Ilam University of Medical Sciences
Journal of Basic Research in Medical Sciences
Online ISSN: 2383-0972
Print ISSN: 2383-0506
Homepage: https://jbrms.medilam.ac.ir

Identifying and prioritizing empowerment components in welfare organization employees

Zahra Raiisi[1], Mehdi Bagheri[2]✉, Hosseinali Jahed[3]

[1] Department of Educational Management, Kish International Branch, Islamic Azad University, Kish Island, Iran
[2] Department of Educational Management, Bandar Abbas Branch, Islamic Azad University, Bandar Abbas, Iran
[3] Department of Educational Management, West Tehran Branch, Islamic Azad University of Tehran, Iran

2**Article Info**

Article type:
Research Article

Article history:
Received: 27 Jun. 2023
Revised: 25 Jul. 2023
Accepted: 27 Sep. 2023
Published online: 16 Oct. 2023

✉**Correspondence to:**
Dr, Mehdi Bagheri, Department of Educational Management, Bandar Abbas Branch, Islamic Azad University, Bandar Abbas, Iran
Tel: +98 9177697535
Email: mbagheri.sbu@gmail.com

ABSTRACT

Introduction: Empowerment is one of the basic points in recognizing and improving the efficiency of any organization. This research was done with the purpose of recognizing and prioritizing in empowering the well-being of Ilam province.

Materials and Methods: The method of this research was descriptive and analytical. The statistical population included employees working in welfare in 2022-2023. In this study, 150 people were included, the least of whom had a diploma and the most of whom had a doctorate degree. In this research, descriptive and inferential statistical analysis was used. First, to describe the sample under study, central and dispersion descriptive indices are presented, and to determine the prioritization of employee empowerment components, Friedman's rank test was used in the inferential analysis section.

Results: Based on the findings of the research, group skills have the highest level (71.11 ± 5.20) and moral competence has the lowest level (0.65 ± 8.45). In terms of the priority and importance of the components in the empowerment of the employees, group skills had the highest average rank of 3.68 and cultural competence had the average rank of 1.45 in the empowerment of the employees of the welfare department (P = 0.001).

Conclusion: Paying attention to the recognition and importance of the components obtained from this study will improve and make the welfare department more efficient in solving problems.

Keywords: Empowerment, Well-being, Employees.

How to cite this article: Raiisi Z, Bagheri M, Jahed H. Structural Equations Modeling of Parenting Styles with Suicidal Thoughts by Mediating the Role of Anxiety and Depression in Students. J Bas Res Med Sci. 2023; 10(2) :23-26.

© The Author(s).
Publisher: Ilam University of Medical Sciences

Introduction

There is no doubt that the age we live in is full of competition. Organizations are trying to achieve success by creating a competitive advantage, and the real focus is now on 'skills and knowledge'. Empowering employees makes human capital (such as employees) more valuable for organizational competitiveness (1).

[Downloaded from jbrms.medilam.ac.ir on 2026-11-24]

Empowerment is globally accepted as a core concept for social well-being, as seen in the international definition, where empowerment is expressed as a core value (2). Some studies show that empowerment, in its various manifestations, can affect the health and well-being of employees (3). However, most research on the impact of empowerment has mainly studied its effects on organizational performance and other individual outcomes, and future research should examine a wider range of effects, including health outcomes (4). Little direct research has yet been conducted on the relationship between empowerment and health. Despite the research conducted to date, relatively few studies have examined the direct impact of empowerment on the mental and physical health of employees (5). In her research, Donerlin discussed the role of leadership in empowering employees and reported that leadership can unintentionally affect employees' unethical organizational behavior (UPB) (6). In their research, Lin et al. also discussed the effect of the stress of the manager's role on the career development of employees and managers through leadership empowerment and reported that managers with appropriate policies can cause the career development of employees (7). In their research, Kim and her colleagues focused on leadership empowerment and positive psychological states of employees and concluded that managers' behavior has a positive effect on employee productivity and organizational empowerment from the point of view of psychology (8). In their research, Daliz et al. focused on leadership empowerment and the performance results of health care workers in times of crisis, emphasizing the mediating role of safety climate, and reported that safety climate completely mediates the relationship between leadership empowerment and risk-taking behavior (9). Therefore, it can be said that empowerment is seen as a multi-level concept in which different levels of analysis can be distinguished. Psychological empowerment that is related to the empowerment of individuals, organizational empowerment, and community empowerment (10). Among these organizations is the welfare organization.

The current situation shows that the welfare organization is facing challenges. The lack of documented information and reliable knowledge has caused that most programs in the field of human resources management are either not implemented or are only implemented and do not have tangible results. On the other hand, in addition to making fundamental changes in the enablers of the organization, welfare managers are associated with a high risk, the main reason of which is the lack of knowledge and information. In such a situation, one of the necessary abilities to overcome these challenges is continuous evaluation and research. Here, the question is what components are involved in empowering employees in order to provide a comprehensive model for Iran's welfare organization?

Materials and Methods

The method of this research was descriptive and analytical. The statistical population included employees working in the welfare department in 2022-2023. 150 people were included in the study, and the least educated were diplomas and the most educated were doctorates. Statistical analysis was used in this study in both descriptive and inferential ways. First, central and dispersion descriptive indices are presented to describe the studied sample and Friedman's rank test was used in the inferential analytical section to determine the prioritization of employee empowerment components.

Results

The findings of this study showed that in the empowerment of welfare employees, the components of moral competence, cultural competence, strategic capacity, management ability, individual skill ability,

[Downloaded from jbrms.medilam.ac.ir on 2026-11-24]

knowledge ability, ability to improve the work environment, problem solving ability, group skill ability, communication ability, and the ability of education are effective. For this purpose, descriptive and inferential indicators have been used for the importance and priority of the component (Table 1).

Table 1. Descriptive indicators related to the main and sub-components of the research.

Variable	Variable amount	Skewness	Kurtosis
Moral competence	8.45 ± 0.65	0.11	-1.40
Cultural competence	17.11 ± 1.55	-0.01	-1.39
Strategic capability	12.48 ± 1.42	-0.05	-1.15
Management ability	17.85 ± 1.59	-0.33	-1.19
Ability of individual skills	52.2 ± 4.36	-0.21	-1.22
Ability of knowledge	17.96 ±1.65	-1.28	-1.20
The ability to improve the work environment	13.53 ± 1.43	-1.02	-1.39
Ability to solve problems	35.85 ± 3.15	0.45	-1.29
Empowerment of group skills	71.11 ± 5.20	0.13	-1.45
Communication ability	42.25 ± 3.32	-0.11	-0.59
The ability of education	12.75 ± 1.30	-0.33	-1.89

Data are shown as mean ± SD.

As you can see in Table 1, the mean and standard deviation of the skill components of group ability with 71.11 ± 5.20 and knowledge ability with the amount of 96.17 ± 65 have the most and the components of moral competence with an average of 45.8 ± 0.65 and the ability strategic has the lowest value with an average of 48.12 ± 1.42.
To determine the prioritization of the components and sub-components of the empowerment of welfare workers, the Friedman rank test was used (Table 2).

Table 2. Friedman rank test results for prioritizing the research components.

Variable	Average rank	X^2	P value
Empowerment of group skills	3.68	11.25	0.001
Ability of knowledge	3.51	4.26	0.001
Communication ability	3.24	83.56	0.001
Ability of individual skills	3	5.23	0.001
Ability to problem solving	2.89	55.26	0.001
The ability of education	2.68	65.29	0.001
Management ability	2.65	6.58	0.001
Strategic capability	2.32	8.52	0.001
The ability to improve the work environment	1.87	96.56	0.001
Moral Competence	1.56	12.26	0.001
Cultural competence	1.45	52.01	0.001

According to Table 2 the prioritization of the components mentioned in the research in the order of group skill ability, knowledge ability, communication ability, individual skills ability, problem solving skill ability, education ability, management ability, strategic ability, and work environment improvement ability.

Discussion

Organizational communication is also very important in empowering the welfare organization. Paying attention to human capital is a very important organizational pillar on the process of failure or success of organizations, so trying to make employees more efficient is an important thing that managers should pay attention to, efficient people plays a very important role in realizing organizational goals, as shown in the research by Columbo (2012), did what helps the empowerment of patients in the health system is paying attention to factors such as the communication of effective members in the health system (11).

[Downloaded from jbrms.medilam.ac.ir on 2026-11-24]

Empowering people, paying attention to organizational communication, and establishing appropriate communication systems among people at different organizational levels can affect the efficiency of more people (12).

In strategies, managers believe that they can create change by influencing the environment or work results, personal acceptance of the result is the individual's beliefs at a specific time about his ability to make changes in the desired direction. Powerful people do not believe that external environmental constraints control of their activities. Rather, they believe that they are able to control these obstacles. This sense of active control allows them to tune the environment to their desires (13,14) Also, loss of control can be associated with physical and mental losses, for example, it is known that lack of control leads to depression, mental stress, worry, low morale, lack of productivity, weakness and disability, and even increased probability of death (15) On the other hand, even the most powerful people will not be able to control everything that happens to them, has it (16). The consequences of empowering welfare employees include improving the provision of services to employees and using the potential capacities of employees. Therefore, the results can say that capable employees are those who know that they have the necessary ability and perform their duties successfully. Empowerment of welfare workers is an achievement of the whole organization. When leadership believes in managers, those managers are empowered to support employees, who in turn can empower them with feedback and appreciation (17, 18). In this way, empowerment can flow among people who believe in and support each other (19). Employee welfare empowerment has been consistently associated with positive outcomes for both employees and organizations in academic and professional research and can benefit by reducing the decision-making burden on leaders often without sufficient time and information to do so.

Conclusion

Based on the results obtained from this research, it can be said that the empowerment of welfare workers requires long-term planning and the interaction of the management levels of this organization with the workers. According to the consequences of the findings, it can be concluded that empowerment in the welfare organization requires special attention to understand the use of the potential capacities of employees in the organization and to improve the provision of services to employees. Paying attention to the capabilities of employees and providing them with more services in terms of the level of well-being and mental health leads to greater empowerment and productivity of the welfare organizational system and providing better services to clients.

Acknowledgment

The author would like to thank all the staff cooperating in this study.

Authors' Contribution

All authors participated in all parts of the study**.**

Conflict of Interest

The authors declare that they have no conflict of interest.

Financial support

This study has received no funding or financial support.

[Downloaded from jbrms.medilam.ac.ir on 2026-11-24]

References

1. Kanjanakan P, Wang PQ, Kim PB. The empowering, the empowered, and the empowerment disparity: A multilevel analysis of the integrated model of employee empowerment.Tour. Manag. 2023; 94:104635. doi:10.1016/j.tourman.2022.104635.
2. Peng J, Nie Q, Chen X. Managing hospitality employee cyberloafing: The role of empowering leadership. Int J Hosp. Manag. 2023;108:103349. doi:10.1016/j.ijhm.2022.103349.
3. Marin-Garcia JA, Bonavia T. Empowerment and employee well-being: A mediation analysis study. Int J Environ Res Public. 2021;18(11):5822. doi: 10.3390/ijerph18115822.
4. Tally AC. Negotiating Privacy Through Deception and Trust: A Study of Phishing in the Workplace, Usernames in Gaming, and Boundaries in Online Dating: Indiana University; 2023.
5. Joo BK, Yoon SK, Galbraith D. The effects of organizational trust and empowering leadership on group conflict: psychological safety as a mediator. Organ Manag J. 2023;20(1):4-16. doi:10.1108/OMJ-07-2021-1308.
6. Dennerlein T, Kirkman BL. The hidden dark side of empowering leadership: The moderating role of hindrance stressors in explaining when empowering employees can promote moral disengagement and unethical pro-organizational behavior. J Appl Psychol. 2022 Dec;107(12):2220-2242. doi: 10.1037/apl0001013.
7. Lin M, Ling Q, Zhang L, Cui X, Zhang Z. The effects of manager role stress on job thriving of both employees and managers through empowering leadership. Tour Manag. 2022;92:104545. doi:10.1016/j.tourman.2022.104545.
8. Kim M, Beehr TA. Empowering leadership improves employees' positive psychological states to result in more favorable behaviors. Int J hum Resour Manag. 2023;34(10): 2002-38. doi:10.1080/09585192.2022.2054281.
9. Dahleez KA, Aboramadan M, Abu sharikh N. Empowering leadership and healthcare workers performance outcomes in times of crisis: the mediating role of safety climate. J Organ Eff. 2022;9(3):401-21. doi:10.1108/JOEPP-03-2021-0080.
10. Noordink T, Verharen L, Schalk R, van Eck M, van Regenmortel T. Measuring instruments for empowerment in social work: A scoping review. Br J Soc Work. 2021;51(4):1482-508. doi:10.1093/bjsw/bcab054.
11. Colombo C, Moja L, Gonzalez-Lorenzo M, Liberati A, Mosconi P. Patient empowerment as a component of health system reforms: rights, benefits and vested interests. Intern Emerg Med. 2012;7(2):183-7. doi:10.1007/s11739-012-0757-1.
12. Jemal M, Kure MA, Gobena T, Geda B. Nurse–physician communication in patient care and associated factors in public hospitals of harari regional state and dire-dawa city administration, eastern ethiopia: a multicenter-mixed methods study. J Multidiscip Healthc. 2021:2315-31. doi: 10.2147/JMDH.S320721.
13. Smith B. Empowerment - the challenge is now. Empowerment in Organizations. 1997;5(3):120-2.
14. Abazari Sivandi A. Designing a model for human resource empowerment in the National Standard Organization of Iran J Hum Resour Train Develop. doi: 2022; 9(32): 232-253. 20.1001.1.24233277.1401.9.32.10.3.
15. Cui J, Mao L, Newman CE, Kwan CK, Lancaster K. Managing Risk in the Pro-Empowerment Era of Mental Health Care: A Cross-Cultural Study of Social Work Perspectives in Hong Kong and Sydney. Br J Soc Work.

[Downloaded from jbrms.medilam.ac.ir on 2026-11-24]

2020;51(3):831-48. doi:10.1093/bjsw/bcaa232.
16. Jo SJ, Park S. Critical review on power in organization: empowerment in human resource development. Eur J Train Dev.. 2016;40(6):390-406. doi:10.1108/EJTD-01-2016-0005.
17. Afandi A. MENTORING PROGRAM: Empowerment and Human Resources Development. J Mahasiswa Hum. 2021;1(3):87-94. doi:10.37481/jmh.v1i3.458.
18. Kanaany M, Hasani R, mohamadi m. A Systematic Review of Identifying Aspects and Indicators of Improving Learning Culture Model at Schools. J New Approaches Educ Adm. 2021;12(3):15-1. doi:10.30495/JEDU.2021.25758.5138.
19. Wilkinson A. Empowerment: theory and practice. Pers Rev. 1998;27(1):40-56.

[Downloaded from jbrms.medilam.ac.ir on 2026-11-24]