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Identify the Factors Affecting the Empowerment of Human Resources in Government Communication and Media Organizations

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ABSTRACT

The main purpose of this descriptive-survey study is, the identification of factors affecting the empowerment of human resources in media organizations and public relations in order to identify the factors that prevent adequate human resources in producing products according to their demand and their satisfaction. The population of this study is the experts of the ministry of communication and information technology in Iran and broadcasting organization of the Islamic Republic of Iran. In this study, in order to refine the components to identify the dimensions of each element, the Delphi technique was applied in three steps. Convergent validity and discriminant validity were used to determine validity of the model from formal and content validity and its reliability was calculated based on the analysis of principal components, Cronbach's alpha, J Dillion Goldstein, and stability of reagents. The findings show a significant relation between the strategic component with the individual component, the strategic component with the organizational component, the economic component with the individual component, the organizational component with the human resource empowerment component and ultimately individual component with the human resource empowerment component. The model investigated 98.6 percent of the variance of human resource empowerment, 99.9 percent of the variance of the individual component and 96.4 percent of the variance of organizational component.

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1. Introduction

The growing number of users (audiences) from external media, such as foreign social networks and satellite, indicates the lack of demand by internal producers. They are either at the top of state media and media organisations or the transition policy in this sector. One of the most important reasons for not achieving these organizations their goals and their low efficiency can be sought in the lack of adequate human resources in these organizations because there is a direct relationship between human resources and productivity in organizations [1-9] and one of the productivity indicators is the customer satisfaction. Organization in productivity in order to advance, utilize the unique talents and potentials of the individual and fulfill the potential of the individual and its alignment with the organization to enable the potential forces and tremendous talents to build [10-20]. In spite of high governmental budgets, when these organizations fail to win an internal audience as much as foreign competitors, the vacuum of sufficient human resources becomes clear. For example, increasing the growth of using Telegram as foreign social network instead of its indigenous counterpart, BisPhone; the foreign online games, and Google browser, rather than indigenous browser, demonstrate the satisfaction of audiences from these domestic products that the human resource factor enabling it as the focal resource of the organization can be effective in resolving the problem. In this regard, human resource management and experts have paid attention to the growth, progress, prosperity and promotion of staff capabilities that have been introduced in recent years in the form of employee empowerment. Empowerment refers to

the inner sense of people making decisions independently in their business process [21-27].

Nowadays, the empowerment of human resources has become a solution for the success and growth of organizations. Nowadays, organizations are trying to empower their human resources to best use the resources they possess, provide customers satisfaction, and prevent them attitude toward the competition. In modern organizations without a clear vision, codified mission and long-term planning in all dimensions, it is impossible to develop and sustain the life of the organization. Therefore, any orientation in the organization must be defined in line with its strategic goals [28-33]. The organization should provide an accurate long - term plan for the most important competitive advantage, i.e. human resources. The necessity of strategic looking at human resources is an undeniable matter that is added to its importance with environmental developments [34, 35]. In strategy of organizations, long - term goals and objectives are determined that the organization tries to gain resources required to sustain their competitive advantage [36-39]. Media and communication organizations operate in a highly competitive environment, which is important to stay in the field of competition among these organizations in the field of enabling humanitarian resources. Among the design of the strategies of media and communication organizations (broadcasting organization and the ministry of communication and information technology), human resource strategy is very important.

Against the necessity of the role and importance that strategic empowerment has in organizations [40-45], there

has never been a research in this area and the evaluation of its effective factors in the broadcasting organization, and the Ministry of Communication and Information Technology. This requires the necessity of such research. In fact, the main question of this research is that what the factors affecting the strategic empowerment of human resources in the broadcasting organization and the ministry of communication and information technology are. Therefore, the general purpose of this study is to analyze and investigate factors influencing the strategic empowerment of human resources in the broadcasting organization, and the Ministry of Communication and Information Technology. In this regard, the following individual objectives are also considered:

- (a) Recognition of strategic indicators in public media and communication organizations;
- (b) Identify the economic indicators in state media and communication organizations;
- (c) Identify the individual indicators in public media and communication organizations;
- (d) Identify the organizational indicators in state media and communication organizations.

2. Research Background and History

Researchers stated in a study regarding insurance companies that empowerment has individual and organizational origins. In the case of personal origin, as noted in the Thomas and Velthouse model, having some psychological characteristics such as influence, selection, competence, qualification, and meaning able, and on the other hand, some organizational practices in the field of work and career can be helpful in shaping a person's feelings [46-50].

Scientists stated that due to the close relationship between the person with his work (job) through some heuristics such as job enrichment, job rotation and job flexibility, one can create the necessary context for psychological empowerment in the individual. They introduce enterprise measures to enhance one's occupational characteristics such as creating decision - making tools in the job and providing job decision - making responsibilities in the field of job empowerment. For scholars their own beliefs are important and its role in creating a sense of personal power in empowerment is important. Researchers define empowerment as a process of enhancing self-efficacy among organizational members (empowerment as incentive structure), by identifying and eliminating situations that lead to weakness. According to Conger's opinion, weakness factors can be several sources such as organizational environment, supervision method, reward systems, or job design. Scientists in their studies showed that mental strength, physical strength, skill, knowledge and motivation cause the development and empowerment of human resources. Scholars found in their study that among the factors affecting strategic empowerment, strategic dimension factor has the greatest impact on employee empowerment. The next step is the structural dimension of the next priority and, in the end; the individual will have the least impact on employees' capabilities. Scientists demonstrated in this study, the relationship between management and leadership styles, organizational commitment, experience and knowledge of employees, and lack of focus in organization decisions with empowerment. It also showed that 60% of the variance in empowerment of human resources is explained by the independent variables. He introduced the management and leadership styles variable as predictor.

In empowerment, the role of the individual and its psychological characteristics for empowerment has been more pointed out, but in empowerment of organizational elements in empowerment, there is an emphasis on the existence and availability of organizational elements as base or enabling factors of empowerment [50-60]. In the new study of human resource management as the strategic management of human resources and the transformation of these resources to human capital, a more recent view of empowerment has been proposed to create strategic vision in the empowerment of human resources [60-66]. In the strategic empowerment of human resources, empowerment programs are formulated in line with organization strategic plans and in organization task strategies. It can also address the economic dimension including resources of finance and budget, earning of employees and so on as rights and benefits in organization planning for employee empowerment. Based on the cases stated, in relation to the studies and studies associated with each of the effective dimensions on the strategic empowerment of human resources, the initial model of the research is as references [67-100].

3. Research Methodology

First, by reviewing the literature, the model and the prototype were formed and four strategic, individual, organizational and economic dimensions were identified. Then using the delphi method, the effective indicators on strategic empowerment of human resources of each dimension were identified. In essence, the delphi method helps to accurately define the issue, collect opinions, and create a consensus between the opinions and perspectives of people on the basis of research priorities. Statistical community (panel experts) of this research is 20 of the elites of the state media and media institutions operating in the four fields of radio, television, press, and cyberspace. According to the feature of the delphi method, this study was carried out in three rounds in order to obtain experts opinions to achieve general consensus, conceptual richness and the use of Candal coordination coefficient (w) to end data collection.

In the first round, a questionnaire was placed between 20 statistical samples with the introduction of five deep and non-structured in person by e-mail to respondent to gather around these items: "individual dimension influencing the strategic empowerment of human resources", "organizational dimension influencing the strategic empowerment of human resources", "strategic dimension influencing the strategic empowerment of human resources", "the economic dimension influencing the strategic capability of human resources" and "the strategic capability of human resources". By distributing the questionnaire among selected media experts, respondents expressed their reasons in relation to the economic, individual, organizational, strategic and strategic capabilities of human resources. At the end of this phase from 20 return questionnaires, the most important indicators of each aspect of the dimensions is determined by those in these organizations and contribute to this research, and the extracted data is based on the implementation of the second stage of the delphi study.

In the second round with the distribution of the questionnaire among all the educated classes, they were asked to announce their opinions in relation to the importance of each of the five dimensions of the research, in order to obtain a similar measure of the importance of each of the categories and the extent of the agreement between the received judgments and examine the amount of agreement between the

received comments. To avoid excessive complexity, the answer to any question from the questionnaire as continuum is five options with a sequential scale from I totally agree to I totally disagree. At the end of this stage, indicators that score lower than 4 were eliminated and a new questionnaire was developed for the next round.

In the third round, the questionnaire was again provided to experts to score each of the indicators. After collecting the questionnaires, the necessary conditions for data analysis were provided between 20 people who took part in this stage. In this stage, using mean scores, each index was ranked. In this study, the Candal coordination coefficient was used to determine the amount of agreement in the assessment group. The correlation coefficient of Candal (W) is a measure of determining the degree of correlation between several attributes related to a number of people. Such a scale is particularly useful in investigations related to "narrative among the referees" and is variable between zero and one. If the Candal coefficient is zero, that is, there is no complete agreement, and if 1 is a complete agreement. After consensus the elites' panel in the field of effective indicators affecting the strategic empowerment of human resources, a partial least squares method was used to test the initial model of the research. Convergent validity and discriminant validity were used to determine validity of the measurement model from formal and content validity and its reliability was calculated based on the analysis of principal components, Cronbach's alpha, $\sqrt{\text{Dillon Goldstein}}$, and stability of reagents. Data analysis was conducted in the SmartPLS, SPSS and PLS 3 softwares, at two levels of descriptive and inferential statistics. For the hypotheses tests, the structural equation modeling (SEM) and the partial least squares (PLS) analysis were applied, which focused on the variance between structures.

4. Results and Discussion

The data obtained in the third stage were processed using the SPSS software, as well as the Candal correlation coefficient was obtained and the Friedman test was done to rank the dimensions. In this stage, the mean and standard deviation of each index were determined. According to the results, in the individual dimension as "use reliable methods to attract human resources (selection)", in the organizational dimension as "clear communication with managers and employees in the enterprise's affairs (job engineering)", in the strategic dimension as "clear goal and mission of the organization and the description of the tasks of the staff (vision, mission)", and in the economic dimension as "financial managers need to be empowered to fund organizational finance" by the means of 5 and between indicators of strategic human resources with an average of 4.95 were ranked highest.

The results obtained from the amount of Candal factor indicates the degree of agreement between those who have been studied in this study. These conditions rule out the necessity for Delphi to perform the next step. The statistical correlation coefficient was calculated for the court panel responses to the significance of indicators in the third round of 0.804. According to the number of panel members of over 10 people, the method has been completely meaningful. Considering that the correlation coefficient of Candal in the third round only increased to 0.039, and the consensus of the members in the two rounds did not have significant growth, it could be concluded to repeat the Delphi period. Based on the Friedman test, the factors and dimensions studied in the

study, economic dimension with mean rating of 3.90 and strategic dimension with mean rating of 3.53, were determined by the most important factors by experts, respectively.

Given the software output, the validity was fully confirmed for all reagents relating to individual, economic, strategic, and strategic empowerment variables, and only for reagents, 9 and 10 organizational variables were not fully confirmed. The composite stability was fully confirmed for all reagents relating to individual, organizational, economic, strategic, and strategic empowerment variables. The software output also showed that the model validity for all reagents relating to individual, organizational, economic, strategic and strategic empowerment has been fully approved by the average variance extracted.

In order to validate the model, there must be a number of reagents that have not been confirmed to their validity and stability. Therefore, in this step to confirm the validity and stability of the model, the investigated models from reagents 9 and 10 related to the organizational variables, were removed from the model. After removing the reagents with a weak factor of the organizational variable, the stability of the organizational variables and composite stability was confirmed for individual, organizational, economic, strategic, and strategic empowerment variables. The convergent validity was confirmed for individual, organizational, economic, strategic and strategic empowerment variables.

After implementing high tests, the stability of individual, organizational, economic, strategic and strategic empowerment was tested and confirmed by composite stability. Stability at the reagents level was also tested by the validity of reagents and confirmed to all individual, organizational, economic, strategic, and strategic empowerment variables. The validity of the constructs was confirmed by the average of variance extracted for individual, organizational, economic, strategic, and strategic empowerment variables. The stability and validity evaluates of the measurement model allows the structural model evaluation. The values of R^2 for variables of individual (0.999), organizational (0.964) and strategic empowerment (0.986) are at an interesting level.

In terms of path coefficient, the maximum value is related respectively to the path of variables of organizational-strategic (0.922), individual-economic (0.854) and organizational-strategic empowerment (0.840). Also, the minimum path coefficient is related to the path of organizational-economic variables (0.061). All of the path coefficients are positive that are fully consistent with the initial assumptions of the research and confirm them.

The total effect that is the sum of direct and indirect effects of a structure on the other. The most observed effect is the effect of the strategic variable on the organizational variable (0.922). The economic variable on the individual variable (0.854) and the organizational variable on strategic empowerment were also placed in the next stage, all of which is directly affected. After the mentioned variables, the influence of the organizational variable on the empowerment variable (0.840) is direct and the strategic variable on the strategic empowerment variable (0.799) is indirectly affected by individual and organizational variables. The least effects witnessed by the economic variable on the organizational variable (0.061) directly, the effect of the individual variable on the strategic empowerment variable (0.158) directly, and the effect of the economic variable on strategic empowerment

(0.185), which is quite indirect and through organizational and individual variables.

Results show meaningful relation in the pass of economic to individual (at a significant level of 0.001), individual to strategic empowerment (at a significant level of 0.01), organizational strategic empowerment (at a significant level of 0.001), strategic to individual (at a significant level of 0.001), strategic to organizational (at a significant level of 0.001) and strategic to strategic empowerment (at a significant level of 0.001).

Considering the *t* statistics and coefficient of determination results, we can conclude that: at a significant level of 0.001, there is significant correlation between the economic and the individual variable (with the path coefficient of 0.845); at a significant level of 0.01, there is significant positive correlation between the individual and the strategic empowerment variable (with the path coefficient of 0.158); at significant level of 0.001 there is positive and meaningful relation between the organizational and the strategic empowerment variable (with the path coefficient of 0.840). There is positive and meaningful relation between the strategic and the individual variable at significant level of 0.001 (with the path coefficient of 0.157) and there is significant positive meaningful relation between the strategic and the organizational variable at significant level of 0.001 (with a coefficient of 0.922); there is significant and meaningful relation between the strategic and the strategic empowerment variable.

According to the results and outputs of the software, the proposed model could explain 99.9 percent of the variance of the individual variable and 96.4 percent of the organizational variable. The model also explained 98.6% of the variance of strategic empowerment of human resources.

5. Conclusion and Summary

The correlation coefficient between the two dimensions of strategic and individual represented the direct correlation between the two; that means, there is a significant correlation between the strategic and the individual dimensions. The results showed that experts believe strategic dimensions in the broadcast organization and the ministry of communication and information technology are related to the individual dimension and by strengthening strategic dimensions can then improve the individual dimension in the strategic empowerment of human resources. We can say that the vision and mission of the organization can be in line with job enrichment and improving staff skills. The clarity and definity of strategy in the organization will also result in the flexibility and choices made by the employees. Considering that strategic dimension has a positive relationship with organizational dimension, the results confirm the relationship between the two variables. The correlation coefficient between the two strategic dimensions and organizational dimension represents the direct correlation between the two; that is, there is meaningful relation between strategic with organizational dimension. The experts view the strategic and organizational dimension to contribute to the empowerment of human resources in the organization.

The experts argued that the organization's strategic dimension, such as the values and objectives of the organization and the type of organization strategy, can affect organizational dimensions and increase organizational dimensions. The amount of correlation coefficient between the two dimensions of the economic and the individual represents the direct correlation between the two, which then

the economic dimation has an impact on the individual dimension and develops individual dimensions, including the promotion of employee skills. Therefore, the experts believe that the economic and individual dimensions are connected to one another.

It is also claimed that economic dimension has a positive relationship with organizational dimension, while the results showed that there is no meaningful relation between the two economic and organizational aspects. The results indicate that the panel of experts does not believe in the relationship between the economic and the organization dimensions. The amount of correlation coefficient between the individual dimension with the empowerment of human resources represents a direct correlation between the two dimensions; in this sense, there is meaningful relation between individual dimension with empowerment of human resources. The results show that job enrichment professionals, improving skill, flexibility and competence that are one of the individual factors, affect strategic empowerment of human resources. The amount of correlation coefficient between organizational dimension with empowerment of human resources reflects the direct correlation between the two dimensions, meaning that there is meaningful relation between organizational dimension with empowerment of human resources. The results suggest that experts believe indicators such as education, control and feedback, job engineering, motivation, etc. influence human resources' strategic capabilities of the broadcast organization and the Ministry of Communication and Information Technology.

In order to empower employees in the organization, the initial and appropriate adaptations in the organization environment are necessary. In organizations where effective factors in empowerment are implemented fully and correctly, one can be sure that the best use of manpower and thus is the highest productivity in the organization. Following are some suggestions on the creation of human resources capabilities in the organization:

Managers need to provide enough information about employee jobs in order to enrich a job that can be achieved through job analysis. Job analysis is one of the most fundamental and best practices that the organization is doing to use, nurture and sustain human resources and enrich their jobs. Motive facilities can be provided to employees. Managers can motivate employees using the encouragement and appreciation of their employees. This feedback will cause employees to refine and improve their performance in the organization. Managers seek to increase organizational commitment through greater participation and freedom in making organizational decisions on individual and organizational goals. Meetings will be held so that employees can exchange opinions and ideas freely, and the subordinate relationship does not dominate the session. Managers would share their employees' information, because it will create trust, intimacy and responsibility in the organization and between employees and managers and help them improve the organization's performance. By providing information, the monitoring itself will be increased among employees and hierarchical controls will be reduced. In order to strengthen the individual dimension for success in the achievement of tasks and the development of the goals, the reward is allocated. Also, organizational facilities are properly distributed among employees, and with the maintenance of fit in employee salaries, the satisfaction of employees and the sense of competence in the organization may be developed.

Managers would be able to form competent working groups. For this purpose, the creation and growth of several factors in the workplace is of requirements and managers and staffs share their development. These include respect, information, control, decision, responsibility, and skill. Through effective learning and learning through interaction with others and team learning, how systems thinking is taught to all employees to help employees manage their issues and strengthen the sense of responsibility. The training and supply of knowledge and skills required by the employees will lead to a sense of confidence in them and ultimately aim their satisfaction in the organization.

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