

# Investigation of the Managers' Skills Effects on Three Employees' Empowerment Components: Participative Management, Group Formation, Performance Appraisal

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## ABSTRACT

As, economically developments level of countries depends on the extent of optimized use of the available sources and facilities to achieve the economic objectives, hence; empowerment is considered so important in the strategy of economic development. The human factor not only is taken into account as the sole source of consciousness, thought and creativity but also, it has the special power to change all of the organizational factors. The adequate preparation and management of such power is capable to provide the optimized usage of the available facilities and sources. And ignoring it leads to diminish the possibilities and sources. Nowadays, due to the important role of the agriculture-jihad ministry in the self-efficiency and growth, skills and empowerments of the employed human resources including (managers and staffs) are so vital. The research objective is the study of the relationship between the managers skills (technical, perceptual, human) with the participative management of headquarters' staffs in the ministry of agriculture-jihad. The objective of the study is conducted based on applied research and descriptive data collection and multivariate regressions. The participative management is one of the empowerment components and the statistical population of the staffs includes the entire agriculture-jihad ministry staffs consisting of 2000 people who all have been working in 2011 and are selected with a simple random sampling method; according to Morgan table. The statistical population of the managers consists of 320 people in which 120 people are selected based on the simple random sampling method. Data collection have been carried out with field and survey methods, through the questionnaire of the managers skills and staffs empowerments. The significance between independent and dependent variables have been tested with descriptive and inferential statistics including Pearson correlation and multivariate regression. And the significance of participative management was confirmed. It was concluded that the participative management variable with less than five percent significance (through Cronbach's alfa) has an efficient role in sustain of ministry of agriculture Jihad empowered staffs.

**Keywords:** Participative Management, Staffs, Managers' Skills, Ministry of Agriculture Jihad

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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. The managers in all levels of management and organization need some skills to make their actions much more effective. The most famous classification of the managers' skills was raised by Robert Kats in 1955 in the Harvard business review magazine in the article titled "effective managers' skills". They are: 1. Technical skills; 2. Human skills and 3. Perceptual skills. The first definition of empowerment was provided in 1998 by Conger and Kanungo Rabindra [1]. The studies of Abdollahi and Naveh Abraham [2] introduced empowerment as the responsibility internal motivation [3]. In most of the cases, participative management is applied as one of the empowerment components to improve the staffs' morals and production as well [3]. In Sullivan [4] opinion, empowerment is sharing sources and information. Many countries have taken steps in development in the last decade such as, Japan, Hong Kong and Singapore which a few decades ago were among the backward countries without natural resources. But what made them developed is "empowerment of human resources and the management qualification" [5]. Almost in all of the Western Europe, some results have been registered by which the companies should transmit some delegates to decision making assemblies i.e.; they should send a small group instead of all staffs to participate in decision making. The method of staff participation is typical in the entire world. Indeed, the main objective is distribution of the power in the organization [6].

The main issue raised in the study is as follows:

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Are managers skills related to the participative management component of the ministry of agriculture-jihad central headquarter staffs empowerment? The main objective of the study is “to determine the effects of the managers’ skills on the participative management component of ministry of agriculture-jihad central headquarter staffs empowerment”

The main question of the study is: Are managers skills related to the participative management of the ministry of agriculture-jihad central headquarter?

Also, the sub-question of the study is raised as follows: Are the managers’ skills related to the number of staffs’ participative management? 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.

Empowerment: empowerment as an organizational program, leads to promote and apply knowledge and skill and enrich the powers in order to individual and organization interests (4). In the research, participative management is considered as one of the staffs empowerment indicators. Participative management: empowerment is obtained through participative management including encourage such feeling in people who are in the center of organization events not in the surrounding area. (5)

In the research, the degree of participative management usage is an advantage in which respondents response the questions (37, 38, 39, 40).

## 2- MATERIAL 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%. In this study, samples were selected randomly.

### Measuring instrument

In this study, Dr. Fattah Nazem [7] 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 [2] about 78% to 81% introduced as the standard questionnaire on the ground of human resources psychological empowerment [9]

The questionnaire structures of the study are demonstrated in Tables 1.

**Table 1.** The distribution of questions based on variables

Considered variables	Considered indicators	Question number	Total number of the questions
Independent Variables (Management Skills)	Technical	1-25	25
	conceptual	1 - 21	21
	human	1 - 27	27
Dependent Variables (Employee Empowerment)	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

### 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 questionnaire 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.

### 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.

## 3- RESULTS

In order to fulfill the objective of the study and investigate the effects of the managers' skills on the staffs empowerment, the data from two questioners, staff psychological empowerment and managers triple skills on the samples volume 357 people (120 managers and 234 staffs) in the ministry of Agriculture-Jihad have been analyzed. In this chapter, the results of data analysis have been offered in seven sections. They are offering statistical data characteristics and results of correlation and regression tests.

Statistical characteristics of the seven components of the skills of managers and staff empowerment (meaningfulness, trust delegation, reward systems, collaborative management, and evaluating the performance of the group). In this study, the researcher considers three components (participative management, group formation, performance appraisal) among seven components.

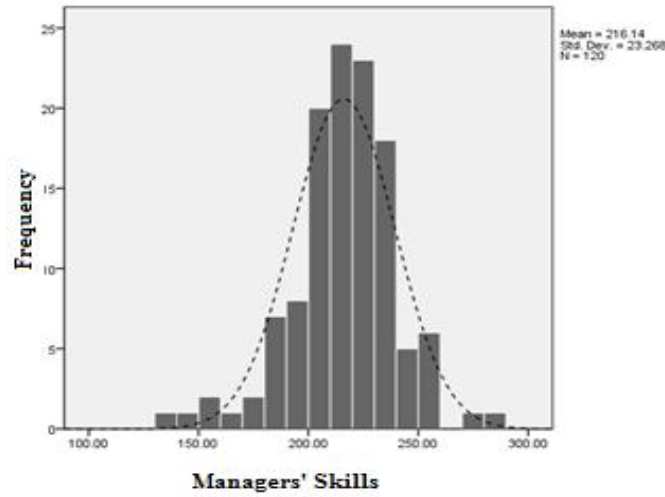
**Table 2.** Statistical characteristics of the managers' skills and seven components of the staff empowerment

	Participative management	Group formation	Performance appraisal
Mean	11.17	8.44	7.80
Mean of Standard deviation error	0.30	0.23	0.20
Median	11.50	8.50	8.50
Mode	12.50	6.50	8.00
Standard Deviation	3.26	2.55	2.17
Variance	-0.36	-0.49	-0.05
Kurtosis standard error Standard kurtosis	0.44	0.44	0.44
Skewness	0.0	0.02	-0.10
Skewness Standard Error	0.22	0.22	0.22
Min	4	3	3
Max	18	14	14

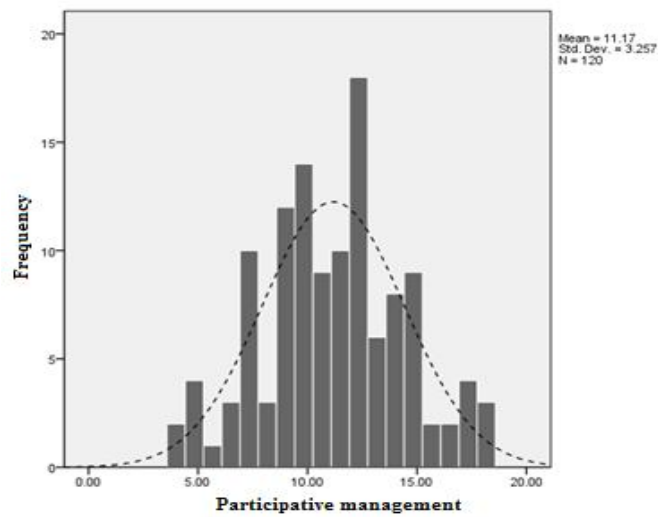
As the figures in Table 5 show, mean of the managers' skills in the sample equals to 216.14 with a standard a 23.27, median and their frequency distribution have been respectively 218 and 226. The scores ranges are among 134 to 280. If we accept the sample as the representative of the population, regarding to the rate of mean error, the quantity of mean value of the managers' skills with 95% reliability would be between 211.98 to 220.30.

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.

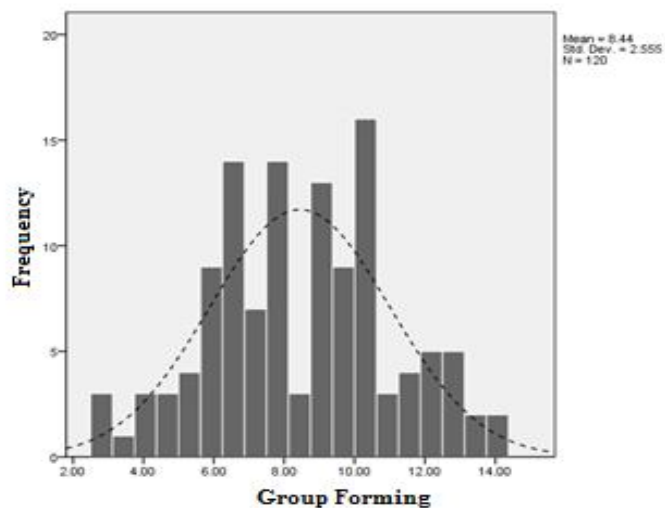
Among the three of seven employee empowerment components, the performance appraisal component with mean 7.80 and standard deviation 2.17 have the minimum mean. If the sample would be representative of the population, regarding to the mean error rate, the rate of population mean with 95% for performance appraisal component would be 7.41 to 8.19. Figure 4 shows the performance appraisal values of skewness and kurtosis in which the distribution frequency of the component is not significantly different from the normal curve and the form of distribution is approximately symmetric. The diagrams of the other components frequency (participative management and group formation) have been demonstrated in the diagrams 2, 3.



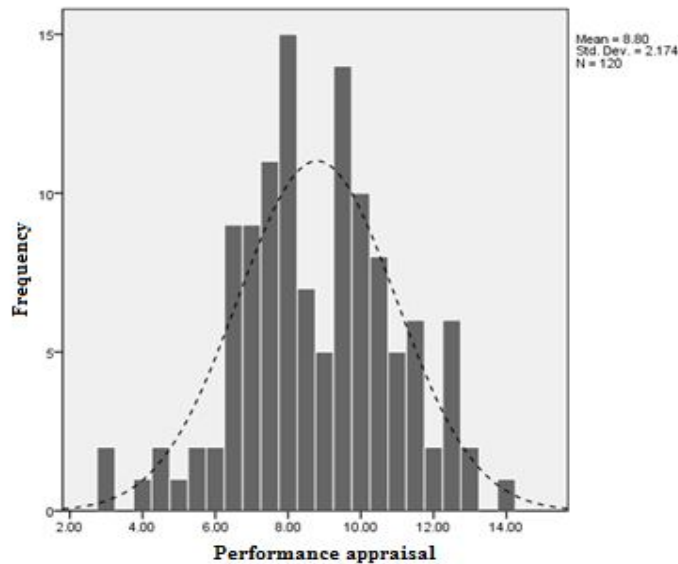
**Diagram 1.** Frequency distribution of Managers' skills



**Diagram 2.** Frequency distribution of empowerment component (Participative management)



**Diagram 3.** Frequency distribution of empowerment component (Group formation)



**Diagram 4.** 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 Table 3:

**Table 3.** Mutual correlation of the managers' skills and the staff' empowerment seven components

Variable	Managers 'skills	1	2	3	4	5	6	7
Managers 'skills	1.00							
Participative Management	-0.01	0.35**	0.46**	0.70**	0.80**	1.00		
Group formation	-0.08	0.36**	0.42**	0.53**	0.76**	0.79**	1.0	
Performance appraisal	-0.16	0.35**	0.42**	0.60**	0.67**	0.75**	0.69**	1.00

\*\* P<0.01

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.

#### Multivariate Regression

Table 4 shows the results of simultaneous regression analysis to anticipate the managers' skills according to the staffs' empowerments components :

**Table 4.** Summary of the simultaneous regression analysis to anticipate the managers' skills according to the staffs' empowerments components

Variable	B	SEB	$\beta$	R	R <sup>2</sup>	R <sup>2</sup> Adjusted	F
Constant Value	212.82**	13.64		0.34	0.12	0.06	2.15*
Participative Management	2.69	1.35	0.38				
Group formation	-0.15	1.52	-0.02				
Performance appraisal	-3.68	1.52	-0.34*				

\*P<0.05. \*\*P<0.01

As Table 4 shows, the multivariate correlation between managers 'skills and linear combination of the employees' empowerment components is 0.34 and the coefficient of determination (R<sup>2</sup>) 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<sup>2</sup>=0.06 shows the coefficient determination of the population. F calculated (2.15) 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 .

Also, it is observed that, the coefficient of participative management, performance appraisal and group formation components are statistically significant even in less than 0.05. Finally, it is concluded that, among

three empowerment components (performance appraisal, participative management, group discussion). The best anticipate for the management skills would be the performance appraisal with -3.68 coefficients.

As the figures of table 4 shows the regression equation to anticipate the managers skills based on the employees empowerment components is as follows:

$$Y' = 212.82 + 2.69X_1 - 0.15X_2 - 3.68X_3$$

On the other hand:

Managers' skills =  $212.82 + 2.69(\text{Participative Management}) - 0.15(\text{Group formation}) - 3.68(\text{Performance appraisal})$

Anticipate equation for significant variables:

$$Y' = 212.82 + 2.69X_1 - 3.68X_3$$

#### 4- DISCUSSION AND CONCLUSION

It can be felt gradually that, the relationship between the managers and employees has high importance and we need to find some adequate solutions. Studying the current problems of the organizations demonstrate that there is not any significant emphasis on the managers skills and employees empowerment while these two concepts are crucial in solving problems and achieving organizational goals. As the scope of the research development (human resources development, economic planning, land and industrial plants and live stuck production) are selected. The population of the study is comprised of managers and staffs of the ministry of agriculture jihad.

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, Spiretezmishra, a 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.

#### 5- CONCLUSION AND SUGGESTION

##### **The results of the research data analysis show that**

The first 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 Lawler et al. [9].

Hypothesis II- 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 [11], Ruffolo et al. [8], Duo, Samuel [9] was consistent.

Hypothesis III- 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 [9] and Kunsch, Catherine [12].

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.

Employees participation in planning and sharing performance info via:

- Create mechanisms for employee participation in planning process
- To provide info over the organizations performance through various ways such as charts, graphs, newsletters.
- Transfer functional data through meetings.
- Inquiries from employees about the change routes in organization.

### **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.

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