

---

## The Effect of Empowerment Components on Human Resource Performance in the Department of Sport and Youth of West Azerbaijan Province

Nazanin Hashemzadeh<sup>1</sup>, Hamid Foroghi-pour<sup>2\*</sup>, Reza Sabounchi<sup>2</sup>

1. Department of Physical Education, Faculty of Humanities, Boroujerd Branch, Islamic Azad University, Boroujerd, Iran.
2. Assistant Professor, Department of Sports Management, Islamic Azad University, Boroujerd Branch, Boroujerd, Iran.

---

### Article type:

Research

---

### Article history:

Received date: 2020/04/10

Review date: 2020/05/01

Accepted date: 2020/05/04

---

### Keywords:

Empowerment, Human Resources, Department of Sport and Youth, TOPSIS Technique, West Azerbaijan.

---

### Abstract

**Purpose:** The aim of this study was to predict the effective variables of empowerment on human resource efficiency of the Sports and Youth Organization of West Azerbaijan Province using the TOPSIS technique.

**Methodology:** The method of the present study was descriptive-analytical, applied. The statistical population of the study, in the first part included the experts of the sports and youth departments of West Azerbaijan province in winter and spring 2018-19 and in the second part all the employees of the sports and youth departments of West Azerbaijan province. In the first part of the research, the researcher ranked the research options with a survey of 15 experts and in the second part, using Morgan table, 150 people were estimated as the research sample, which was done by random sampling among the staff of the Sports and Youth Department of Azerbaijan province. It was western. In the first part, with the exploratory approach and extraction of components, 8 indicators and 39 items were extracted, which were used for design in the model design stage, and in this part, according to the sample size, which was less than 200. In this study, in order to describe the data from descriptive and inferential statistics and from TOPSIS statistical software for the best and worst desired situation in evaluating the options, SPSS24 and the partial least squares technique with the help of Smart Cup software. S2 was used.

**Findings:** The results showed that 8 extracted indicators (organizational culture, 0.79, organizational support 0.76, technical factors 0.74, individual factors 0.653, job-related factors 0.646, educational factors 0.60, Systemic factors (0.495 and environmental factors (0.367, respectively) indicated empowerment and productivity of human resources from the perspective of respondents.

**Conclusion:** Empowering employees on organizational performance of employees significantly increases organizational performance.

---

**Please cite this article as:** Hashemzadeh N, Foroghi-pour H, Sabounchi R. (2020). The Effect of Empowerment Components on Human Resource Performance in the Department of Sport and Youth of West Azerbaijan Province. 3(3): 176-185.

---

\* Corresponding author: foroghi-borjerd@yahoo.com

## 1. Introduction

One of the most important challenges of today's managers in organizations is the lack of sufficient use of intellectual resources, mental capacity and potential capacities of existing human resources. In most organizations, the capabilities of employees are not used optimally and managers are not able to use their potential capacity. In other words, people have the ability to express creativity, initiative and activity, but in the organizational environment for some reason these capabilities are not used optimally (Ibrahim et al, 2016). In fact, empowerment is the process of achieving continuous improvement in the performance of the organization by creating an influence based on the competence of individuals and groups in all areas and tasks that affect the overall performance of the organization. Since the 1960s, human resource development has been proposed as a subset of human resource management (Ahmed, et al, 2016). By performing empowerment, people will play a more efficient and motivated role, in which case seeing successful people will be a driving force for other employees who have also come to their senses and can succeed in playing their role. Utilizing potential human resource capabilities is a great advantage for any organization. Human resource development is one of the performance systems in the organization that includes all activities related to staff training and development (Lyons, 2016). The importance of the role of human resources in organizations is undeniable; human resources are the most effective tool to achieve predetermined goals. The importance of managing these human resources as a competitive tool and the relationship between human resource management and organizational performance has been discussed in many studies. Various researchers have claimed that one of the ways to develop the organization competitively and improve organizational performance is to focus on human resource management. Human resources are the most valuable production act and the most important capital of any organization and the main source of creating a competitive advantage and creating the basic capabilities of any organization.

Nikpour (2019) in a study examining the effect of organizational empowerment on innovative performance with respect to the mediating role of job satisfaction and organizational commitment of employees, Findings showed that the proposed model has a good fit and organizational empowerment in addition to indirect impact indirectly and through job satisfaction and organizational commitment of employees also affects the innovative performance of the organization. Keshtkar (1397) also examined and identified the relationship between environmental ergonomics (physical factors in the workplace) and employee performance and concluded that knowledge of the principles of ergonomics and its application in the design of job positions in a positive and significant way by increasing employee efficiency in the office And staff performance. Research by Baneshordi (2019) suggests that transformational leadership has a positive effect on psychological empowerment and human resource productivity. Soltaninejad, Rashid, Khanifar (2018) found in a study that employees' job performance is affected by factors such as psychological empowerment, citizenship behavior and organizational support. Mirsafian. and Rasekh (2018) in a study concluded that the emphasis on improving the psychological abilities of employees can not only expand their job and professional performance, but also increase their productivity during job and professional changes in the organization and in times of organizational crises.

Leyer, Richter, Steinhüser (2019), in a study found that information and communication technology can be used to ensure that empowerment is not only a concept, but can continuously enhance daily operations. Due to the importance of the studied variables and the lack of new research in the Sports and Youth Organization of West Azerbaijan Province, the necessity of conducting the present research in the Sports and Youth Organization of West Azerbaijan Province in order to empower employees is important and necessary. Empowering subordinates is an important part of organizational and managerial impact. Analysis of power and control in organizations shows that employee participation in power and control increases organizational effectiveness. Employee empowerment strategies play an important role in team creation and survival. The possible practical results of this research in the Sports and Youth Organization of West Azerbaijan Province are that empowering people will enable managers and organizations to achieve

their goals faster and without wasting resources. The main purpose of this study is to prioritize and determine the impact of empowerment factors on human resource efficiency of the Sports and Youth Organization of West Azerbaijan Province (using TOPSIS multi-criteria decision making technique and structural equations) and based on this purpose, the main hypothesis of this research is : There is a significant relationship between human resource empowerment and efficiency of the Sports and Youth Organization of West Azerbaijan Province.

## 2. Methodology

The method of the present research is descriptive-analytical, of the applied type, which has been compiled in the field and library by the researcher. The main tool used was a researcher-made questionnaire. In this study, in order to describe the data from descriptive and inferential statistics and from TOPSIS statistical software for the best and worst desired situation in evaluating the options, SPS24 and the partial least squares technique with the help of Smart Cup software. S2 is used. The spatial realm of research of sports and youth organizations of West Azerbaijan province, the temporal realm, winter and spring 2018-2019 and the thematic realm are the relationship of empowerment on the efficiency of human resources of the sports and youth organization of West Azerbaijan province. The statistical population studied in this study, in the first part included the experts of sports and youth departments of West Azerbaijan province and in the second part all employees of sports and youth departments of West Azerbaijan province. In the first part of the research, the researcher ranked the research options with a survey of 15 experts and in the second part, using Morgan table, 150 people were estimated as the research sample by random sampling among the staff of the Sports and Youth Department of Azerbaijan Province. It was western. According to the results of Tables 3-2 and 3-3 in the factor loads section of each item, all items are due to the appropriateness of the factor loads, which indicate the reliability of that item (Hair et al., 2011). Were approved, in the section on evaluating the reliability of questionnaires (scale reliability refers to the extent to which the same results can be achieved by repeating the measurement). Also, two statistical tests of Cronbach's alpha coefficient were used to evaluate the internal consistency of the questionnaires and the combined method (reliability) was used to evaluate the reliability of the questionnaire items. The results of both statistical tests were evaluated as appropriate. In interpreting the results related to the composite reliability index and Cronbach's alpha coefficient, the acceptable cut-off point of more than 0.7 is considered (Henseler, et al, 2016). In this study, this condition was observed. To evaluate the convergent validity of the components of this study, the extracted mean variance index was used. Henseler, et al (2016) reported a cut-off point of more than 0.5. In interpreting this and comparing the considered index with the results of the data, the condition of convergent validity between all variables was observed. In the present study, the obtained data were analyzed using descriptive and inferential statistics. At descriptive levels, indicators such as frequency and frequency percentage and pie charts were used to summarize the demographic data of the variables. The PLS algorithm was also used to evaluate the external and internal research models. In this study, TOPSIS SPS and Smart Pay-S software were used to analyze the data.

## 3. Findings

The demographic characteristics of the samples are shown in Table 1.

**Table1.** Demographic profile of the samples

	Property	Abundance	Frequency
education	Diploma	0	0
	Associate Degree	0	0
	Masters	4	66/26
	Masters	7	66/46
	Doctorate	4	66/26

	total	15	0/100
Age	Less than 20 years	0	0
	21-25	0	0
	26-30	1	66/6
	31-35	2	33/13
	35 and up	12	0/80
	total	15	0/100
History	Up to 5 years	2	33/13
	6-10	0	0
	11-15 years	3	0/20
	16-20	3	0/20
	20 and above	7	66/46
	total	15	0/100

Regarding the gender status of the respondents, the number of female participants in this study was 50 and the rate of male participation was 100. The participation rate of individuals in the age range of 31-35 years had the highest rate and the participation rate of individuals in the age range of 41 years and above had the lowest frequency. People with work experience of 16-20 years had the highest participation rate and people with work experience of 1-5 years had the lowest participation rate in the research. They participated in the research.

**Table2.** Ranking of options by TOPSIS method

Indicators	Options	Negative ideal	Positive ideal	Weight	Rank
Individual factors	The main mentality of managers	0.1087	0.108	0.5018	2
	Feeling the employees belong to the organization	0.0779	0.0874	0.4713	4
	Career promotion opportunities	0.095	0.0816	0.5378	1
	Work-Family Conflict	0.0761	0.0968	0.44	5
	Efficacy	0.1079	0.1088	0.498	3
Factors of organizational culture	Creating a safety culture	0.0767	0.1207	0.3886	2
	knowledge management	0.0516	0.0917	0.3602	3
	Creating an environment for creativity and innovation	0.05	0.1205	0.2932	4
	Improve participation and mood	0.1114	0.0896	0.5542	1
	Creating a culture of trust	0.0482	0.1209	0.2848	5
Technical factors (technology, communications and information)	Increase staff knowledge and technical awareness	0.0721	0.0886	0.4487	4
	Facilitate communication and coordination in research	0.0776	0.0701	0.5252	2
	Use of preventive maintenance and repair system	0.0909	0.0716	0.5594	1
	Increase communication with the outside world	0.0785	0.0767	0.5058	3
	Professional development of employees	0.0716	0.0909	0.4406	5
Organizational support and support	Promoting motivation	0.0783	0.0828	0.486	2
	Ability (financial and moral support)	0.0828	0.0783	0.514	1
	Judicial support	0.0375	0.0779	0.3251	5
	Facilities	0.0622	0.081	0.4343	3
	Social support (socialization)	0.0515	0.0695	0.4256	4
Educational factors	Providing the required resources and up-to-date technology	0.101	0.0727	0.5812	3
	Create enough training time and reduce workload	0.0783	0.1225	0.3898	4

	Continuous in-service training courses	0.0547	0.1028	0.3472	5
	Manager support staff training	0.1197	0.0853	0.5838	2
	Training related to creativity and innovation	0.1204	0.0737	0.6203	1
Systemic management factors	Talent Management	0.0395	0.1004	0.2821	5
	Transformational leadership, entrepreneur	0.0517	0.0698	0.4254	2
	Development of a participatory system	0.0974	0.0629	0.6078	1
	Upgrade Kartimi and team building	0.0506	0.0701	0.4193	3
	Reward Management (Reward Power)	0.0626	0.098	0.3897	4
Job-related factors	Job security	0.0646	0.1484	0.3032	3
	Job Satisfaction	0.0613	0.1672	0.2681	4
	Respond quickly to changes	0.0541	0.1693	0.2421	5
	Awareness of the goals of the organization (transparency)	0.1621	0.0738	0.6871	1
	job improvement	0.0808	0.1037	0.4381	2
Environmental factors (physical and psychological)	Job stressors (burnout)	0.0437	0.067	0.3948	4
	Comprehensive ergonomics	0.0877	0.0382	0.6969	1
	Resolve ambiguity with dynamic job behaviors	0.0687	0.0382	0.6425	2
	Occupational hazards	0.0382	0.0864	0.3064	5
	Physical descriptions of the workplace	0.0705	0.0426	0.623	3

Model design: In this section, in the first stage, the exploratory factor analysis test is performed and after examining the assumptions and the appropriateness of the results of the exploratory factor analysis, the structural equation model is designed. It should be noted that the sample size is less than it was 200, so the researcher used Smart PLS 2 software to design the model. According to the results, the value of KMO test is equal to 0.83 and greater than 0.7, so there is sufficient sampling to perform exploratory factor analysis. Also, since the significance level of Bartlett statistic is zero and less than 0.05, the data structure is suitable for heuristic factor analysis. The results are presented in Table 3.

**Table3.** KMO sampling adequacy test

	Kaiser-Meyer and Alkin	0/836
Bartlett test	$X^2$	4680/69
	Degrees of freedom	741
	Significance level	0/001

The results of factor loads and extracted indices indicate that factor loads are in good condition. To examine the overall quality of the model in partial least squares, we use the GOF index proposed by Tetenhaus et al., 2005. The high fit of the model shows that this model is well explained by the partial least squares. The goodness of fit index is between zero and one and Wetzels et al. (2009) three values of 0.01; 0.25 and 0.36 were introduced as weak, medium and strong values for GOF, respectively.

**Table4.** Fit goodness index

	The coefficient of determination	Average subscription
Average	0/692	0/41
Fit Goodness Index (GOF)	0/53	

According to Table 4, the GOF value for the research model is calculated to be 0.53, which indicates the desirability of the model. The conceptual model of the research is shown in Figure 1.

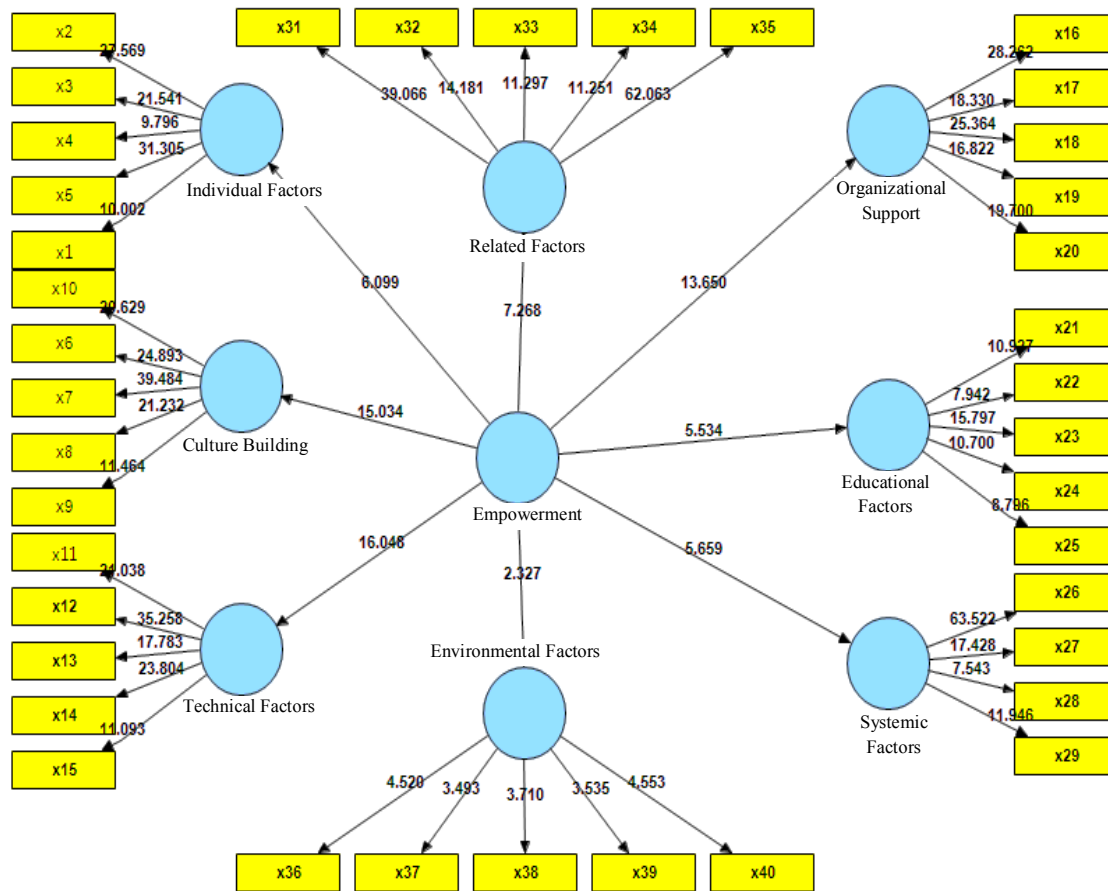


Figure1. Significant output of PLS software

According to the results of Table 5 organizational culture 0.79, organizational support 0.76, technical factors 0.74, individual factors 0.653, job-related factors 0.646, educational factors 0.60, systemic factors 0.495 and environmental factors with 0.367, respectively, showed the empowerment and productivity of human resources from the perspective of respondents

Table5. Investigation of model path coefficients

Hidden variables	Path coefficient	Significant amount	Result
Individual factors	0/653	6/09	Confirmation
Organizational Culture	0/79	15/03	Confirmation
Technical factors	0/740	16/04	Confirmation
Organizational support	0/76	13/65	Confirmation
Educational factors	0/598	5/53	Confirmation
Systemic factors	0/495	5/53	Confirmation
Environmental factors	0/367	2/32	Confirmation
Job-related factors	0/646	7/26	Confirmation

According to the results of the organizational culture model and organizational support, it has the most impact among the employees of the Sports and Youth Department of Uremia province. Organizational culture as a set of common beliefs and values affects the behavior and thinking of members of the organization and can be the beginning of movement and dynamism or an obstacle to progress. Organizational culture is one of the most basic areas of change and transformation in the organization. Also, the supportive behaviors of managers and the organizational climate can lead to a perception of the value of each of the values, values, and values of the individual. Happiness is their future. Accordingly, it can be said that sports and youth departments should pay attention to the culture and organizational support of their

colleagues along with other desired indicators. The more dynamic and capable an organization is, the better and more productive results it can provide for the client.

#### 4. Discussion

Today's organizations seek to employ employees who, in addition to doing their job, can make decisions, innovate and be creative in the scope of their activities, oversee their work and take responsibility for their activities (Dimitriadis, 2005). To achieve these characteristics, organizations must empower their most important competitive resource and tool, their human resources. Empowerment is one of these approaches that in recent decades has led to many positive developments in the implementation of employees' work activities. In today's changing conditions, the organization has no choice but to properly use human resources and the only factor that will create balance in the organization is staff empowerment. In fact, empowerment is a tool that aligns individual goals with organizational goals and creates the belief that the growth and development of the organization will be in the interests of employees (Alter, 2015). Accordingly, the purpose of this study was to predict the effective variables of empowerment on human resource efficiency of the Sports and Youth Organization of West Azerbaijan Province.

In the field of individual factors and its options, the results showed that career advancement opportunities had the most weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency. Dabo (2018) in a study entitled, The effect of employee empowerment on organizational performance in Nigeria showed that employee empowerment significantly increases organizational performance. In another study conducted by Idris et al. (2018) on employee empowerment and job satisfaction in Malaysia, they show that employee empowerment also has a positive effect on job satisfaction. The results were also consistent with the research of Nikpour (2019) and Soltaninejad, Rashid, Khanifar (2018).

In the field of organizational culture factors and its options, the results showed that improving participation and motivation had the greatest weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency. In this regard, Hashemi, and Safari (2017) also showed in their research results that managers' use of participation tools is effective in the field of employee empowerment and leads to the development of empirical dimensions and organizational productivity of employees. Creating an environment for Creativity and innovation is also one of the factors of organizational culture that should be considered in the organization and this should be used in a way that leads to employee empowerment. The results obtained from other research in this field also emphasize the importance of These cases emphasize and emphasize that employee empowerment affects the efficiency of human resources at different organizational levels (Nikpour, 2019; Keshtkar, 2018; Feli et al., 2018).

In the field of technical factors (technology, communications and information) and its options, the results showed that the use of preventive maintenance and repair system had the greatest weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency. Faleli et al. (2015) in their research results showed that organizational, economic, educational, social and occupational characteristics affect the empowerment of Sari municipal employees. Also, Soltaninejad, Rashid, Khanifar (2018) consider psychological empowerment as one of the important and effective factors in improving employee performance.

In the field of organizational support and support factors and its options, the results showed that ability (having financial and moral support) had the most weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency. Mirsafian and Rasekh (2018) also state that improving the psychological abilities of employees can, in addition to further expanding their job and professional performance, increase their productivity when making job and professional changes in the organization and It is effective in the time of organizational crises, the result of which can lead to greater

productivity of sports and youth departments on the one hand and reduce organizational losses in financial, human, social and political dimensions.

In the field of educational factors and its options, the results showed that trainings related to creativity and innovation had the highest weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency. In this regard, Daily et al. (2012) reviewed a study entitled the role of training and empowerment in environmental performance and showed that managers realized that environmental training and empowerment is important for themselves and their employees.

In the field of management system factors and its options, the results showed that the development of the participatory system has had the greatest weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency. Hashemi and Safari (2017) also state that managers' use of participation tools is effective in the field of employee empowerment and leads to the development of empirical dimensions and organizational productivity of employees.

In the field of job-related factors and its options, the results showed that knowledge of the organization's goals (transparency) had the greatest weight from the perspective of experts; So that this can be effective in empowering employees and increasing their efficiency.

In the field of environmental factors (physical and psychological) and its options, the results showed that comprehensive ergonomics had the most weight from the point of view of experts; So that this can be effective in empowering employees and increasing their efficiency. . Keshtkar (2018) in a study entitled The effect of environmental ergonomics, physical factors of the workplace to increase employee efficiency in the office environment and showed that knowledge of ergonomic principles and the application of those principles in the design of jobs is a positive and significant relationship with increasing efficiency Employees in the office environment and employee performance.

Based on the results obtained in the organization, there are a set of factors related to job and job-related activities that have a high impact on employee empowerment. These factors such as job security and satisfaction, rapid response to change, awareness of organizational goals or transparency in the organization and job promotion of employees as a set of factors related to the job and affect empowerment can also increase the efficiency of human resources. Increase. As Jafari et al. (2017) also stated, there is a significant relationship between employee empowerment, perceived organizational support and organizational development. The results of research by Feli et al. (2018) confirm that organizational, economic, educational, social and occupational characteristics affect the empowerment of Sari municipal employees. Therefore, if managers can increase the capabilities of the organization's employees, they have developed and improved the work of the organization. Since managers do not have much opportunity to control employees and need to spend most of their time identifying the external and internal environment of the organization, they should delegate other day-to-day tasks to employees. Employees can perform their tasks well when they have the necessary skills, knowledge and ability and know the goals of the organization well. The tool that can help managers effectively in this regard is the empowerment process. Employee participation and empowerment is a new technique for unleashing talents and abilities in the organization and includes four key components of power, information and knowledge, skills, and rewards. Empowerment is a new way for leading organizations in competitive environments. Albi et al. (2011) showed that employee empowerment had a significant effect on employee job satisfaction in five-star hotels in Turkey. Undoubtedly, special attention to the factors affecting employee empowerment, especially factors related to the job can be the most important factor in the dynamism and effectiveness of the organization and increase its efficiency. Therefore, employee empowerment is one of the effective tools to increase employee efficiency and optimal use of their individual and group capacities and abilities in line with organizational goals. Organizations succeed in implementing the process of improving employee performance that has a supportive and reinforcing organizational culture. Managers who are aware of the relationship between good performance and organizational culture try to create an environment that



improves employee performance. In fact, working groups will be successful and effective when they provide environmental managers so that employees can use their talents, knowledge, skills and experiences to achieve their goals. The importance of organizational culture in shaping the behavior of employees and connecting its internal commitment is such that it can create a kind of commitment and sense of responsibility in people like an informal organization. Based on this and according to the totality of the contents, it is clear that there are factors and variables affecting the empowerment and increasing the efficiency of human resources of the organization by identifying them and analyzing them, as well as the impact on. They empower the organization, they can increase the efficiency of the organization's human resources. Therefore, managers and officials in this institution should pay special attention to these factors in order to implement and implement them in the organization.

## References

- Ahmed A, Arshad M.A, Mahmood A, Akhtar S. (2016). Spiritual intelligence (SQ): a holistic framework for human resource development. *Administratie si Management Public*, 26(2): 60-77
- Alter A E. (2015). Knowledge workers need better management. Retrieved from <http://www.cioinsight.com/article2/0,1540,1846780,00.asp-94k>.
- Banesbordi A, Ismaili. M. (2019), A Study of the Effect of Transformational Leadership on Manpower Productivity with Considering the Mediating Role of Employee Psychological Empowerment (Case Study: Ministry of Sports and Youth), *Organizational Behavior Management Studies in Sports*, 5(20):44-31.
- Dabo Z. )2018 ‹(IMPACT OF EMPLOYEE EMPOWERMENT ON ORGANIZATION PERFORMANCE: EVIDENCE FROM QUOTED BOTTLING COMPANIES IN KADUNA, *International Journal of Economics, Business and Management Research*. 2(1): 2456-7760
- Daily F, Bishop John W & Massoud Jacob A. (2012).The role of training and empowerment in environment performance. *International Journal of Operations & Productions Management* 2012; 32(5): 631-47.
- Dimitriadis Z S. (2005). Employee empowerment in the Greek context. *International Journal of Manpower*, 26(1): 80-92.
- Feli C, Georgian Karsami A, Payrvand MH. (2018), *Quarterly Journal of Human Resource Management Research*, Imam Hossein University (AS), Year 10, Issue (Serial No. 32), Summer 1397: 75-100.
- Hair J F, Ringle C M, Sastedt M. (2011). PLS- SEM Indeed A Silver Bullet, *Journal of Marketing Theory & Practice*, 19 (2): 135- 147.
- Hashemi S H and Safari H. (2017). A Study of Malcolm Baldrige Model Using Multi-Criteria Data Envelopment Analysis and Multiple Regression, 2nd International Conference on Industrial Management, Babolsar.
- Henseler J, Dijkstra T K, Sarstedt M, Ringle C M, et all. 2016. Common Beliefs and Reality about Partial Least Squares: Comments on Rönkkö & Evermann (2013), *Organizational Research Methods*, 17(2): -209.
- Ibrahim H I, et all. (2016). Organizational support and creativity: the role of developmental experiences as a moderator. *Procedia Economics and Finance*, 35: 509-514.
- Idris A, See D, CoughlanP. (2018) "Employee empowerment and job satisfaction in urban Malaysia: Connecting the dots with context and organizational change management", *Journal of Organizational Change Management*, 31(3): 697-711.
- Jafari S, Ahmadi D, Nowruz Koohdasht R. (2017). Investigating the Impact of Employee Empowerment on Organizational Development with Emphasis on Perceived Organizational Support, *Journal of Organizational Culture*, 15 (1): 69-91.
- Keshtkar Z. (2018). The Impact of Environmental Ergonomics (Physical Factors of Workplace) on Increasing Employee Efficiency in Office Environment, Second National Conference on Civil Engineering, Architecture with Emphasis on Employment in the Construction Industry, Qarchak.
- Leyer M, Richter A, Steinhüser M. (2019) "'Power to the workers": Empowering shop floor workers with worker-centric digital designs", *International Journal of Operations & Production Management*, 39(1): 24-42.
- Lyons R. (2016). Strategic Human Resource Development impact on organizational performance: Does SHRD matter? (Doctoral dissertation, NORTH DAKOTA STATE UNIVERSITY).
- Mirsafian H, Rasekh N. (2018). Developing a model of the effect of psychological empowerment of employees on crisis management according to the role of change management in sports and youth departments of Isfahan province. *Journal of Human Resource Management in Sport*, 6 (1): 51-67.
- Nikpour A. (2019). Investigating the impact of organizational empowerment on innovative performance with the mediating role of employee's job satisfaction and organizational commitment. 3 9 (33 and 34):75-90.
- Soltaninejad N, Rashid A, Khanifar H. (2018). The effect of psychological empowerment and organizational support on improving the job performance of employees of the General Department of Cooperatives, Labor and Social Welfare of Kerman Province. 7 (26): 157-184.