



# Studying Status Human Resource Development and its Impact on Empowering Employees with Organizational Agility as a Moderator in Foundation of Martyrs and Veteran Affairs of Guilan

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**Abstract:** *The aim of this study is to study human resource development and its impact on empowering employees with organizational agility as a moderator variable in Foundation of Martyrs and Veteran Affairs and the Department of Veteran Affairs of Guilan Foundation Veteran Affairs from December to February 2016. The study population included all staff of the Foundation of Martyrs and Veteran Affairs Foundation Veteran Affairs in Gilan who were 290 and the sample proportional to this number was 165 selected through stratified random sampling, and research was correlation. The questionnaire has been standard that was distributed after estimation of validity and reliability of it. the respondents were. After collecting the questionnaires using coefficients proportionate to variables type (technique of factor analysis, and path analysis with the help of lisrel software to verify hypotheses, and to verify moderating role of personal characteristics, we used hierarchical regression, with the help of (SPSS) software, which were calculated and analyzed. The results indicated that human resource development affects empowering employees in Foundation of Martyrs and Veteran Affairs Foundation and the department of Veteran Affairs in Gilan with respect to the moderating role of organizational agility because the statistical analysis showed significance of path between the two variables (0.728) and as it is larger than 0.3, it is confirmed. In addition, because significance value obtained is positive, the effect is direct.*

**Keywords:** *Organizational Agility, Intellectual Dimension, Behavioral Dimension, Creativity.*

## INTRODUCTION

Human capital theory deal with the issue that organizations should support all capabilities and competencies of human resources through the investment in education and development of them (Lapak & Snell, 1999). Therefore, the value of employees for an organization is affiliated with the exclusiveness of their skills and abilities. An organization achieves competitive advantage when skills and abilities of the staff are unique and special and other competitors do not have the ability to copy and reproduce it (Rain Bird, 1995). Thus, human resource development can be considered as one of the best strategic approaches that enable the achievement of strategic objectives in any organization.

In traditional management texts, human resource development is considered as a series of individual and organizational measures with the objective of increasing the potential contribution of people in the organization. This is a limited definition of human resource development, and is based on the idea that investment in human resources leads to increased understanding of business strategies and is important in the basis of the organization. Thus, reliance on intellectual capital, as a sustainable competitive advantage in knowledge-based economy, needs the development of skills and empowerment of human resources of the organization. On the other hand, in new management texts, human resource development is considered as a complex idea that emphasizes learning processes of before, during, and after work.

Individual and organizational learning processes gradually replace the traditional terms of training, development, and education (Zhu, 2004). The present study investigates the effect of human resource development on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan Province. Therefore, the objective of this study is to explore the impact of human resource development on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan Province.

**Main hypothesis:** Human resource development has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

**Sub-hypotheses:**

Intellectual dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

Attitudinal dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

Job dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

There is a significant relationship between perceptive dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

There is a significant relationship between behavioral dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

There is a significant relationship between creativity dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

Firstly, questionnaires that have been completed by respondents were gathered, and then the required raw data for testing hypotheses were recorded by computer and Excel software. These data were analyzed using Spss and Lisrel software and were converted into the data used in this study in two steps. In the first step, the analysis was descriptive. Collected data were presented as descriptive statistics table and histograms, and in the second step, which was inferential analysis, for determining the normality or abnormality of distribution of sample data, Komolgorov-Smirnov test was used and for examining the research model and providing an operational model, research hypotheses were investigated using factor structure analysis, path analysis, and Lisrel software. The reason for using this method is that it has the ability to analyze simultaneously the relationships between all variables instead of analyzing the two variables separately. SEM approach is a comprehensive method for testing hypotheses about the relationships between observed variables and latent variables. Since the conceptual model of research seeks to investigate the causal relationships between variables, structural equation modeling is used in order to provide the ability to simultaneously analyze the relationship between variables. For exploring the moderating role of individual factors, hierarchical regression method and Spss software were used.

**Obtained results from statistical analysis:** Since data distribution was normal (results of Komolgorov-Smirnov test), the correlation between variables was tested by Lisrel software. Path analysis method has been used for examining the causal relationship between independent and dependent variables and approval of the model. In this study, path analysis is done by LISREL 8.5. The results of LISREL outputs show that the ratio of chi-square to degree of freedom is less than 3 and approve the other indicators of fitness the model. The table below summarizes the significance coefficient and the results of devised hypotheses.

**Results of hypotheses**

Hypotheses	Standard	Significance	Result
There is a significant relationship between intellectual dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	0.08	0.8	Confirmed
There is a significant relationship between attitudinal dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	0.08	0.8	Confirmed
There is a significant relationship between job dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	0.08	0.8	Approved
There is a significant relationship between perceptive dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	0.08	0.8	Confirmed
There is a significant relationship between behavioural dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	0.08	0.8	Confirmed
There is a significant relationship between creativity dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	0.08	0.8	Confirmed

There is a significant relationship between human resource development and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.	$0.08+(0.76*0.94)=0.8$	Confirmed
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In the first main hypothesis of the study, it was claimed that there is a significant relationship between human resource development and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. According to Table (4-18), the statistical analysis of these two variables shows that the total effect for this variable is 0.8 that is more than 0.3, so good correlation is established, and it can be concluded that human resource development moderates (towards reduction) 0.7 of a unit ( $0.76*0.94$ ) of the employee empowerment through the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.

**The role of education in human resource development:** The most important element of any organization is its human resource that could lead the country towards development goals. The proper use of human resources, as the most precious and the greatest wealth of any society, has always been considered as an important issue by the governments,

In the concept of human resource development in the organization, the objective is the creation of some skills in individuals, so that the individuals could prepare themselves for assuming higher jobs or greater responsibilities. Thus, training programs for human resource development for the growth of individuals are not associated with current or future jobs of the organization. It does not mean that the obtained results from educational programs of development are useless in current or future issues of employees. Some programs are developed and devised and in one word, the purpose of educational programs of development is to keep the organization always live and resistant, so that the process of adapting and changing approaches and policies in the organization is easily done.

Education is the most complex task in the management of any organization, especially in human resources management. After recruitment system, there is the improvement system and also the application of appropriate resources (Jalilvand, 2009).

**Taking advantage of employees' participation in human resources development:** Today, benefiting from employees' participation in the management and implementation projects of the organization is considered as one of the fundamental principles of quality management. Creating the accountability in employees about their performance and creating the aspiration for participation and collaboration will lead to a better development of human resources and as a result, a continual improvement in the organization (Baford, 1996).

For this purpose, it is suggested that interactive programming method be used in the planning of organization; this method emphasizes a high level of employee participation. The element of participation in the organization can develop power, influence, unity, and solidarity and can enhance the implementation of determined tasks.

**Testing sub-hypotheses of research:** In this part of study, we conduct multivariate regression analysis of data. The purpose of this analysis is to determine the contribution of independent variables in the explanation and prediction of changes in the dependent variable. Therefore, if the main task of science is to explain the natural phenomena by detecting and studying the relationships between variables, in this case, multivariate regression will be a general and effective method that helps us achieve this goal.

The first subsidiary hypothesis of research suggests that there is a significant relationship between intellectual dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Since the of the total effect for this relationship is between 0.3 and 0.6, this is a good correlation and the hypothesis is confirmed.

The second sub-hypothesis of research suggests that there is a significant relationship between attitudinal dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Since the total effect for this relationship is between 0.3 and 0.6, this is a good correlation and the hypothesis is confirmed.

The 3<sup>rd</sup> sub-hypothesis of research suggests that there is a significant relationship between job dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Since the total effect for this relationship is between 0.3 and 0.6, this is a good correlation and the hypothesis is confirmed.

The 4<sup>th</sup> sub-hypothesis of research suggests that there is a significant relationship between perceptive dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Since the total effect for this relationship is between 0.3 and 0.6, this is a good correlation and the hypothesis is confirmed.

The 5<sup>th</sup> sub-hypothesis of research suggests that there is a significant relationship between behavioral dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Since the total effect for this relationship is between 0.3 and 0.6, this is a good correlation and the hypothesis is confirmed.

The 6<sup>th</sup> sub-hypothesis of research suggests that there is a significant relationship between creativity dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Since the total effect for this relationship is between 0.3 and 0.6, this is a good correlation and the hypothesis is confirmed.

The human resource development: According to the obtained results, it was observed that the score of human resource development is 1 minimum, 5 maximums, 3.4 average, and 0.56 standard deviation. Since the average is 3.4, it can be stated that the score of human resource development is more than the average of the expected range (3).

Intellectual dimension: According to the obtained results, it was observed that the score of intellectual dimension is 1 minimum, 5 maximums, 3.4 average and 0.9 standard deviation. Since the average is 3.4, it can be stated that the score of intellectual dimension is more than the average of the expected range (3).

Attitudinal dimension: According to the obtained results, it was observed that the score of the variable of attitudinal dimension is 1 minimum, 5 maximums, 3.6 average and 0.64 in standard deviation. Since the average is 3.6, it can be stated that the score of attitudinal dimension is more than the average of the expected range (3).

Job dimension: According to the obtained results, it was observed that the score of the variable of job dimension is 1 minimum, 5 maximums, 3.2 average and 0.77 in standard deviation. Since the average is 3.2, it can be stated that the score of job dimension is more than the average of the expected range (3).

Perceptive dimension: According to the obtained results, it was observed that the score of the variable of perceptive dimension is 1 minimum, 5 maximums, 3.3 average and 0.7 standard deviation. Since the average is 3.3, it can be stated that the score of perceptive dimension is more than the average of the expected range (3).

Behavioral dimension: According to the obtained results, it was observed that the score of the variable of behavioral dimension is 1 minimum, 5 maximums, 3.3 average and 0.82 standard deviation. Since the average is 3.3, it can be stated that the score of behavioral dimension is more than the average of the expected range (3).

Creativity dimension: According to the obtained results, it was observed that the score of the variable of creativity dimension is 1 minimum, 5 maximums, 3.5 average and 0.85 standard deviation. Since the

average is 3.5, it can be stated that the score of creativity dimension is more than the average of the expected range (3).

Employee empowerment: According to the obtained results, it was observed that the score of the variable of employee empowerment is 1 minimum, 5 maximums, 3.2 average and 0.71 in standard deviation. Since the average is 3.2, it can be **stated** that the score of employee empowerment is more than the average of the expected range (3).

Organizational agility: According to the obtained results, it was observed that the score of the variable of organizational agility is 1 minimum, 5 maximums, 3.2 average and 0.61 standard deviation. Since the average is 3.2, it can be stated that the score of organizational agility is more than the average of the expected range (3).

Research findings: In the present study, the results of Kolmogorov-Smirnov test showed that our sample has a normal distribution, and consequently for investigating the research model and providing an operational model, research hypotheses were examined using operating structures analysis, path analysis and Lisrel software. The structural equation modeling was used to provide the ability to analyze the relationships between variables simultaneously. For exploring the moderating role of individual factors, hierarchical regression and Spss software.

Conclusion from the main hypothesis of research: This hypothesis suggests that “human resources development has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by path analysis test (structural equation modeling) about the data related to the main hypothesis showed that the amount of total effect for this variable is 0.8, so more than 0.3. Thus, good correlation is established and it can be deduced that the variable of human resource development moderate’s employee empowerment 0.7 of a unit ( $0.76 \times 0.94$ ) with the moderating role of organizational agility. In a similar study conducted in 2014 by (Mahmoudi et al. 2014) it was shown that there is a positive and direct relationship between human resource development and employee empowerment. These results are consistent with study results of (Roshandeli Arbatani et al. 2012), Seyyed Yaghoub (Hosseini et al. 2012), Mohsen Moradi (2012), (Hashemi et al. 2013) and (Jalilvand, 2009).

Conclusion from the first sub-hypothesis of research: The 1<sup>st</sup> subsidiary hypothesis suggests that “intellectual dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by multivariate regression test about the 1<sup>st</sup> sub- hypothesis showed that the total effect for this relationship is 0.6, so between 0.3 and 0.6. Thus, good correlation is established and this hypothesis is confirmed. The results obtained from this hypothesis are consistent with the results of (Roshandeli Arbatani et al. 2012).

Conclusion from the second sub-hypothesis of research: The 2<sup>nd</sup> subsidiary hypothesis suggests that “attitudinal dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by multivariate regression test about the 2<sup>nd</sup> subsidiary hypothesis showed that total effect for this relationship is 0.6, so between 0.3 and 0.6. Thus, good correlation is established and this hypothesis is confirmed. The results obtained from this hypothesis are consistent with the results of (Hosseini et al. 2012).

Conclusion from the third subsidiary hypothesis of research: The 3<sup>rd</sup> sub-hypothesis suggests that “job dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by multivariate regression test about the 3<sup>rd</sup> subsidiary hypothesis showed that the amount of total effect for this relationship is 0.5, so between 0.3 and 0.6. Thus, good correlation is established and this hypothesis is confirmed. The results obtained from this hypothesis are consistent with the results of (Mardani 2012).

Conclusion from the fourth subsidiary hypothesis of research: The 4<sup>th</sup> subsidiary hypothesis suggests that “perceptive dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by multivariate regression test about the 4<sup>th</sup> subsidiary hypothesis showed that the total effect for this relationship is 0.6, so between 0.3 and 0.6. Thus, good correlation is established and this hypothesis is confirmed. The **results** obtained from this hypothesis are consistent with the results of (Hashemi, et al. 2013).

Conclusion from the fifth sub-hypothesis of research: The 5<sup>th</sup> subsidiary hypothesis suggests that “behavioral dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by multivariate regression test about the 5<sup>th</sup> sub- hypothesis showed that the total effect for this relationship is 0.6, so between 0.3 and 0.6. Thus, good correlation is established and this hypothesis is confirmed. The results obtained from this hypothesis are consistent with the results of (Jalilvand, 2009).

Conclusion from the sixth sub-hypothesis of research: The 6<sup>th</sup> subsidiary hypothesis suggests that “creativity dimension has a significant impact on employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province.”

Implemented analysis by multivariate regression test about the 6<sup>th</sup> sub- hypothesis showed that the total effect for this relationship is 0.6, so between 0.3 and 0.6. Thus, good correlation is established and this hypothesis is confirmed. The results obtained from this hypothesis are consistent with the results of (Hosseini et al. 2012) and (Moradi 2012).

### **Conclusion**

The present study showed that there is a positive and significant relationship between intellectual dimension and employee empowerment with the moderating role of organizational agility in the Foundation of Martyrs and Veteran Affairs of Guilan province. Therefore, it is recommended that managers create a proper atmosphere for the exchange of ideas and also the sense of teamwork in order to enhance employee empowerment in organizations.

Therefore, top managers of the Foundations of Martyrs and Veteran Affairs of Guilan province are recommended devise proper persuasive policies for employees in order to encourage and empower them, enhance the organization, and finally make it more productive. Moreover, managers **are** recommended provide the required trainings for employees in the form of in-service training courses regarding full familiarity with the job, its requirements and also the goals of the organization.

Furthermore, managers are recommended attempt to promote organizational agility and the productivity of the organization by attracting and recruiting competent workforces and people who have high physical, intellectual, scientific and technical potentials. Managers should apply a stronger supervisory and control system for honoring customers; this system should control the behavior and performance of employees and in case of a breach, legal action should be taken with the offender. In addition to giving opportunities to the creative staff, managers should consider appropriate supportive policies for employees to receive innovative solutions from the creative staff and promote the organizational productivity.

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