

The Mediator Role of Employees Empowerment in the Effect of Knowledge Management on Productivity (Case Study: Regional Power Company of Mazandaran Province in IRAN)

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Abstract

The purpose of this study was to determine the mediating role of employees empowerment in the effect of knowledge management on productivity of regional power company in Mazandaran province in Iran. The research in terms of purpose is applicable and in terms of method is descriptive survey and cross-sectional. Statistical population consisted of all administrative employees of regional power company of Mazandaran province in the summer of 2016 about 515 people and research was based on data collected from 220 subjects based on Cochran's formula by stratified sampling method of target population and distribution of questionnaires in each class was random. Data were collected by using standard questionnaires and analyzed by using SPSS and AMOS software and confirmatory factor analysis. The results showed that knowledge management has a significant and positive effect on productivity, employees' empowerment and empowerment on productivity, and also empowerment has a mediator role in the effect of knowledge management on employees' productivity in regional power company in Mazandaran province.

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Key words: knowledge management, employee empowerment, productivity, regional power company in Mazandaran province in Iran.

INTRODUCTION

In order to gain and maintain competitive advantage in the global economy, today's organizations need to move effectively towards knowledge sources (Sharif & Zing; 2006; Wang, 2007). Knowledge is one of the most vital sources of organizational competition. It is, however, noted that organizational knowledge may be more important than all organizational assets (Pan et al., 2007). Knowledge is a multi-faceted concept and has been embedded in many organizational identities including culture, politics, documents, and members of organization (Jones et al., 2006). The purpose of knowledge activities in organization is to ensure the growth and continuity of activities to maintain vital knowledge at all levels, to apply knowledge in all cycles, to combine knowledge for synergy, to continuously acquire relevant knowledge, to develop new knowledge through continuous learning that is created by internal experiences and external knowledge. Because knowledge has a significant strategic role, many companies use knowledge management effectively because of the competitive advantage of knowledge and leverage of power and its influence (Wu and Lee, 2007). The importance of knowledge has grown in recent decades, due to the focus on knowledge as one of the strategic resources of organization. Today, organizations are looking for one of their own ways of differentiating themselves from other organizations in increasing their core organizational knowledge so that they can achieve higher levels of efficiency and innovation. Ability of organizations to integrate and coordinate knowledge is considered as one of the ways to achieve and maintain competitive advantage (Walters et al., 2006). Knowledge management is one of the most important factors in improving the performance of employees, the success or failure of managers and the competitive advantage of organizations in the third millennium of development. Revising the background of research shows that balance between knowledge and other sources of production is changing in the interest of knowledge.

Knowledge, as compared with resources such as earth, tools and machinery and labor is considered to be the most important determinant of living standard (Salo, 2009). Based on this, the role of knowledge management has become an important issue in strategic planning and tactical decision-making, dynamic learning, problem solving, and the realization of full potential of organization's assets. Organizational managers are particularly interested in the issues of productivity and factors affecting it in the manufacturing and service sectors. Many believe that criterion of productivity in the service sector rather than depends on technology and other factors, depends on human resources and factors that affect it. The effort to improve and efficiently use of resources such as labor force, materials, energy and information is the goal of all managers of economic organizations and industrial production units and service providers. The existence of an appropriate organizational structure, efficient methods of operation, healthy equipment and tools, a balanced work space, and most importantly, qualified human resources are essential to reach managers in order to achieve optimal productivity. Employee participation in their deliberate and informed efforts along with discipline can affect the amount of productivity and maintain to improve productivity, especially in a turbulent and insecure environment. The spirit of productivity culture improvement should be blown up into the body of organization, in which human resource forms the central core. Productivity is a broad concept that has been considered at various levels and in different perspectives, each of which has its own guiding principles and methodology. Understanding, knowledge, experience, context, and environmental conditions have led to their definition and interpretation of productivity in a variety of ways.

Empowering means giving power. This means helping people to improve their sense of self-confidence and overcome their feelings of inability and helplessness. It also means that we mobilize the internal motivation for a task. Empowerment of individuals means encouragement, which affects them, i.e. we provide opportunities for individuals to show that they can create and implement good ideas (Kamalian et al., 2013). Empowering employees is the most important effort of managers to innovate, decentralize and remove bureaucracy. Empowerment makes it easier for managers and organizations to

achieve their goals faster and without waste of resources, and employees will also be aware of their organization and occupation and will be proud to work on it (Abdullahi, 2009).

Most definitions of productivity include efficiency, effectiveness, profitability, quality, innovation, quality of life, culture, and so on. In general, we need to develop knowledge in community in order to equip ourselves with productivity thinking. Knowledge and development of interaction are mutually exclusive. In developed society, knowledge is also developed. There are different views on determining the factors affecting productivity, and each scientist and experts identify factors as effective factors. In short, factors such as continuous training of managers and employees, promotion of motivation among employees for better work and more, the creation of appropriate fields in an innovative manner and creativity of managers and employees, the establishment of a proper system of payment based on performance, and the establishment of a system of punishment and encouragement, conscientiousness and social discipline, transformation of system and methods that play a key role, strengthening sovereignty and dominance of organization policies on affairs, saving as a national duty in effective efficiency. But all authors of this field agree almost to this point that it is not possible to provide a single specific cause for increasing productivity, but suggests that promotion of productivity should be considered as a combination of various factors (Nardi and Schwarz 2012).

In a study by Idirian and Feizi (2017) and investigating the relationship between knowledge management and manpower productivity of Urumieh University employees, according to the results, knowledge management has a significant relationship with human resource productivity, as well based on the results obtained for sub-assumptions, each aspect of KM has a significant relationship with human resource productivity. Therefore, there is a positive and significant relationship between knowledge management and human resource productivity among employees of Urmia University, so that with the advancement of knowledge management levels, the level of human resource productivity also increases. Also, there is a meaningful relationship between each of empowerment dimensions, namely, self-efficacy, self-esteem, personalized outcome, meaningfulness and trust by promoting the productivity of managers

and border guards. The results of Shahabi Far et. al., (2017) and on the relationship between the implementation of knowledge management and employee productivity (case study: Tehran Sports and Youth Department) showed that there is a positive and significant relationship between knowledge management and its components and productivity of employees of General Tehran Sports and Youth Department. In a research conducted by Khazaei and Norouzzadeh (2015) about the relationship between knowledge management and empowerment of National Iranian Standard Organization employees, the results showed that there is a meaningful relationship between knowledge management and employee empowerment (components of competence in job, trust in colleagues and feeling meaningful in employees' job) of National Standards Organization. In a study by Zabihi, Pourganabadi and Faghihnia (2015) and on the study of human resource psychological empowerment dimensions on organizational productivity at Dargas Payam Noor University, results showed that there was a significant relationship between employee empowerment and productivity variables. Empowering employees is considered as an effective factor in organizational productivity. Now, by considering the above said about the importance of "knowledge management", "empowerment" and "employee productivity" in today's organizations, the present study seeks to determine the mediating role of empowering employees in the effect of knowledge management on productivity in Regional Power Company of Mazandaran province and it is sought to answer the question: Is knowledge management directly and indirectly has significant effect through the mediator of empowerment on the productivity of regional power company employees in Mazandaran province?

RESEARCH METHOD

This research is an applied research in terms of purpose, and is descriptive-analytical and cross-sectional (non-experimental) in terms of method. The statistical population of study consisted of all regional power company administrative employees of Mazandaran province in the summer of 2016 about 515 people. The research was based on data collected from 220 subjects based on the Cochran formula by stratified

sampling method of the target population and distribution of questionnaires in each class was random. The tool for collecting information about the variables of research was standard questionnaires 1. Lawson Knowledge Management (6 dimensions and 24 items), 2. Empowerment of Spritzer and Mishra (1992) employees (5 dimensions and 21 items) and 3. Human Resources Productivity of Hersey and Goldsmith (1980) (7 dimensions and 26 items). Validity of questionnaire was content. In this regard, the content of questionnaire was reviewed by experts and after diagnosis and favorable opinion, they were found to conform to the model and appropriate. To determine the reliability of the questionnaires, one of the most reliable methods, namely Cronbach's alpha, was used. The reliability of each of the variables in the field of knowledge management, employee empowerment and productivity, based on Cronbach's alpha coefficient, was 0.83, 0.84 and 0.83, which indicated a high reliability of these questionnaires. Descriptive statistics were used to describe the demographic characteristics of subjects. To answer the research questions, confirmatory factor analysis was used by using SPSS and AMOS software.

DATA ANALYSIS

Descriptive Findings

In a descriptive study, 193 were men (87.73%) and 27 were women (12.27%). In the age group of subjects, 24 were less than 30 years old (10.91%), 126 were from 31 to 40 years old (57.27%), 40 were from 41 to 50 years old (18.18%) and 30 (13.64%) have been more than 50 years old. In the case of education, 44 were associate (20.00%), 103 were undergraduate (46.82%) and 73 (33.16%) were masters and higher. In the case of service record, 12 people had experience less than 2 years (5.45%), 28 were between 2-5 years (12.73%), 88 were between 5-10 years (40%) and 92 (41.82%) were more than 10 years.

Analytical findings

After gathering information about the variables of research, Kolmogorov-Smirnov test was performed. The findings showed that all the variables of research were normal, therefore, parametric tests were used to examine the questions.

Study the Confirmatory Factor Analysis of Employee Productivity Variables

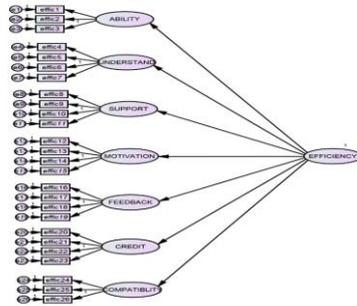


Figure (1) The pattern of employee productivity variables

Figure (2) shows the output of employee productivity model in standard coefficients mood:

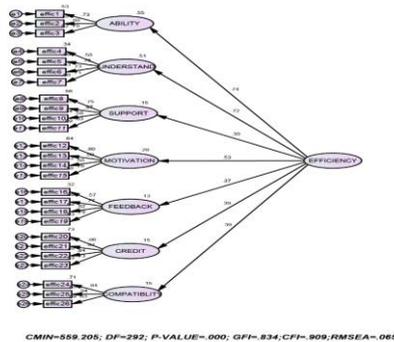


Figure (2) employee productivity model in standard coefficients mood

Table 1. Confirmatory Factor Analysis of Employee Productivity Model

Results	P-Value	value t	Standard coefficients	Independent variable research components
Significant	0.00009	8.245	0.74	Effect of ability on human resource productivity
Significant	0.00009	7.477	0.72	Effect of understanding and recognition on human resource productivity
Significant	0.00009	4.244	0.39	Effect of organizational support on human resource productivity
Significant	0.00009	5.497	0.53	Effect of motivation on human

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				resource productivity
Significant	0.00009	4.263	0.37	Effect of feedback on human resource productivity
Significant	0.00009	4.702	0.39	Effect of validity on human resource productivity
Significant	0.00009	4.759	0.39	Effect of compatibility on human resource productivity

As shown in table above, standard factor coefficient of ability component to explain human resource productivity is 0.74, t value is 8.245 and P-value is less than 0.05, therefore, from participants' point of view in the research, ability dimension has a significant effect on explain the productivity of human resources. Standard factor coefficient of understanding and recognition component to explain human resource productivity is 0.72, t value is 7.477 and P-value is less than 0.05, therefore, from participants' point of view in the research, understanding and recognition dimension has a significant effect on explain the productivity of human resources. Standard factor coefficient of organizational support component to explain human resource productivity is 0.39, t value is 4.244 and P-value is less than 0.05, therefore, from participants' point of view in the research, organizational support dimension has a significant effect on explain the productivity of human resources. Standard factor coefficient of motivation component to explain human resource productivity is 0.53, t value is 5.497 and P-value is less than 0.05, therefore, from participants' point of view in the research, motivation dimension has a significant effect on explain the productivity of human resources. Standard factor coefficient of feedback component to explain human resource productivity is 0.37, t value is 4.263 and P-value is less than 0.05, therefore, from participants' point of view in the research, feedback dimension has a significant effect on explain the productivity of human resources. Standard factor coefficient of validity component to explain human resource productivity is 0.39, t value is 4.702 and P-value is less than 0.05, therefore, from participants' point of view in the research, validity dimension has a significant effect on explain the productivity of human resources. Standard factor coefficient of compatibility component to explain human resource productivity is 0.39, t value is 4.759 and P-value is less than 0.05, therefore, from participants' point of view in the research, compatibility dimension

has a significant effect on explain the productivity of human resources.

Study the Confirmatory Factor Analysis of Knowledge Management Variable

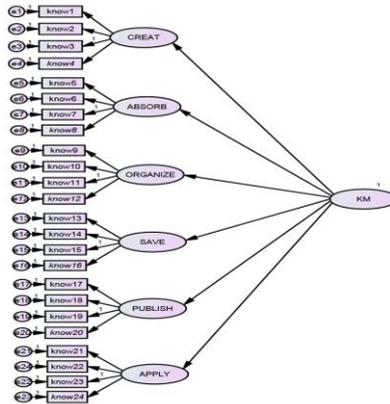


Figure 3. A pattern for knowledge management variable

Figure 4. shows the output of knowledge management variable model in standard coefficients mood:

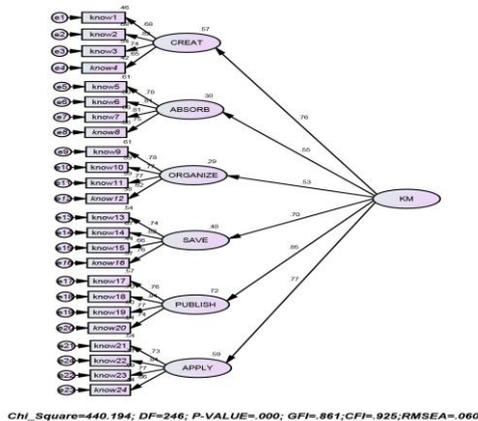


Figure 4. Model of knowledge management variable in standard coefficients mood

Table 2. Confirmatory Factor Analysis of knowledge management Model

Results	P-Value	value t	Standard coefficients	Independent variable research components
Significant	0.00009	8.901	0.76	Effect of knowledge creation on knowledge management
Significant	0.00009	7.043	0.55	Effect of knowledge absorption on knowledge management
Significant	0.00009	6.548	0.53	Effect of knowledge organization on knowledge management
Significant	0.00009	7.710	0.70	Effect of knowledge storage on knowledge management
Significant	0.00009	10.504	0.85	Effect of knowledge publication on knowledge management
Significant	0.00009	9.439	0.77	Effect of knowledge publication on knowledge management

As shown in table 2, standard factor coefficient of knowledge creation component to explain knowledge management is 0.76, t value is 8.901 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge creation dimension has a significant effect on explain the knowledge management of human resources. Standard factor coefficient of knowledge absorption component to explain knowledge management is 0.55, t value is 7.043 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge absorption dimension has a significant effect on explain the knowledge management of human resources. Standard factor coefficient of knowledge organization component to explain knowledge management is 0.53, t value is 6.548 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge organization dimension has a significant effect on explain the knowledge management of human resources. Standard factor coefficient of knowledge storage component to explain knowledge management is 0.70, t value is 7.710 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge storage dimension has a significant effect on explain the knowledge management of human resources. Standard factor coefficient of knowledge publication component to explain knowledge management is 0.85, t value is 10.504 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge publication dimension has a significant effect on explain the knowledge management of human resources. Standard factor coefficient of

knowledge application component to explain knowledge management is 0.77, t value is 9.439 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge application dimension has a significant effect on explain the knowledge management of human resources.

Study the Confirmatory Factor Analysis of Human Resources Empowerment Variable



Figure 5. Pattern related to employee empowerment variable

Figure 6. shows the output of empowerment model in standard coefficients mood:

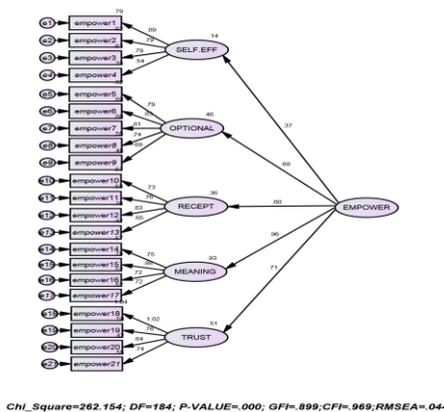


Figure 6. Employee empowerment model in standard coefficients mood

Table 3. Confirmatory Factor Analysis of empowerment Model

Results	P-Value	value t	Standard coefficients	Independent variable research components
Significant	0.00009	4.832	0.37	Effect of self-efficacy on employee empowerment
Significant	0.00009	9.006	0.68	Effect of Self-optional on employee empowerment
Significant	0.00009	7.800	0.60	Effect of personal acceptance of results on employee empowerment
Significant	0.00009	10.817	0.96	Effect of meaningfulness on employee empowerment
Significant	0.00009	8.195	0.71	Effect of trust on employee empowerment

As shown in table 3, standard factor coefficient of self-efficacy component to explain employee empowerment is 0.37, t value is 4.832 and P-value is less than 0.05, therefore, from participants' point of view in the research, self-efficacy dimension has a significant effect on explain the employee empowerment. Standard factor coefficient of Self-optional component to explain employee empowerment is 0.68, t value is 9.006 and P-value is less than 0.05, therefore, from participants' point of view in the research, Self-optional dimension has a significant effect on explain the employee empowerment. Standard factor coefficient of personal acceptance of results component to explain employee empowerment is 0.60, t value is 7.800 and P-value is less than 0.05, therefore, from participants' point of view in the research, personal acceptance of results dimension has a significant effect on explain the employee empowerment. Standard factor coefficient of meaningfulness component to explain employee empowerment is 0.96, t value is 10.817 and P-value is less than 0.05, therefore, from participants' point of view in the research, meaningfulness dimension has a significant effect on explain the employee empowerment. Standard factor coefficient of trust component to explain employee empowerment is 0.71, t value is 8.195 and P-value is less than 0.05, therefore, from participants' point of view in the research, trust dimension has a significant effect on explain the employee empowerment.

Relationships between Variables of Research Model

In this section, we are testing relationships between each of main components of research model by using path analysis. To determine

the effect of each variables and their importance coefficients, the path analysis and standard coefficients and t values are used. In order to assess the adequacy of model, chi-square indexes, Normal fit index, adaptive fit index, goodness fit index, root of estimated error, adjusted fit goodness index, incremental fit index, and normality fit index have been used.

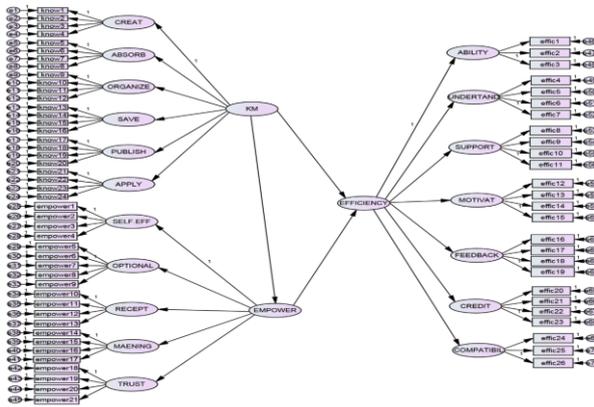


Figure 7 Pattern of applied model of knowledge management and empowerment effect on employee productivity

Figure 8. shows the output of knowledge management and empowerment effect model on employee productivity in standard coefficients mood:

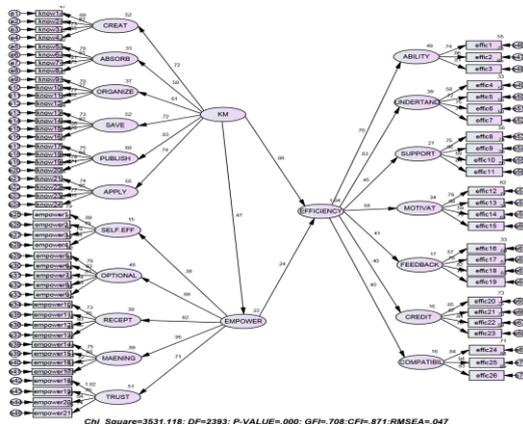


Figure 8. Applied model of knowledge management and empowerment effect on employee's productivity in standard coefficients mood

Table 4. Path analysis of applied model of knowledge management and empowerment effect on productivity

Results	P-Value	value t	Standard coefficients	Studying the direct relationship between model variables
Significant	0.00009	3.724	0.47	Knowledge management on human resource empowerment
Significant	0.00009	6.396	0.88	Knowledge management on human resource productivity
Significant	0.00009	2.944	0.24	Empowerment on human resource productivity

As shown in table 4.23, standard factor coefficient of knowledge management on human resource empowerment is 0.47, t value is 3.724 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge management has a significant and positive effect on human resource empowerment, thus by improving the status of predicate variable, criterion variable is promoted. Standard factor coefficient of knowledge management on human resource productivity is 0.88, t value is 6.396 and P-value is less than 0.05, therefore, from participants' point of view in the research, knowledge management has a significant and positive effect on human resource productivity, thus by improving the status of predicate variable, criterion variable is promoted. Standard factor coefficient of empowerment on human resource productivity is 0.24, t value is 2.944 and P-value is less than 0.05, therefore, from participants' point of view in the research, empowerment has a significant and positive effect on human resource productivity, thus by improving the status of predicate variable, criterion variable is promoted.

Determining the Mediating Role of Employee Empowerment in the Research Model

Bootstrapping method in Amos software was used to examine the mediating role of empowerment variable in the effect of knowledge management on human resource productivity. According to this method, the value of indirect effect between knowledge management and human resource productivity through the (path) of employee empowerment variable is 0.15, the value of direct effect between knowledge management and human resource productivity is 0.882 and the value of total effect between knowledge management and

human resource productivity through (path) of human resource empowerment is 0.997 (Table 4.22) and according to the value of sig for all three effects less than 0.05, the indirect relationship between knowledge management and human resource productivity is confirmed through (path) of empowerment variable, as a result of the mediating effect (partial mediation) of human resource empowerment variable in the effect of knowledge management on employee productivity is meaningful.

Table 5. Study the mediating role of empowerment variable on the effect of knowledge management on human resource productivity based on Bootstrap

Results	Possibility value sig.	Coefficients	Effect	Type
Significant	0.001	0.882	Knowledge management on human resource productivity through empowerment	Direct effect
Significant	0.001	0.115		Indirect effect
Significant	0.001	0.997		Total effect

Examining the Adequacy of Relationship Model between the Main Variables of Research Model

After analyzing the path, the adequacy of fitted final model was examined. Table 4.25 shows the fit indexes of analysis pattern in the model.

Table 6. Fit indexes of relationship model between the main variables of research model

Desirability	Finding value of research	Acceptable value	Indexes
Model Verification	3531.118	-	Chi Square (χ^2) Chi-2
Model Verification	0.0000	-	P-Value
Model Verification	2393	$df \geq 0$	Freedom (Df degree)
Model Verification	1.476	$\chi^2/df < 3$	χ^2/df
Model Verification	0.047	RMSEA < 0.1	RMSEA
Model disapproval	0.688	NFI > 0.8	NFI
Model	0.688	AGFI > 0.8	AGFI

disapproval			
Model disapproval	0.708	GFI > 0.8	GFI
Model Verification	0.871	CFI > 0.8	CFI
Model Verification	0.873	IFI > 0.8	IFI
Model Verification	0.078	closer to zero.	SRMR

As shown in Table 4.25, Chi-2 statistic in 3531.118 model, freedom degree of model is also 2393, which results in a ratio of 1,476, which the value is acceptable. On the other hand, fit indexes of pattern such as, CFI and IFI are all at an acceptable and appropriate level and RMR index is also 0.078.

DISCUSSION, EXPLANATION AND COMPARISON

The First Important Result: Knowledge Management Is Effective On Employees' Empowerment of Regional Power Company of Mazandaran and Golestan.

In explaining this finding, it can be said that today all working and scientific groups acknowledge that, in order for organizations to have a continuous presence in the world of competition, they must work around the axis of science and knowledge. Knowledge is essential as a resource for the survival of organizations, and the condition for the success of organizations is to achieve a profound knowledge and understanding at all levels (Khazaei and Norouzadeh, 2015). Today, organizational knowledge management and its processes are considered as an urgent and futuristic strategy in order to gain competitive advantage and maintain survival and improve individual and organizational performance and, in general, become a learning organization in a dynamic and highly changeable environment and believe that knowledge for the person who holds it is not just a collection of information, but a valuable item that affects the individual's position in the job competitions. This forces the person to avoid entering the knowledge market and sharing it with others in order to safeguard his position and strength. The same reason for encouraging employees to participate in the knowledge market and

supplying their knowledge to others has made one of the difficulties of knowledge managers. Overcoming this difficulty requires the recognition of managers from the forces of knowledge. Although knowledge management is a complex process requiring sufficient knowledge and experience (Dinarwand, 2013).

Knowledge management is a challenging process, because it is difficult to know the true value of it, and it is more difficult to use it in a way that makes it competitive. Now, managers try to extract knowledge from the members of organization through knowledge management, and share it among all people. In this case, the knowledge stored in the system becomes a permanent usable resource and provides a sustainable competitive advantage to the organization. Also, the speed of technological progress and exchange of information is increasing day by day, hence, the most appropriate way to prevent the deterioration and preservation of the organization's life, overcoming competitors and creating competitive advantage in the organization is empowering employees that drawn attention to the issue of knowledge management (Salehi and Asadi, 2014). One of the factors affecting the empowerment of employees is information, knowledge and professional skills. According to the above, it is found that knowledge is one of the factors that leads to the empowerment of employees. Therefore, people can be empowered by collecting knowledge and managing it. In addition, tacit knowledge is gradually created, therefore, it takes time to pass, and it must be prevented from wasting it. This knowledge should be turned into open knowledge and transferred to other employees and used to empower them. Findings of the research are in line with the results of researches by Amir Ghodsi et al (2017, Kalantari, Rashedi and Fatemi Nejad (2016).

Second Important Result: Knowledge Management Is Effective On Employees' Productivity of Regional Power Company of Mazandaran and Golestan.

In explaining this finding one can say that the most basic characteristic of the 21st Century organizations is the emphasis on knowledge and information. Unlike past organizations, today's organizations have advanced technologies and need to acquire, manage and utilize knowledge and information to improve their skills.

Today, the competitive advantage of organizations has been developed in human resources, due to the fact that physical equipment has a certain limit and its ability to become stable is limited, but what is unlimited and guarantees stable survival in competition market is human resources. One of the indexes of developed human being is to exploit it, which means that development is not in the specialty of practice, but rather in the fact that one uses his expertise in the form of a profit in knowledge organization and the concepts of related strategy as essential components for organizations in order to survive and retain more competitive power. Attention to knowledge management has become essential for managers. For both the private and public movement, knowledge management is considered as a prerequisite for greater productivity and flexibility. Implementing and applying the principles of knowledge management in organizations makes it possible for people who have developed to build sustainable perspectives for the organization. Because in the productivity process, what plays a key role in productivity is the growth of employees that can create new capacities. At the organizational level, knowledge management has four major benefits for an organization: improving organizational performance through increased efficiency, productivity, quality and innovation. Organizations that manage their knowledge achieve a high level of productivity. Organizations with better access to knowledge of their experts can make better decisions, optimize processes, reduce repetition of work, increase innovations, and ultimately promote inter-organizational integration and collaboration (Mohammadi, 2017). Findings of the research are in line with the results of researches by Shahab Movahed, Mohammad Ali Pour and Shaykh al-Islamami Kandlusi (2017).

Third Important Result: Empowerment Is Effective on the Employees' Productivity of Regional Power Company of Mazandaran and Golestan.

In explaining this finding one can say that empowerment is a relatively new discussion that has a significant effect on the performance of organization's employees; as individuals feel empowered, there are several organizational and individual interests such as creativity, flexibility, problem solving, high quality job performance, job satisfaction, health and mental health. In addition,

they are capable of self-control and self-regulation. They easily accept responsibility and have a positive view of themselves, others, and the environment and are optimistic about their job lives and essentially see others as partners, not rivals. When a conflict or problem occurs in a job position, instead of being indifferent and putting the problem at the forefront of others, they are looking for a solution to that. They are criticized and constantly learning.

In organizations, there are many employees, and if capabilities, thinking, mentality, and employees' capabilities are turned into desirable performance. The organization will be happy, profitable and superior. The excellence of organizations depends on employees' excellence, that is, in order to have a supreme and excellent organization, first of all, it must be excellence in order to start with and excellence with these employees, to begin and continue the way of excellence of organization. The excellence employees, the development of a set of mental, intellectual, attitude and knowledge capabilities are achieved. Accordingly, organizations need to pursue the development of human resources systematically, directionally and practically. The necessary condition for the realization of each organization's goals is the presence of special human resource and employees who, in addition to having specific skills and abilities, are committed to their job and organization, and are satisfied with their duties, so the managers of organization with the help From empowerment of human resources, they increase their ability and motivation and lead to more productive and qualitative production, and this path, both the organization, the employees and the customers, and in general, the society and the country will be productive and satisfied. In the view of experts in managing the organization's transformation and improvement, strategic empowerment has an effect on the performance and improvement of human resources. The importance of empowerment is such that it is considered key to the effectiveness of organizations. Findings of the research with are in line with the results of researches by Malayeri and Abdullahi (2017), Tavakoli, Zarei and Ansari (2017), Eidipour and Zarei (2016).

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