Significance | 0.10 | 1.00 | | | | | | |
| 2-Trust | 0.09 | **0.38 | 1.00 | | | | | |
| 3- Delegation of authority | -0.04 | **0.31 | **0.31 | 1.00 | | | | |
| 4-Reward System | -0.14 | **0.26 | **0.37 | **0.74 | 1.00 | | | |
| 5- Participative Management | -0.01 | **0.35 | **0.46 | **0.70 | **0.80 | 1.00 | | |
| 6-Group formation | -0.08 | **0.36 | **0.42 | **0.53 | **0.76 | **0.79 | 1.00 | |
| 7-Performance appraisal | -0.16 | **0.35 | **0.42 | **0.60 | **0.67 | **0.75 | **0.69 | 1.00 |

** P<0.01

Multivariate Regression

Table 3 show the results of simultaneous regression analysis to anticipate the managers' skills according to the staffs' empowerments components. As Table 3 shows, the multivariate correlation between managers 'skills and linear combination of the employees' empowerment components is 0.34 and the coefficient of determination (R²) equals to 0.12.

So it can be said that the linear combination of these components provides approximately 12% of the variance of the managers' skills. The adjusted R²=0.06 shows the coefficient determination of the population. F calculated (15.2) to evaluate the significance of the determination coefficient with less than 0.05 and statistically significant. So, the coefficient of determination is calculated statistically significant.

Table 3. Summary of the simultaneous regression analysis to anticipate the managers' skills according to the staffs' empowerments components

| Variable | B | SEB | β | R | R ² | R ² Adjusted | F |
|--------------------------|----------|-------|--------|------|----------------|-------------------------|-------|
| Constant Value | **212.82 | 13.64 | | 0.34 | 0.12 | 0.06 | *2.15 |
| Managers 'skills | 1.19 | 1.15 | 0.10 | | | | |
| Significance | 1.31 | 1.09 | 0.13 | | | | |
| Trust | 1.03 | 1.66 | 0.09 | | | | |
| Delegation of authority | -3.51 | 1.86 | *-0.34 | | | | |
| Reward System | 2.69 | 1.35 | *0.38 | | | | |
| Participative Management | -0.15 | 1.52 | -0.02 | | | | |
| Group formation | -3.68 | 1.52 | *-0.34 | | | | |

*P<0.05. **P<0.01.

It can be considered that Coefficients of reward systems, and participative management, performance appraisal and group formation components are statistically significant in less than 0.05 and coefficient of being significance (significance), trust and Delegation of authority components are not significant in any of the levels.

Finally it can be concluded that, among the components of empowerment, component of performance appraisal and reward system with coefficient of 68.3- 51.3- respectively are the best anticipants for the managers' skills.

As the figures in Table (3) demonstrate, regression equation to anticipate the managers' skills according to the employees' empowerment components is: Y'=212.82+1.19X₁+1.31X₂+1.03X₃-3.51X₄+2.69X₅-

.15X₆-3.68X₇. On the other hand: -3.51(Reward system)+1.03(Delegation)+1.31(Trust)+1.19(significance)+212.82= Managers' skills -3.68(Performance appraisal)-0.15(Group formation)+2.69(Participative Management). Anticipate equation for significant variables: Y'=212.82-3.51X₄+2.69X₅-3.68X₇

On the other hand: Managers' skills= -3.68 (Performance appraisal) +2.69 (Participative management) -3.51(Reward system)

3. Results (Subordinate) Sub findings

Also, as the number of the managers' sample group is 120, half of the group belongs to proficient and the rest to non-proficient ones.

Table 4. Means and the standard deviations of dependent variables segregated to proficient and non-proficient groups

| Variables | Proficient | | Non-proficient | |
|--------------------------|------------|------|----------------|------|
| | M | SD | M | SD |
| Significance | 11.42 | 1.85 | 11.74 | 2.23 |
| Trust | 9.80 | 2.20 | 9.61 | 2.29 |
| Delegation of authority | 7.90 | 1.80 | 7.83 | 2.27 |
| Reward System | 7.79 | 2.06 | 7.98 | 2.46 |
| Participative Management | 11.26 | 3.04 | 11.08 | 3.48 |
| Group formation | 8.20 | 2.39 | 8.69 | 2.70 |
| Performance appraisal | 8.55 | 1.90 | 9.04 | 2.41 |

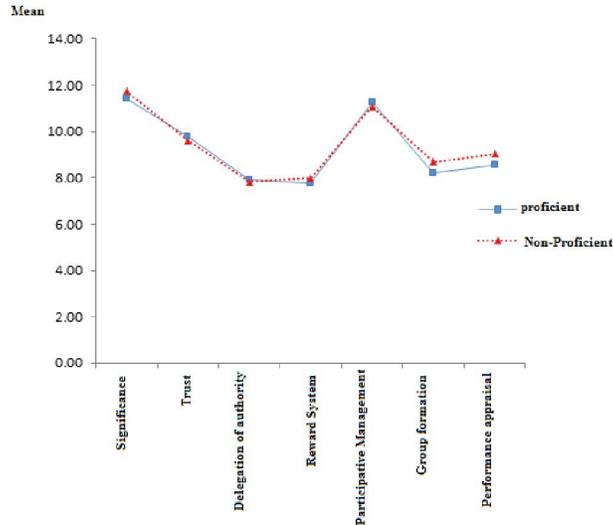


Figure. Means and the standard deviations of dependent variables segregated to proficient and non-proficient groups

The statistical sample of the population have been selected randomly between the managers and the employees and consequently analyzed. The study was conducted in the literature; a questionnaire has been prepared taking into account the dimensions of skills and empowerment In this study, Dr. Fattah Nazem management skills questionnaire has been used as the measuring instrument including three subscales -technical, conceptual and human skills-with respectively 25.21 and 27 questions for each subscale. The questionnaire is based on Likert scale ratings range from very high, high, low, and very few. Also, Spireteztz-mishra (1991) human resource psychological empowerment standard questionnaire has been used. It is a 50-questions questionnaire including 17 scales and 7 scales (significance, trust, Delegation of authority, reward systems, participative management, group formation and Performance appraisal) have been taken into account.

According to the type of the research and the considered statistical sample, the research method of the study has been selected based on the descriptive, field study. In the study, it is strived to consider the possible relations between the managers’ skills and employees’ empowerment. In the study, three skills

of the managers’ skills i.e., technical, conceptual and human skills and three of seven employees’ empowerment components so called participative management, group formation, performance appraisal have been studied.

The results of the data analysis show that:

The first hypothesis- Among the seven components of employee empowerment, significance component with 58.11 mean and a standard deviation of 05.2 have the maximum and minim mean respectively. There is not any significant relationship between the managers’ skills and the job significance for the employees and the regression coefficient of the managers’ skills to anticipate job significance for the employees is statistically non-significant also, the correlation test between the managers’ skills and the employees’ empowerment component is not significant These findings and Oraei (2002), Abdullahi and Naveh Ibrahim (2006) are in contradiction (13,14).

The second hypothesis - There is not any significant relationship between the managers’ skills and trust and the regression coefficient of the managers’ skills to anticipate the value of trust is statistically non-significant also, the correlation test

between the managers' skills and the employees' empowerment component is not significant. These findings and Oraei (2002), Duo, Samuel (2011), Schindler and Thomas (1993); Abdullahi and Naveh Ibrahim (2006) are in contradiction.

The third hypothesis- There is not any significant relationship between the managers' skills and Delegation of authority and the regression coefficient of the managers' skills to anticipate Delegation of authority is statistically non-significant. This finding is in contradiction with the theories of Whetten and Cameron (1998) and Kanungo (1998). It is probable to say that, the reason of contraction in the study can be high control and domination over subordinates and lack of flexibility on the changes. (9, 12)

The fourth hypothesis - There is significant relationship between the managers' skills and the reward system and the regression coefficient of the managers' skills to anticipate the reward system is statistically significant. In fact, reward systems are one of the effective management factors on empowerment. This finding is parallel with the theories of Conger & Kanungo (1998). (9)

The fifth hypothesis - There is significant relationship between the managers' skills and the participative management. As Table 3 shows, the multivariate correlation between managers' skills and linear combination of the employees' empowerment components is 0.34 and the coefficient of determination (R^2) equals to 0.12.

So it can be said that the linear combination of these components provides approximately 12% of the variance of the managers' skills. The adjusted $R^2=0.06$ shows the coefficient determination of the population. F calculated (15.2) to evaluate the significance of the determination coefficient with less than 0.05 and statistically significant. So, the coefficient of determination is calculated statistically significant. It can be considered that Coefficients of participative management component is statistically significant in less than 0.05. This finding is parallel with the findings of Lam, Ching Man; Kwong, Wai Man (2012) and Kanger and Kanungo (1998).

Hypothesis VI- There is significant relationship between the managers' skills and group formation and the regression coefficient of the managers' skills to anticipate the group formation is statistically significant. In fact, group formation is one of the effective management factors on empowerment. This finding is parallel with the Leading Generative Groups: A Conceptual Model (2012), and Ruffolo, Mary C.; Kuhn, Mary T.; Evans, Mary E. (2005), Duo, Samuel N. (2011) was consistent.

Hypothesis VII- There is significant relationship between the managers' skills and the performance appraisal. The performance appraisal component with 80.7 mean and a standard deviation of 17.2 has the minimum mean. If the sample would be the representative of the population, regarding to the rate of mean error, the population mean rate with reliability of 95% for the performance appraisal component one would be between 41.7 and 19.8.

Figure 8 and the values of skewness and kurtosis of performance appraisal factor show no significant difference in the distribution of the components of the normal curve. The distribution is almost symmetric and the regression coefficient of the managers' skills to anticipate the performance appraisal is statistically significant.

In fact, performance appraisal is one of the effective management factors on empowerment. This finding is parallel with the findings of Duo, Samuel (2011) Kunsch, Catherine A. (15, 20)

The data also shows that the two groups' managers (proficient and non-proficient) have relatively equal ability in use technical skills, human relations and conceptual skills.

Researcher considers the following as possible causes:

1. Training Specialist Management Executives (proficient) was not of good quality and poor academic courses have not a significant impact on their management practices.

2. Non-proficient managers can achieve a relatively good performance on the umbrella of experience and rehearsal

3. Predominant cultural atmosphere of the organization has been a traditional and ancient; as a result:

- A) Applying scientific management practices in the organization is not that proper

- B) Proficient managers due to being in the considerable minority, they are significantly influenced by the traditional atmosphere of the organization

Further research has been done in the past, Successful implementation of empowerment efforts, believed to belong to the rest of the management and control of power sharing is supported.

Lack of trust between employees and managers can be discussed as a barrier to employee empowerment.

It does not create a situation contrary to the literature.

On the contrary, in an environment where relationships are based on trust; managers rather than spend their time chasing down the employees they can use it for activities that have strategic importance.

It can be proved that a trusted environment and high quality relationship between managers and their employees is an important prerequisite to the empowerment program.

At this stage, the enhancement and expansion of the management effectiveness get importance. Because managerial effectiveness is defined as expedite and perform of the manager expectations in work. As employees who are empowered, feel responsibility to fulfill their duties.

3-5: Offer suggestions and guidelines:

Practical offers and measurements to empower employees through management skills:

1- Represent the manager commitment through:

- Strategic thinking about branches in which innovation leads to the in activities improvement
- Reorganize and coordinate the operations and increase the activities harmony
- Create an atmosphere of trust and honest communication
- Targeted investments and the provision of incentives to facilitate changes
- Participation in activities to benchmark organization successes
- Utilize a performance feedback system with 360 degree rotation

2. Consider the interests of employees through:

- Trust making in a collaborative atmosphere
- make the employees participate in decision making, before taking a final decision

3. Train staff to increase their knowledge, skills and abilities through:

- Provide combination of formal and in-service training for staff.
- New ways of working in teams and team building training (group formation)
- The investment in education at any point of time.

4. Using quality teams through:

- Create a team of employees who do multiple works in different levels. Team members must be from different organizational levels.
- Delegation of responsibilities to team members

5. Participation of employees in planning and sharing performance information via:

- Create mechanisms for employee participation in the planning process.
- provide performance information over the organization through various ways such as charts, graphs, newsletters.
- transfer functional data through meetings.

-inquiries from employees about the change routes in organization.

6. Delegation authorities through:

- eliminate some parts of supervision orders.
- Providing more time for managers to focus on problems and issues, and organizational policies.
- Create a new position for employees to apply appropriate and qualified authority and discretion.

Suggestions for further research:

- According to lack of such studies in ministries and great contributions of the ministries (particularly the Ministry of Agriculture Jihad) in developing the country, it is recommended that such researches are carried out in these organizations.

-Use the viewpoints of high-ranked managers and experienced employees, according to their experience and detailed knowledge.

- In addition for more accurately assess the skills of the managers; it is proposed to review each skill in a separate study.

- Discuss team formation topic rather than individualism (as one of empowerment principals) in detail in a study.

- in the subsequent investigations, if interview and see the people involved in the research is used for the information gathering, better results will be obtain.

- In the researches like as this one which involve the cause and effect relationship multiple regression analysis is the best statistical analysis method.

- In addition, it is recommended that future researchers use other empowerment factors in the other ministries and organizations.

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Corresponding Author:

Somaye Jafarzadeh

MSc.

Islamshahr Branch, Islamic Azad University,

Islamshahr, Iran

Email: s_jafarzade40@yahoo.com

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