

## Investigating the relationship between employment capabilities and empowerment of employees in Isfahan Sugar Company with emphasize on Kluytmans and Ott model

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**Abstract:** The main purpose of this study was investigating the relationship between employment capabilities and empowerment of employees in Isfahan Sugar Company with emphasize on Kleitman model. Empowerment is the process of helping employees to make decision independently. This process has impact not only on their performance but also on their characteristics. This study was a descriptive-survey and an applied research. Population was all employees and managers of Isfahan Sugar Company. 300 questionnaires were distributed and 160 questionnaires were filled and were used to analyze. Standard questionnaire was used and its validity was confirmed by professors. Its reliability was confirmed by Cronbach alpha method ( $\alpha=0.87$ ). SPSS software was used to analyze data. Results showed that there is a significant relationship between awareness of labor market with the sense of competency. Also, there is significant relationship between skill and knowledge with the sense of competency. Also, there is significant relationship between be eager to move and mobility with the sense of competency.

**Key words:** *Kleitman model; Employment capabilities; Awareness of labor market; Skill and knowledge; Eager to move and mobility*

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### 1. Introduction

Empowerment refers to a process in which the manager helps employees to acquire the ability to make decisions independently (Stervan, 1999). This process not only has impact on their performance but also has effects on their personality. The purpose of empowerment is giving power and authority. Many management theorists know empowerment as decentralization of decision making (Blanchard and Cameron, 2002).

According to Ganger and Kaletngo, empowerment is the competency process of individuals by identifying and determining condition that it causes to feel a lack of power, and try to remove them by means of formal and informal techniques (Vetan and Cameron, 2004).

### 2. Benefits of Empowerment

Research has shown that the employee empowerment in organizations have had many benefits for them such as (Robinz, 1999)

1. Producing high quality goods and services.
2. Increasing levels of performance and productivity.
3. Increasing level of satisfaction of employees and customers.
4. Increasing positive feelings about their jobs.
5. Increasing the sense of commitment and dedication of employees.

6. Improving communication between management and employees.

### 3. Effective factors on empowerment

#### 3.1. Social cognitive theory

This theory provides a useful framework for analyzing how people feel from their capability and emphasizes on the perception and conception of employees of job environment. People actively change the environmental events. Instead of objective facts, they are influenced by their perceptions of the environment (shahrani, 2004). For example, although in reality human resources may be decentralized (reality). But access to resources has not significant effect on their ability until they do not reach to this understanding that the resources available to them to use (Rasooli, 2011).

#### 3.2. Personal characteristics and personality

Among personality characteristics, some of them have more impact on sense of ability than any other characteristics.

#### 3.3. Level of education and work experience

Employees with higher levels of education would have better job prospects, job mobility and employment opportunities. Therefore, they feel that they have the required competency to perform their duties. Also, it seems that people with more work

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experience can better adapt to different work situations and will have the sense of more competency and capability (Acemoglu and Pischke, 1999).

### **3.4. Gender and descent**

Ganger and Kaletngo (1988) stated that the need to empowerment appears when they feel a lack of power. Women and some groups in some positions that do not need power inherently, have a fewer sense of empowerment capabilities (Baruch, 2001).

### **3.5. Locus of control**

In personality psychology, locus of control refers to the extent to which individuals believe they can control events affecting them. Individuals with locus of control believe they can form their job environment. Individuals with a strong internal locus of control believe events in their life derive primarily from their own actions. People with a weak external locus of control tend to praise or blame external factors (Burke and Cooper, 2002).

### **3.6. Organizational characteristics**

Some experts have been identified organizational characteristics that can affect the perceptions of competence. These characteristics have been listed below.

### **3.7. Role ambiguity**

Role ambiguity denotes uncertainty about the expectations, behaviors, and consequences associated with a particular role. According to the theory of role, any position in formal structure of organization should have a clear set of responsibilities. If people do not have a clear understanding of their authority and what they are expected to perform, they will be reluctant to perform their duties (Clarke, 2009). Therefore, they will feel lack of necessary authority and are not able to outcomes duties. Thus, boundaries of decision making should be clear so that employees can be sure in making decisions. Employees should know what job they have to do and what not to do (Clarke, 2008). When situation is ambiguous and the role isn't clear, employees seek past role.

### **3.8. Controlling domain**

In traditional management, a manager can directly control a few employees. Thus, the number of people that give report to a supervisor is called controlling domain. Increasing of controlling domain leads to decrease costs (reduce the number of middle managers). But, due to extension of domain, organization's effectiveness will be reduced. It seems that the restricted domain leads to restricted control of subordinates. They think that organization don't

trust their skills and abilities. Thus, they think that they are useless (Pascale, 1995). In addition, due to this reality that supervisors determine subordinates behaviors, and employees have fewer internal motivations. In traditional management, the role of managers is controlling the process of working strictly. The best managers are who apply the strictest controls. In modern organizations, people gain the ability to make decisions and control themselves. A traditional organization has a pyramidal structure while the modern organization is a capable organization which can be regarded as a circle or network. A pyramidal structure emphasizes on controlling and supervising. Managers in up levels think and plan while individuals in low levels do job (Peiperl, 1997).

### **3.9. Access to information**

Access to information means to give all needed information for a specific job, so that they can be easily accessed. For along times, organizations acted based on Darkroom management theory.

According to this theory, individuals should be kept in darkness. They were fed only with low or insignificant information. Today's, it has been approved that there is a relationship between having access to information with empowerment of employees. Employees with more clear information are more empowered. But, what kind of information should be given to them is an important question (Spreize 1995).

### **3.10. Goals of organization**

Everyone on organization should have a clear understanding of organization's goals. If these goals be clearly defined and notified, can be a strong unifying force. In fact, organization's goals are the secret of success and the proud of its staff. In most organizations, the goals of organization are determined by top managers, and then are notified to middle and lower levels of organizations to perform. In such organization, employees are not committed to these goals, because they have not determined them (Inkson, 2006).

### **3.11. Information about other fields**

If employees in different parts of organization should achieve personal goals and finally goals of organization, they should share information. Organization should not act as a set of independent sections. In other words, exchange of information between sections is necessary, because success of one part largely depends on success of other parts of organization (Janssens et al, 2003).

## **4. Kleitman model**

According to Kleitman model, employability is based in three major factors as follows

- Market Knowledge
- Applied skills
- eager to movement and mobility

#### 4.1. Market Knowledge

From 1970, people paid attention to aspects of skill and career knowledge instead of individual attitudes. In addition to job skills, the knowledge about person's position in the labor market and about employment opportunities play many important roles. Until late 1970s, with economic downturn in developed countries, organizations and companies found that job skills are not sufficient (Kluytmans and Ott, 1999). Thus, the importance of transferable skills and its ability to maintain employees in different situation was approved. In 1970, employability was generally base on further outcomes of job market on human resource (Lindsay et.al, 2003).

#### 4.2. Applied skills

Skills and knowledge are so important for organization. Ability to learn is not enough for jobseekers, but also they should be eager to learn and gain skills. A way to measure learning motivation is checking how they try to plan for their jobs. It is assumed that more engaged individuals have stronger motivation to learn skills (Thijssen et al., 2008).

New employment relationships are introduced in various ways, such as flexible career, career without boundaries, smart career, and beyond corporate career and emphasize on flexibility and adaptability. New employment relationships have tended from relational to transactional, with changing of psychological contract between employees and organizations. Psychological contract is a set of beliefs of staff and organization about what offer each other and what give from each other. In past, psychological contract was relational and was based on creating job security according to trust and loyalty of employees. Today, transactional contracts have been replaced by relational contracts.

#### 4.3. Eager to movement and mobility

Eager to movement and mobility means employee tendency to move to similar jobs and in specific time. It is in employees with more flexibility to different jobs. This issue arises when there are high skilled workforces in job market. These people have the most productively for their organizations and institutions. They can fill occupations in some conditions such as retirement and absence (Van der et.al. 2006).

#### 5. Literature review

Zahedi and Hassanpour (2009) in an investigation entitled "The impacts of employment

relations on employability in governmental organizations of Iran found that contractual employees are more eager to learn, acquire knowledge and skills to work than permanent employees due to their conditions. However, organizations prefer permanent employees.

Duting (2003) in an investigation entitled "Psychological empowerment in the workplace" has investigated the relationship between Psychological factors of empowerment of behavioral answers and employees feelings. They stated that psychological factors have a significant relationship with organizational commitment.

Yoong (2003) in an investigation entitled "the relationship between organizational atmosphere and empowerment of nurses in Hong Kong" found that there is a significant and positive relationship between organizational atmosphere and empowerment of nurses.

Silver and Randolph (2004) in an investigation entitled "Propel empowerment to a maximum efficiency: multi-level modeling of empowerment, performance and satisfaction" found that empowerment atmosphere has significant impacts on satisfaction and performance.

Rou and Chen (2011) have investigated the positive impact of customer orientation and organizational support and reward system on tourism industry employees' perception of empowerment. They found that they have positive impact on empowerment. They found that increasing of employees' perception of empowerment needs to hire customer oriented employees.

#### 6. Methodology

This study was a descriptive-survey and an applied research. Population was all employees and managers of Isfahan Sugar Company. 300 questionnaires were distributed and 160 questionnaires were filled and were used to analyze. Standard questionnaire was used and its validity was confirmed by professors. Its reliability was confirmed by Cronbach alpha method ( $\alpha=0.87$ ). SPSS software was used to analyze data.

#### 7. Discussion and results

Table 1 shows frequency and cumulative percentage of respondents according to education. It can be seen that most of respondents had Diploma and lower level of education.

Table 2 shows frequency and cumulative percentage of respondents according to years of experience. It can be seen that most respondents had 5-10 years of experience.

**The first hypothesis:** The relationship between awareness of labor market with the sense of competency

$H_0$ : There is no relationship between awareness of labor market with the sense of competency.

$H_1$ : There is relationship between awareness of labor market with the sense of competency.

**Table 1:** Frequency and cumulative percentage of respondents according to education

Level of education	Freq.	Perc.	Cumulative per.
Ph.D.	1	1	1
Master	5	3	4
Bachelor	25	16	19
Associate	20	13	32
Diploma and lower level	109	68	100
Total	160	100	

**Table 2:** Frequency and cumulative percentage of respondents according to years of experience

Level of education	Freq.	Perc.	Cumulative per.
1-5	15	9	9
5-10	75	47	56
10 and higher	70	44	100
Total	160	100	

According to  $\text{sig} < 0.05$ , it can be said that null hypothesis is rejected. This means that there is significant relationship between awareness of labor market with the sense of competency.

**Table3:** Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.539	16	0.127
Likelihood Ratio	24.208	16	0.085
Linear-by-Linear Association	4.859	1	0.028
N of Valid Cases	160		

**The second hypothesis:** The relationship between skill and knowledge with the sense of competency.

$H_0$ : There is no relationship between skill and knowledge with the sense of competency.

$H_1$ : There is relationship between skill and knowledge with the sense of competency.

According to  $\text{sig} < 0.05$ , it can be said that null hypothesis is rejected. This means that there is a significant relationship between skill and knowledge with the sense of competency.

**Table4:** Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.320	12	0.027
Likelihood Ratio	8.588	12	0.075
Linear-by-Linear Association	0.075	1	0.028
N of Valid Cases	160		

**The third hypothesis:** The relationship between be eager to move and mobility with the sense of competency

$H_0$ : There is no relationship between be eager to move and mobility with the sense of competency.

$H_1$ : There is relationship between be eager to move and mobility with the sense of competency.

According to  $\text{sig} < 0.05$ , it can be said that null hypothesis is rejected. This means that there is a significant relationship between be eager to move and mobility with the sense of competency.

**Table5:** Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.919	12	0.037
Likelihood Ratio	10.917	12	0.045
Linear-by-Linear Association	0.024	1	0.033
N of Valid Cases	160		

**The Main hypothesis:** The relationship between employment possibilities with empowerment

$H_0$ : There is no relationship between employment possibilities with empowerment

$H_1$ : There is relationship between employment possibilities with empowerment

According to  $\text{sig} < 0.05$ , it can be said that null hypothesis is rejected. This means that there is a

significant relationship between be eager to move and mobility with the sense of competency.

## 8. Conclusion

According to results of this research, the following results were concluded:

The most frequency is for Diploma and lower level including 109 people (68%) of sample size. The less is for Ph.D degree as 1 person.

The most frequency is for 5-10 years of Work experience as 47% for 75 people. The less frequency is for 1-5 years of work experience as 9%.

Based on results of testing hypothesis of this research, Knowledge of the labor market is effective on competency feeling.

**Table 6:** Employment and empowerment

		employment possibilities	empowerment
Spearman's rho	employment possibilities	Correlation Coefficient	1
		Sig. (2-tailed)	.
		N	160
	empowerment	Correlation Coefficient	0.033
		Sig. (2-tailed)	0.046
		N	160

**Table 7:** Descriptive result

	Mean	Std. Deviation	N
Awareness of labor market	2.87	0.786	160
Skills	2.89	0.691	160
Eager to mobility	2.86	0.643	160
Sense of competency	3.12	0.893	160
Right to Choose	3.06	0.989	160
Feel effective	3.01	0.856	160
Feel important	3.06	0.795	160
Trust in others	2.97	0.442	160

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