
Impact of Organizational Maturity on the Heads' Empowerment

Hasan Kazemikia¹, Amineh Ahmadi^{2*}, Qodsi Ahghar³

1. Department of Education Management, Kish International Branch, Islamic Azad University, Kish Island, Iran.
 2. Associate Professor, Department of Educational Sciences, South Tehran Branch, Islamic Azad university, Tehran, Iran.
 3. Associate Professor, Research and Planning Organization Research Institute, Ministry of Education, Tehran, Iran.
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Abstract

Purpose: The purpose of this study was to determine the effect of organizational maturity on the heads' empowerment (Tehran Municipality). The nature of this research is practical type and the method is quantitative. The population of the study consisted of 872 heads of Tehran municipality in 2018. 400 individuals were selected as the statistical sample using Cochran's formula and relative stratified random sampling.

Methodology: In this research, library method and researcher-made questionnaire were used to collect data. Formal validity, content and structure were used in order to assess the validity of the questionnaire. Cronbach's alpha coefficient and combined reliability were used to calculate the research reliability.

Findings: Results indicated that the validity and reliability of the researcher-made questionnaire. The descriptive statistics (mean, standard deviation, frequency distribution tables and charts) and inferential statistics (structural equation modeling), were used to analyze the data using SPSS and LISREL software. **Conclusion:** The results showed that the organizational maturity factors of municipality heads have a significant effect on the heads' empowerment of Tehran municipality.

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* Corresponding Author e-mail: Ahmadi_a30203@yahoo.com

1. Introduction

In today world, organizations have to engage in a continuous process of change in order to avoid moving away from the global competitions, so that they can take advantage of the complex and changing environment around them (Arriola, et al. 2016). In today's changing conditions, organizations need to continuously develop their capabilities and competencies to survive and to be able to respond to changing environment conditions (Ginsburg et al., 2016). The sustainability and development of today's organizations is in line with the rapid changes, development and maturity. Organizational development is the process by which an organization expands its internal capacity to maximize its effectiveness and maintain it (Philbin & Mikush, 1999). Organizational development is a way to improve the performance of its staff; it is essentially based on the process of training and changing the values and attitudes of head s and staff of the organization (Schneider, Wickert & Marti, 2016).

2. literature Review

Researches have indicated that the employees' inability and inefficiency have a destructive effect on the development and maturity. Observing the employees' empowerment is a key to the survival and sustainability of the development of the organization and its employees (Mousavi, 2015: 59). Employees' empowerment is a way to increase the employee efficiency with raising their commitment to the organization, as well as improving customer relationships. This valuable method between full control of the management with the accurate management supervision and the freedom of staff, establishes a balance (Noroozi, 2010: 69). Empowerment refers to a process in which the head helps employees achieve the ability to make independent decisions. The decision-making process should have a high degree of decentralization and individuals or working groups should also be responsible for a complete set of work processes (lin & et al, 2017; 213). Empowerment refers to an inner sense in individuals that gets them independently make their decisions in the work process (kang & et al, 2017; 176).

Human resources have been considered as the most important capital and assets of the organization in the last two decades (Davies, B-, & Davies, 2011; 211). The role of efficient, competent and knowledgeable human resources in researching organizational goals is undeniable, in which the use of traditional management practices leads to the loss of employee innovation, increasing workload and limitations for employees. The release of complete freedom in work also leads to irregularities and a breakdown of affairs. In fact, these two modes result in the loss of the material and spiritual resources of the organization and the failure to achieve effectiveness (Banks, 2016; 243).

Organizational maturity involves the developmental activities and tangible change, and emerges from the fact that the change is inevitable. Organizational improvement coordinates the individual and organizational goals in order to create coherent and efficient working groups in accordance with the mission and interests of the organization. This goal, through voluntary responsibility and voluntary participation in continuous improvement activities, reduces negative behaviors and prevents changes in the organization (Witek-Crabb, 2014; 211).

Hanaysha & Tahir (2016), found that empowerment of employees had a positive and significant effect on the job satisfaction. Previous researches have indicated that the development and empowerment of staff is the factor behind the success of many organizations and has a positive impact on job satisfaction, employee performance, and organizational commitment (Wadhwa & Verghese, 2015; 283). Nikoofar and Mazaheri (2017), found that the dimensions of organizational maturity are capable of predicting significant organizational commitment in the area of interpersonal communication, self-efficacy and leadership. Ghiyasvand et al. (2017), concluded that the employees' empowerment is effective on the organizational maturity of employees, and all aspects of the employees' empowerment such as sense of competence, feeling

of freedom of action, sense of significance and feeling of effectiveness lead to promotion of the organizational progress. Pourkiyani and Moinie (2017), found that there is a relationship between human resource empowerment and organizational maturity.

Lin et al. (2017) found that the empowerment allows decisions to be taken at lower levels of organization that employees have a unique perspective on issues and problems facing the organization, at a certain level. Kay et al. (2018), found that the organizational maturity could lead to training for heads and staff. Lee et al. (2016) also found that the empowerment impact on customer-oriented staff is very prominent and the impact of empowerment on the nature of work throughout the year is influential.

3. Methodology

The research method is quantitative based on the nature of the data, the type of library-field in terms of the environment dimension, and applied in terms of purpose; it is cross-sectional in terms of time and descriptive-survey in terms of the research method. The statistical population of this study included 872 heads of Tehran municipality; 400 samples were selected as the sample size using stratified random sampling method and Cochran formula. It can be seen in the following table according to the classes.

Table 1. Characteristics of the statistical population in the quantitative section

row	titles	Size of the population on each class	Percent of each class	Sample size in each class
1	Deputy Mayors of Tehran and General Head of Tehran Mayor's Office	10	$\frac{10 \times 100}{872} = \%1.14$	$\frac{1.14}{100} \times 400 = 4.56 \cong 5$
2	Deputy vice president of Tehran Mayor	10	$\frac{10 \times 100}{872} = \%1.14$	$\frac{1.14}{100} \times 400 = 4.56 \cong 5$
3	Mayors of the regions	22	$\frac{22 \times 100}{872} = \%2.52$	$\frac{2.52}{100} \times 400 = 10.08 \cong 10$
4	General heads	47	$\frac{47 \times 100}{872} = \%5.38$	$\frac{5.38}{100} \times 400 = 21.52 \cong 22$
5	heads of organizations and companies	41	$\frac{41 \times 100}{872} = \%4.70$	$\frac{4.70}{100} \times 400 = 18.8 \cong 18$
6	Heads of headquarters	3	$\frac{3 \times 100}{872} = \%0.34$	$\frac{0.34}{100} \times 400 = 1.36 \cong 1$
7	vice-chancellor of the regions	22	$\frac{22 \times 100}{872} = \%2.52$	$\frac{2.52}{100} \times 400 = 10.08 \cong 10$
8	Deputies of regions	198	$\frac{198 \times 100}{872} = \%22.70$	$\frac{22.70}{100} \times 400 = 90.8 \cong 91$
9	Deputies of unofficial organizations and companies	190	$\frac{190 \times 100}{872} = \%21.78$	$\frac{21.78}{100} \times 400 = 87.12 \cong 87$
10	Deputies of official organizations and companies	35	$\frac{35 \times 100}{872} = \%4.01$	$\frac{4.01}{100} \times 400 = 16.04 \cong 16$
11	Deputies of total departments	105	$\frac{105 \times 100}{872} = \%12.04$	$\frac{12.04}{100} \times 400 = 48.16 \cong 48$
12	Mayors of the districts	123	$\frac{123 \times 100}{872} = \%14.10$	$\frac{14.10}{100} \times 400 = 56.4 \cong 56$
13	Heads of Tripartite Offices)Public relations, real estate, legal)	66	$\frac{66 \times 100}{872} = \%7.56$	$\frac{7.56}{100} \times 400 = 30.24 \cong 31$
	total	872	100	400

Data Collection Tools and Reliability and Validity: In this research, library method and questionnaire were used to collect data. The items of the questionnaires included two parts: A. General items: the goal of general questions is the general and demographic information of respondents. This section contains five questions and issues such as gender, age, education, field of study, work experience, and deputy of employment. B. The specialized items of the organizational maturity researcher-made questionnaire: This questionnaire consists of 37 items with five-point Likert spectrum, which has been reviewed by reviewing the theoretical foundations and according to the Snipers Organizational Maturity Questionnaire (2007). At the time of distributing the researcher's questionnaire, he was present at the place in order to clarify the questionnaire and clarify the ambiguity for the subjects.

Table 2. Information on questionnaires

Numbers of items	Number of items	Variable / component	Concept, source and total numbers of items
5	1-5	Transparency	The organizational maturity of 37-item researcher-made
5	6-10	The ability to change	
5	11-15	Inclusion and conflict with each other	
5	16-20	Internal and external feedback	
5	21-25	training and upgrading	
5	26-30	Organizational Structure	
7	31-37	Professional competency	
3	38-40	Sense of the job significance	Empowerment; Spears (1999); 19 items
4	41-44	Sense of competency in job	
3	45-47	Feeling free to choose	
3	48-50	Feeling Effectiveness	
6	51-56	Feelings of partnership with others	

In this research, formal, content and structure validity were used to calculate the validity. The formal validity of the final questionnaire, was developed by a researcher, several sample members, supervisor and associate professor. CVR and CVI forms were used to evaluate the content validity. It should be noted that the content validity review before the distribution of the questionnaire and through the experts (interviewees, supervisors and associate professors, PhD students specializing in this field, several subjects, etc.). Based on this kind of validity, no questions need to be deleted and some questions were corrected.

The construct validity consists of two convergent and divergent parts.

Convergent Validity Tests (Confirmation): The tests used to measure the convergent validity are: 1. all factor loads are significant; 2. Factor loads are greater than 0/5 and 0/7; 3. AVE (mean of extracted variance) greater than 0/5; 4. Combined reliability is greater than the mean of extracted variance that all items have been verified in this research.

Table 3. Mean coefficient of extracted variance and combined reliability coefficient

dimension	Cronbach's alpha	CR	AVE	MSV	ASV	1	2	3	4	5	6	7
Transparency	0/843	0/821	0/63	0/28	0/26	0/38	—	—	—	—	—	—
The ability to change	0/856	0/863	0/58	0/33	0/31	0/49	0/53	—	—	—	—	—
Inclusion and conflict with each other	0/805	0/814	0/60	0/38	0/20	0/51	0/43	0/83	—	—	—	—
Internal and external feedback	0/806	0/830	0/61	0/40	0/30	0/39	0/44	0/41	0/71	—	—	—
training and upgrading	0.836	0/847	0/57	0/41	0/08	0/78	0/76	0/37	0/42	0/76	—	—

Organizational Structure	0/779	0/851	0/66	0/14	0/22	0/53	0/41	0/33	0/39	0/40	0/83	—
Professional competency	0/766	0/812	0/63	0/42	0/31	0/47	0/44	0/45	0/39	0/41	0/39	0/80

Table 4. The mean coefficient of extracted variance and the combined reliability coefficient

dimension	Cronbach's alpha	CR	AVE	MSV	ASV	1	2	3	4	5
job significance	0/736	0/801	0/61	0/421	0/310	0/78	----	----	----	----
competency in job	0/838	0/889	0/58	0/137	0/019	0/53	0/76	----	----	----
Feeling free to choose	0/779	0/816	0/67	0/432	0/231	0/47	0/52	0/82	----	----
Effectiveness	0/794	0/836	0/56	0/424	0/254	0/39	0/44	0/36	75	----
partnership with others	0/836	0/847	0/59	0/271	0/296	0/48	0/53	0/45	0/51	0/77

As can be seen in the table above, AVE of all variables is greater 0/5 and the combined reliability coefficient in each variable is greater than the mean of extracted variance in the same variable.

Divergent Validity Test (Diagnostic). This index was derived from the combination of tables of correlation values between hidden variables and mean extracted variance. The mean values of the extracted variance in the row and column, show the highest values, indicating a divergent validity among the variables of the research.

In this study, Cronbach's alpha coefficient and combined reliability were used to calculate the reliability. As indicated in table 3 and table 4, the Cronbach's alpha coefficient for all components of organizational and empowerment dimension is greater than 0/7. Of course, it should be noted that the pre-test of Cronbach's alpha was performed on 30 separate subjects and then, the final questionnaire was distributed to the other subjects. Descriptive and inferential statistics were used in this section. In the descriptive section for demographic variables whose data was obtained from the questionnaire, mean, standard deviation, frequency distribution tables, and charts were presented for each variable; this process was performed by SPSS software. In the inferential section, the research hypotheses were tested using SPSS software as well as LISREL software. The results of LISREL software were used in the structural equation modeling. Also, inferential statistics tests such as single sample t-test were used.

4. Finding

In this section, the research data are analyzed and evaluated using quantitative methods in a quantitative section, but before data analysis, pre-processing of data was investigated. The results showed that in some cases, the loss occurred; therefore, the middle method was used to plot their values to solve this problem and all missing data was replaced. In order to identify the distorted data, the boxplot graph was used which showed no distorted data. In addition, Excel software was used for eliminating the standard deviation of each subject in response to a questionnaire.

The results showed that the standard deviation of each subject's answers to research questions was less than 0.3, and therefore no subjects were eliminated. What is the role of organizational maturity in empowering heads of Tehran municipality? How is the fitting of the organizational maturity model and its relationship with empowerment of Tehran municipality heads?

To answer the above question, a confirmatory factor analysis model has been used to investigate the effect of organizational maturity on the organizational empowerment of heads in Tehran municipality. Before performing the factor analysis, the correlation between these two variables has been examined and the results are presented in the following table.

Table 5. Correlation between organizational maturity and organizational empowerment

variable	organizational empowerment	
	Correlation	Significance level
organizational maturity	0/886 **	0/000

As indicated in the table above, ** sign indicates the correlation between the research variables at the level 0.01. That is, there is a direct relationship between the organizational maturity and organizational empowerment.

Table 6. Fitting Parameters of Model Path Analysis

Index name	Fitting indices	
	value	Limit
Chi-square/df	2/12	Less than 3
(RMSEA) (root mean square error of approximation)	0/048	Less than 0/1
(CFI) Confirmatory Fitting	0/98	Greater than 0/9
(NFI) Softened fitting	0/97	Greater than 0/9
(GFI) Goodness fitting	0/85	Greater than 0/8
(AGFI) Adjusted Goodness of Fitting	0/82	Greater than 0/8

As seen, the fitting indices of the model are in a favorable position. It is noteworthy, according to a study, each of its identified dimensions includes components that comprise the indices of each dimension.

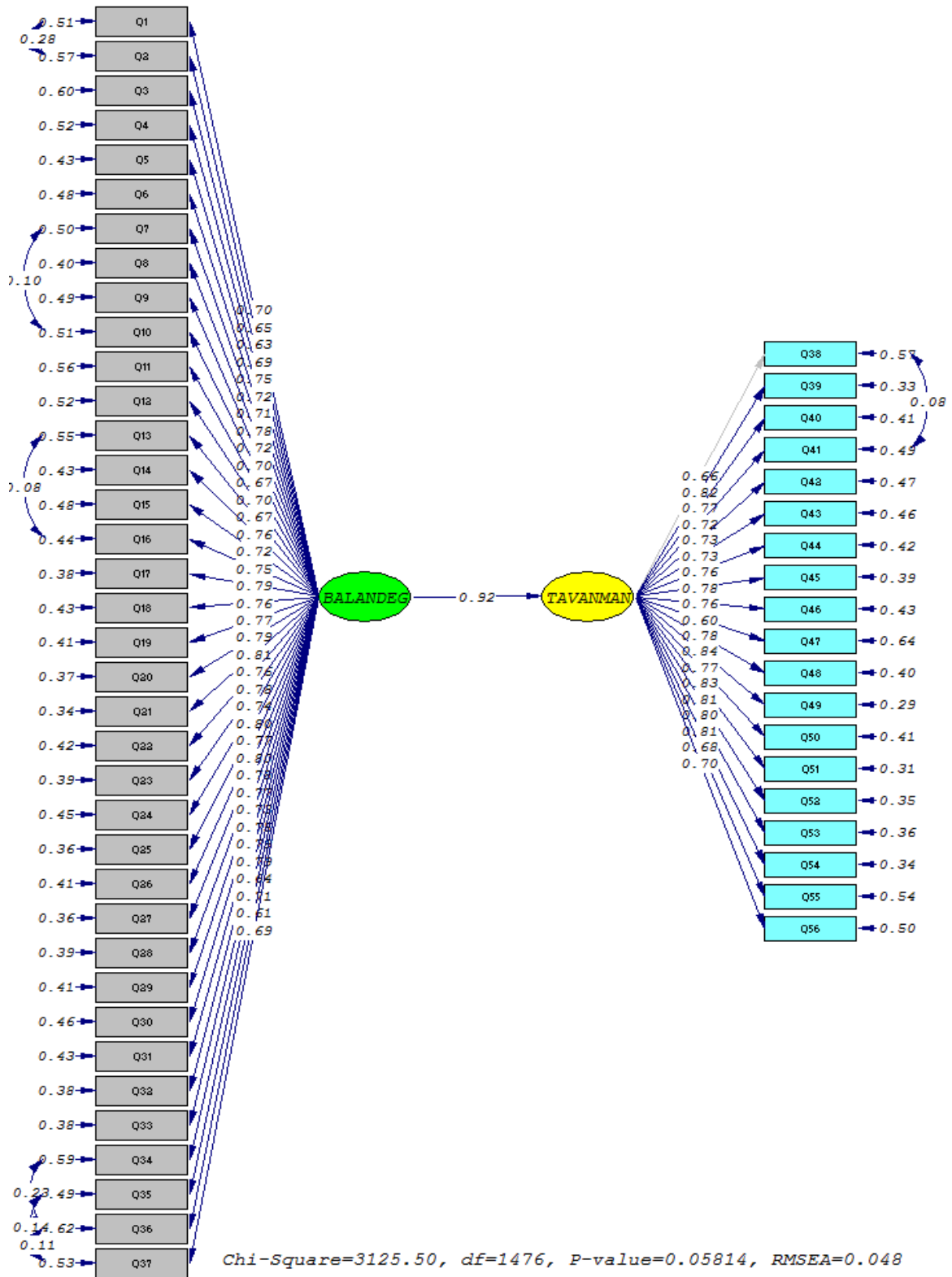


Fig1. Structural model of research in the mode of estimating standard coefficients

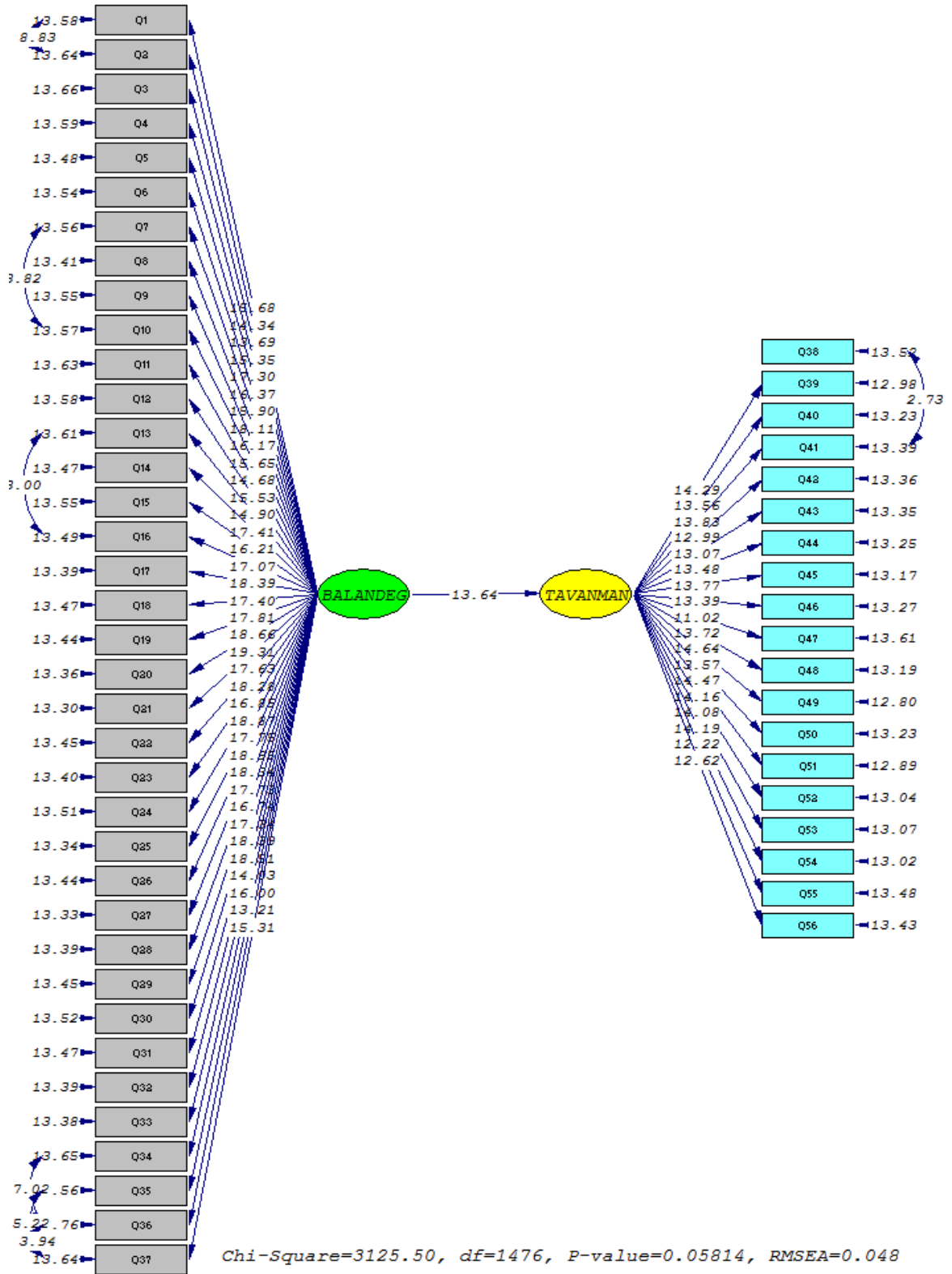


Fig2. Structural model of research in the mode of coefficients significance

As shown in the figures above, all of the parameters of the research pattern, along with the factor loads and path coefficients, are summarized in the following tables.

Table 7. Estimates of the model

Path	Path coefficient	t- value	Condition
Organizational empowerment → Organizational maturity	0/92	13/64	accepted

Therefore, according to the above, it is concluded that organizational maturity affects the organizational empowerment of heads.

How is the fitting of the organizational maturity model and its impact on empowerment of Tehran municipality heads from the specialists' point of view?

To examine this question, a single sample t-test was used, the results are as follows:

Table 8. Single sample t-test results to determine the degree of fitting of the proposed model for the final model

model components	Mean of population-3				
	Mean of difference	standard deviation	t	df	Sig
Organizational maturity	1/17	0/909	4/96	29	0/000
Organizational empowerment	1/23	0/857	5/23	29	0/000

According to the scale of the questionnaire, which was 5-point Likert questionnaire, the basis for the decision was based on the score 3, and as shown in table 4, the calculated t statistic in all variables shows that the values obtained with a degree of freedom 29 and an alpha 0/01 are greater than t-critical value. Therefore, the zero hypothesis based on the absence of any difference between the observed mean and the mean of society (3) is rejected and it is determined that there is a significant difference between the observed mean and the mean of society (3). As a result, the research model has high credibility among the experts and has been confirmed with confidence 99%.

5. Discussion

Research literature suggests that the organizational maturity is a planned effort across an organization and directed at a high organizational level, aimed at improving the effectiveness and quality of performance through the planned interventions in organizational learning, taking advantage of the behavioral science. This definition implies that the role of heads of an organization is very important in achieving the organizational maturity. Therefore, the present study has selected its own population among the heads of Tehran municipality.

It was stated in this research that the organizational maturity in Tehran Municipality coordinates the individual and organizational goals in order to create the coherent and efficient groups in the municipality in accordance with the mission and interests of the organization. This goal, through voluntary responsibility and voluntary participation in continuous improvement activities, reduces negative behaviors and prevents the changes in the municipality. Due to the importance of organizational maturity and the role it plays in job satisfaction, it has a competitive advantage and organizational development and growth. The present study first identified the components of it and after reviewing the literature and interviewing the knowledgeable experts in Tehran's municipality, defined the components of professional competence, transparency, the ability to change, partnership with the others, internal external feedback, and improving organizational structure for the organizational maturity of the heads.

In this context, it was also argued that professional competence, competence and knowledge and skills and proper attitude towards work are some essential and influential factors in creating organizational

maturity of the municipality. But this professional competence is possible in the context of a dynamic organizational structure in which low formalism and empowerment can be easily accomplished. In such a structure, the heads and employees interact with each other continuously and this interaction provides the basis for positive and influential communication. In this case, the partnership among the members of the municipality will be improved and ultimately lead to a correct decision. Among the components of organizational maturity in Tehran municipality, the change component was also mentioned and it was said that this is an inevitable phenomenon. The municipality heads can use it if they know their drivers and improve their own alignment and organizational environment with changes. On the other hand, providing feedback and attention to internal and external responses is one of the most important factors in generating awareness of the environment. Improvement is also one of the other components that is important for organizational maturity. Improvement is usually accompanied by development and growth and is a prerequisite for learning. Learning among heads of the municipality should be improved to see a mature environment.

In this research, the effect of organizational enhancement on empowerment was significantly considered. This relationship has been analyzed and approved. Accordingly, researches suggests that the lack of an organization maturity results in the inability and inefficiency of heads and employees, and leads to devastating effects on the organization and its environment. Organizational maturity efforts are at the top of the agenda for the heads, and the basic hypothesis is that the head s, employees, groups and groups are the basic units that must be empowered or reformed in order to take a step towards organizational excellence. In addition, today empowerment is one of the important and vital necessities in organizations, because it has a significant impact on the performance and efficiency of the organization.

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