Explaining the Role of Information Technology Acceptance to Empowering Staff through Organizational Culture and Reward Management System (Case Study: Staff of Social Security Organization in Mashhad City)

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Abstract: *The objective of this study is to investigate the role of information technology acceptance in empowering staff through the organizational culture and rewarding management system. In terms of objective, the research is applied, and it is a survey in terms of data collection and based on structural equation modeling. The statistical population of the study was the staff of the Social Security Organization in Mashhad that was about 650 people, and the sample size was 296 people. Data were collected using a five-point Likert scale. The questionnaire was examined in terms of form, content, and structure, and its reliability was also calculated by 0.86 the experimental performance and the Cronbach's alpha coefficient. Collected data were analyzed using SPSS and AMOS statistical software. The results showed that there is a significant causal relationship between information technology acceptance and staff empowerment and also between the information technology acceptance and organizational culture and reward management system. Besides, the findings of the study show that organizational culture and reward management system as a whole can increase the relationship between information technology acceptance and staff empowerment; but the direct effect of information technology acceptance on empowerment is more than its indirect effect through organizational culture and reward management system.*

Keywords: *information technology acceptance, empowerment, organizational culture, reward management system, job satisfaction, structural equation modeling.*

INTRODUCTION

Environmental changes in the present era have forced organizations to look for a way to survive. The changes are the rapid development of information technology, increasing customer expectations, the need for flexibility, and paying attention to the quality of service. In the meantime, many organizations try to empower employees with training programs, increasing skills and knowledge, and they have overcome internal and external barriers and provide the necessary background for staff development in this way (Kamalyan et al., 2013). Empowering employees has specific attitudinal and behavioral consequences for organizations, and it increases their ability to compete domestically and internationally (Greasley et al.,

2008). Also, organizations should be prepared to use and use information and communication technology optimally to take magnificent and correct steps in the organizational field. The most important factors of success and failure in this field are organizational culture and a reward management system. Organizational culture affects all aspects of the organization and according to Edgar Sheen: "it is a common phenomenon in the organizations that empowers the organization based on the mutual beliefs and values among the members of the organization, and affects attitude, job satisfaction, commitment level, goal setting, strategy execution, and other factors". Human resources, as the most important primary source and the capital of the organization, using information technology, materials, equipment, and the budget produces goods and services, and if it works properly, the organization will also perform well. Therefore, organization through paying attention to culture, understanding the existing culture of the organization, and creating great values in support of high culture, can play an essential role in using information technology and the organization's communications effectively. In today's highly competitive market, the need to retain specialist human resources reveal for organizations more than before, and providing strategic rewards is to get this critical issue (Mazidabadi, 2005). The reward is so important in management discussions that referred to as one of the sources of managerial power under the heading Reward Power. The reward power is to use various internal and external rewards to control the performance of individuals.

Problem statement

Access to information as an efficient and vital device is the strategy to achieve the most essential and useful information of organizations because using the information and the desired information flow will obtain faster, proper, and effective products for an organization. It is the point that the majority of today's organizations define achieving information as a work priority in their work axes. On the other hand, when managers equip their employees with more information, they feel empowered and likely work with productivity, prosperity, and following management requirements. The manager practically reinforces his power base by involving employees in achieving the desired results. With more information, employees tend to experience self-organizing, personal controlling, and more confidence. The feeling of empowerment will likely diminish employees' disagreement with the manager.

According to the potential ability of information and communication technology to meet the requirements of the Social Security Organization and its tremendous influence on organizational culture, successful managers use these technologies to grow their employees' abilities to reach the objectives of the organization.

Therefore, considering the issues and problems in communicating among employees in different branches of Social Security Organization of Mashhad, also, the significance and necessity of upgrading the skills and abilities of the employees to use information technology systems and finally, the role and impact of information technology acceptance on organizational culture, reward management system and employees empowerment; in this research we want to study the indirect impact of information technology acceptance on employees empowerment through the mediating variable of organizational culture and reward management system in the form of a structural equation model.

Importance and objectives of the research

To deal with environmental threats and take advantage of opportunities, organizations have to recognize their inner capacities, recover their weaknesses, and reinforce their strengths. Denison (2000) identifies four important cultural features including, participation, coordination, adaptability, and mission as contradictions that influence modern organizations for effective performance.

On the other hand, empowering refers to move a hierarchical decision-making system from managers to a hierarchical control system and decision-making of the lower ranks. As Shelton (2000) suggests, the best way to reduce bureaucracy is to emphasis on customer demand, instead of managing request and through empowering employees (Moghimi et al., 2008). Organizations should not expect a wave of environmental

changes, but it must itself have been the source of the wave and the transformation and try to improve them. The rapid changes, technological advances, and open and hide competition in the world, made the importance and necessity of empowering employees apparent than ever. Power generation is an effective and pioneering method that is a strategic advantage for both organizations, and employees to create opportunities, and is a tool for group members to participate in the success and failure of organizations. Accordingly, the objects of the study are as follows:

1. Determining the relationship between information technology acceptance and organizational culture in branches of Social Security Organization of Mashhad city.
2. Determining the relationship between information technology acceptance and empowering employees in branches of Social Security Organization of Mashhad city.
3. Determining the relationship between information technology acceptance and empowering employees through organizational culture in branches of Social Security Organization of Mashhad city.
4. Determining the relationship between information technology acceptance and empowering employees through the reward management system in branches of Social Security Organization of Mashhad city.
5. Determining the relationship between information technology acceptance and a reward management system in branches of Social Security Organization of Mashhad city.
6. Determining the relationship between organizational culture and empowering employees in branches of Social Security Organization of Mashhad city.
7. Determining the relationship between the reward management system and empowering employees in branches of Social Security Organization of Mashhad city.

Theoretical literature of the study

In this section, we examine the research variables and the relationship among them; finally, we review the literature of the study.

- **Empowerment**

In the present situation, active participation of organizations in global competition, the rapid growth of technology, the emergence of new occupations, and the requirement for multi-skilled employees become employees' empowerment inevitable. Empowerment is a new and effective way to enhance the productivity of an organization by utilizing employees' abilities. Employees have the power through knowledge, experience, and motivation, and empowering releases this power (Khanalizadeh et al., 2012). Empowerment programs increase the opportunities by delegate work, responsibility, independence in decision making, and a sense of self-efficacy, and consequently, it goes up the efficiency and effectiveness of the organization (Lan and Chong, 2015). In the 1990s, the concept of empowerment attracted the attention of many researchers, academics, theorists, and practitioners in organizational management and psychology (Rainy et al., 2012). Until then, there was no clear definition of the word empowerment, and theorists often knew it close to management concepts such as process reengineering and the quality management approach (Dainty et al., 2007). Word empowerment means to give power to individuals. Pasteur (1996) considered empowerment a personal phenomenon that people accept responsibility for their work; this definition emphasizes the importance of individuals in successful implementing empowerment programs (Harrison et al., 2006). According to Spritzer (1995), psychological empowerment defines as:

Increasing intrinsic job motivation becomes obvious in four senses (Competence, Effectiveness, Significance, and Independence) and reflects one's orientations to his/her duties (H. J., 2007). Later, Witten and Cameron 1998 endorsed the dimensions of empowerment of Thomas, Voltheus, and Spitzer, they added a confidence aspect, and so the dimensions of empowerment include competence, effectiveness, significance, independence, and confidence (Gorji, 2010). Competence refers to feel self-efficacious or those personal skills that enable one to perform their tasks successfully (Omidi et al., 2013). Effectiveness refers to the extent that employees believe that they can affect organizational outcomes where they work (Kuo, Tsung-Hsien, 2010). A sense of

meaning comes from the proportion of one's job requirements, beliefs, values, and behaviors. Ideally, employees will understand the importance of their job to both the organization and themselves and will pay more attention to their work (Lan et al., 2015). Independence or autonomy refers to the freedom of action and the sense of independence in work decisions. Feeling confident means that make sure the employee is treated fairly with him/her and will be treated impartially (Liu and Wilson, 2010).

- **Organizational culture**

Although organizational culture has a long history, it is a topic that has only recently emerged in management knowledge. Culture has long been used to describe the quality of life of human society, and there's a lot of discussion about it, but little has been said in recent decades about organizational culture or what is the essence of employees' behavior in the organization. In general, the idea of "culture and organization" has come from a combination of two new words or concepts that neither of these two words alone tolerates this idea (Abboudi et al., 2014). According to Edgar Marsh, culture is a model of fundamental assumptions that in the process of experiencing and coping with the hidden difficulties in the external and internal adaptation that made, discovered, or created by a specific group (Pakniat and Fathizadeh, 2008). Denison believes that organizational culture refers to core values, beliefs, and principles which serve as solid foundations for the management system. Besides, both values and beliefs and the management system reinforce those basic principles. These principles and values are lasting because it has particular concepts and meaning for members of the organization. He argues that organizational culture is not easily visible and tangible. But in a significant way, people in the organization know it well, and the law of culture is stronger than any other law. In many organizations, this is the most important message and concept of organizational culture (Denison et al., 2000). Dennison in his research on organizational culture took into account four main themes including, involvement in the job (participation), compatibility (stability and integrity), adaptability (flexibility), and vocation (mission), that each of these dimensions is measured by three indicators (Denison et al., 2000).

- **Information technology**

Information technology is much broader and more ambiguous than computer science, and it refers to the production, processing, storage, and distribution of information in organizations. Information technology is a set of technologies that help people in the recording, storage, processing, recovery, transferring, and receiving information. The term includes modern technologies such as a computer, transmission by fax, and other means of communication. Information technology has transformed our way of working, changed economic and social affairs, and even our thinking (Curran and Meuter, 2005). In a pretty short time, information and communication technology has become one of the fundamental bases of modern societies (Boudrias et al., 2010). In recent years, applying information technology in the world expanded in an unprecedented way, and developing countries, these technologies have been used for different development projects. As far as information and communication technology is considered as one of the significant developments in the world, and it is a fundamental part of economic growth and development. Information and communication technologies have become an important topic to facilitate communication and coordination in research and application of information systems. The emergence of technologies such as software and hardware group and the Internet create a potential mutation to improve a way in which people communicate and cooperate in organizations. Information and communication technologies have elements and dimensions that facilitate business processes and lead to simplify the flow of information and teamwork, increasing process oversight, improving relationships with customers, improving the design process, implementing preventive maintenance, implementing quality systems, and so on (Avid Yoon Kin Tong et al., 2015).

- **Reward Management System**

The reward is: "The valuable positive consequences of working for individuals (Susan et al., 2014)" The reward is to provide a pleasant outcome for one's behavior to increase the likelihood of recurrence. (Helrigel et al. 1995) and reward management focus on how organizations design and plan programs to make sure that effective employee behaviors and practices are acknowledged in realizing the objectives of the organization (Spreitzer, 1995). There are two basic types of rewards: external rewards and intrinsic or natural rewards.

A. External rewards are externally administered rewards and valuable consequences from one person to another; it is usually given by a supervisor or a higher-level manager to followers. Common examples of these types of rewards in the workplace are salary raise, job improvement, compensatory allowance, fringe payments, oral admiration, etc.

B. Natural or intrinsic rewards are self-organized and generally occur when one does something. So these types of rewards are created directly within the job itself. The principal source of intrinsic rewards is feeling competency, personal development, etc. so it is not dependent on other matters. Job enrichment, creating a self-management team are examples of strategies that provide such feelings (Susan et al., 2014). Rewards used by organizations divided into six categories: 1) Material rewards such as cash payments and salary raises; 2) Complementary (auxiliary) benefits: such as a corporate car, health planning programs, holidays, recreational facilities and childcare for employees, building clubs, etc. 3) Social/interpersonal rewards: such as praise, smile, poke to shoulder softly, and other nonverbal cues, and inviting the person to dinner, etc. 4) Rewards from work: feeling improvement, working with more responsibly, self-guided work, and doing more great activities; 5) Self-Managed Rewards: self-congratulating, self-knowledge, self-affirmation, self-development through the development of knowledge and skills, a sense of worth; 6) Status symbols: types of curtains, carpets, and paintings of the workplace (Moye and Henkin, 2006). Organizations use different systems to motivate their employees. There are four types of systems that are common in today's organizations: profit-sharing programs, flexible benefit plans, skills-based leave, and payment. Profit-sharing program: organizations offer regular cash rewards to employees for higher productivity, lower costs, or improved quality by profit-sharing programs. The proper design of such programs will increase employee motivation and engagement. The strength of this method is that such a reward is given to employees to reach a certain level of production or control labor costs. Limitations of this method are the complexity of editing and program formulation, and its requirements are the confidence of employees and managers to each other. Flexible benefits program: the program provides the opportunity for employees to select the benefits they want. Instead of management having the choice for them, the right to choose is up to the staff. This program is based on the assumption that employees can make significant and smart decisions about their rewards and premium. Some employees see all their benefits in money, some want more amenities. Thousands of organizations around the world are now offering flexible benefits programs. The main reason for the popularity of this program is that, at first, it allows employees to make important decisions about their finances; second, the organization does not play the role of the guardian of what is best for the employees; third, such programs provide many economic benefits and benefits to employees. Leave: A paid vacation motivates some people. In such a program, people receive paid leave from their supervisor for optimal performance, even if the person does not use this service, they will save it for the person. The main limitation of this method is that higher performance should be allowed more leave than lower performance. However, there is more need for high-performance individuals. Skill-based payment: this type of program depends on the number and skill levels associated with a person's job. Here, managers identify the skills needed to do the job and remind them of their employees. As the person acquires new skills, the payment will increase. The strength of this approach is that employees need to acquire new skills to gain more pay and reward. But one of the limitations of this method is the training costs that can be high. As employees gain more skills, labor costs also increase (Moye and

Henkin, 2006). Now that a clear picture of the types of rewards and various bonus payment systems presented, the reward management will be considered that is the central point of this article.

- **Communication between information technology acceptance, organizational culture, and a reward management system and empowerment**

Information technology is one of the most important predictors of change in organizational culture, and organizational culture is one of the most important predictors of organizational ability in line with information technology changes, and communication. Because with the advent of information technology, employees need to be developed and empowered and consequently, the organizational structure needs be to changed. Because of the advent of information technology, employees need to be developed and empowered, and consequently, the organizational structure needs to change (Welch and Feeney, 2014). Futurists have promised that the development of electronic empowerment will continue in our working and social lives. For example, it is predicted that by 2030 the workforce will be more variable, and technology assures that everything the employee needs, regardless of location and position, will make him available. This matter reduces the amount of equipment needed for office space, and the disappearance of work desks will be in favor of co-working spaces. These social and technical changes will undoubtedly have a profound impact on human resource empowerment (Harrison and Waite, 2006). Therefore, acquiring the necessary skills in the application of information and informing managers and staff is inevitable to empower them in their work. If we define empowerment as providing freedom and sharing information to individuals, so they can do what they want to do successfully instead of forcing them to do what we want them to do; the most significant environmental drivers that encourage organizations to empower their employees, we will realize that is the effects of technology on work environments. After reviewing and making sure of the application of information technology in the organization, it can be concluded that the use of information and communication technology in the organization leads to the empowerment of employees, and subsequently improve their job performance. Many scholars view organizational culture as the basis of employee empowerment. An organization can implement the empowerment process successfully that has a supportive and empowering organizational culture. Managers who are aware of the link between empowerment and organizational culture try to create an environment to provide areas for staff empowerment. Working groups will be successful and efficient when managers provide the environment so that employees can use their talents, knowledge, skills, and experiences to achieve their goals; this process is called empowerment culture (Abboudi et al., 2014). The empowerment variable cannot function independently of organizational culture. If you look at empowering employees and the dimensions of organizational culture to enhance it, people are more active in the organization (Shaemi Barzeki et al., 2016). Based on a summary of previous studies, a great work environment, influenced by organizational culture and the reward management system, is an environment in which groups of people work together and share in doing things. This kind of organization is quite different from the competitive organization, where every employee competes with others in doing things. In a prominent organizational culture, employees with a sense of excitement, ownership, and honor, implement their best innovations and thoughts, work with a sense of responsibility, and they prefer the interests of the organization to their interests. The reward management system can be defined as the process of creating and implementing strategies, policies, and systems that help the organization to achieve its goals by increasing motivation and commitment in employees" (John Kuumuori et al., 2015). Reward management must build on this essential principle that employees are the ultimate source of value creation in the organization. That means that the rewarding process must respond creatively to the needs of employees and organizations (Hechenova et al., 2006). Therefore, reward management should seek to match the workforce assessment and various payouts, including bonuses. In other words, rewards for employees should be measured in line with the value they create in the organization (Samie Purgiri, 2009).

- **Review of the literature**

So far, research based on experimental data has not considered the relationship between information technology, organizational culture, and empowerment. However, some studies have discussed the theoretical description of the subject (Askari et al., 2014). In a study titled (The Impact of Information Technology on Organizational Culture), they concluded that in organizations where there is no culture to use information and communication technology, have effects and consequences that including customer discontent, expensive costs, the length of the workflow and so on. It is also discovered that organizational culture because of the effective nature can affect the behavior and performance of its members, so it plays an essential role in the use of information and communication technology. (Hamidi et al., 2009) A study was conducted with entitled "Application of Information Technology in Empowering the Staff of Library in Zone 5 of Islamic Azad University". The results of the study show that the application of information technology leads to targeting works and tasks, accountability, and individual control over the work by librarians (Kamalyan et al., 2013). A study entitled "The Role of Information Technology in Empowering Employees in Vocational-Technical Education Organization" was done in Sistan and Baluchistan province. The results of the research show that the application of information and communication technology at the general office of the Vocational-Technical Education Organization in Sistan and Baluchestan province can increase the level of employees' empowerment. Orturk and Vargan in a study entitled " The Relationship between Information Technology: Investigating the Effect of Empowerment and Social Exchange" found that, organizational support and perceived trust completely mediate the relationship between staff empowerment and the effect of the leader-follower relationship (Seyed Javadein et al., 2009). They conducted a study (the Relationship between Organizational Climate and Empowerment of Nurses in Hong Kong). The relationship between organizational climate and empowerment with a set of bivariate correlation analyzes was investigated. The results indicate that there is a positive relationship between organizational climate and psychological empowerment. Rowe and Chen (2011) examined the impact of customer orientation, organizational support, and reward system on employees' perceptions of empowerment in the tourism industry. The findings confirm the impact of these two variables on empowerment. The researchers found that to increase employees' understanding of empowerment, the organization must hire a client with a customer orientation attitude, and the management of the organization with their support, training programs, and the support of the reward system to help for increasing employees' empowerment (Abboudi et al., 2014).

A study entitled "The Relationship between Organizational Culture and Empowerment of Employees" in the Social Security Organization of Khuzestan province was investigated. The findings show that there is a positive and significant relationship between organizational culture and employees' empowerment of the Social Security Organization in Khuzestan province. From the components of organizational culture, innovation, and focus on the result, they have been able to predict the dimensions of employee empowerment. The critical importance of information technology acceptance, organizational culture and reward management systems, and empowering employees for contemporary organizations, studying the literature, reveals the existence of many gaps around these positions. A review of the literature shows that almost no empirical research has been conducted on these four variables so far; therefore, it seems that further studies are needed to clarify the issue. In this study, we want to show that the adoption of information technology through organizational culture and reward management system enhances employee empowerment; therefore, the research hypotheses were formulated as follows:

1. There is a positive and significant relationship between information technology acceptance and organizational culture.
2. There is a positive and significant relationship between information technology acceptance and empowering employees.
3. There is a positive and significant relationship between information technology acceptance and employees' empowerment through organizational culture.

4. There is a positive and significant relationship between information technology acceptance and the empowerment of employees through the reward management system.
5. There is a positive and significant relationship between information technology acceptance and reward management systems.
6. There is a significant positive relationship between organizational culture and employees' empowerment.
7. There is a positive and significant relationship between the reward management system and employees' empowerment.

Figure 1: Conceptual model of the study

Theoretical framework

Considering the research literature and hypotheses, the conceptual model of research is presented in Figure 1. Based on the conceptual model mentioned above, the employees' empowerment variables are intrinsic (dependent variable), organizational culture, and endogenous reward management system are also intrinsic (intermediate variable), and the information technology variable is exogenous (independent variable).

Methods

Since this study investigates the impact of information technology acceptance on employees' empowerment through a reward system and organizational culture, this study is of practical purpose and considering the use of IT in this research. The questionnaire tool tries to study the amount and type of relationship between variables to answer a real-world scientific problem, so this research is a survey method. Previous studies have used standard metrics to measure variables. Measures have been localized for use in the Iranian organizational context using the translation-return-translation method . The face and content validity of the final questionnaire was confirmed by reviewing the opinions of management experts. Questionnaire on information technology acceptance Variables 8 questions from the study (Abbasi and Kurd, 2009), 6 questions on the organizational culture from the research done (Hancer and George, 2003), 10 questions on the reward system (Ertürk and Vurgun, 2015) and finally 5 questions to integrate the staff from the studies. (Vaezi and Sabzikaran, 2008) Selected.

The validity of the questionnaire constructs was evaluated by confirmatory factor analysis using AMOS software and the significance of loading related items to the target structures was confirmed. The results of the confirmatory factor analysis are presented in Table 2. Also, the internal consistency of the instruments

used was assessed using Cronbach's alpha coefficient reported in Table 1. As can be seen, all values are above 0.7, which means that the instrument is reliable. It should be noted that all measures were measured using a 5-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree". Employees of Social Security organization in Mashhad branches constitute the statistical population of this research. Cochran's formula was used to determine the sample size for the target population. In this method, a sample of 30 questionnaires from the Mashhad branch staff was pre-tested, with a standard deviation of 0.5. Cochrane's formula with accuracy estimation and confidence level of 0.95 and error of 0.05 was determined as the minimum sample size of 296 individuals. According to the prediction of non-return of some questionnaires, 400 questionnaires were distributed randomly among the employees of seven branches of Mashhad, out of which 291 questionnaires were returned, which were used in the analysis process.

Different methods of statistical analysis, such as Pearson's correlation analysis, to calculate the zero-order correlation coefficients, structural equation modeling, was used to analyze the fitness of the structural equation model to the collected data. Descriptive analysis was performed using torque structure analysis software (AMOS v.18) and the statistical package for social sciences (SPSS v.19).

Findings analyses

Since one of the preconditions for applying the hidden variables approaches in the structural equation modeling pattern is the existence of correlations among the research variables, Pearson correlation analysis was performed. Table 1 presents the correlation of each variable with the other variables, Cronbach's alpha for each variable, and their descriptive statistics including mean and standard deviation.

Table 1: Mean, standard deviation, reliability and correlation of variables

Variables	Means	Standard deviation	1	2	3	4
1. information technology acceptance	38.3	64.0	(809.0)			
2. organizational culture	17.3	60.0	441.0**	(713.0)		
3. reward system	21.3	64.0	649.0**	557.0**	(894.0)	
4. empowerment	23.3	76.0	257.0**	142.0*	161.0*	(794.0)

Table Explanation: * Correlation [one sequence] at significance level 0.05 p‹> .

  **Correlation At significance level p <0.01, the values in parentheses represent Cronbach's alpha coefficient.

The coefficients of this table indicate that the highest correlation is related to the relationship between the reward system and technology acceptance and the lowest correlation is related to the relationship between empowerment and organizational culture. The mean of the variables indicates that the mean of all variables is greater than 3, of which the highest value belongs to information technology acceptance . Also, before evaluating the proposed structural model, it is necessary to make a significant regression weight of the various questionnaire constructs in predicting the relevant items to ensure that the measurement models are fit and their markers are acceptable in the measurement of structures. The aforementioned was accomplished using the Confirmatory Factor Analysis (CFA) technique and the AMOS software. Regarding the fitted CFA model, the regression weight of all variables in the prediction of the questionnaire items, at a 99% confidence level, had a significant difference with zero. None of the items were excluded from the analysis process. The significance of the items is that their significance level is below 05. Finally, 30 items of the questionnaire were analyzed. Confirmatory factor analysis results for significant items along with CFA model fit indices are presented in Table 2. These indices showed a favorable fit of the measurement models and the significance of loading of each observed variable to the present relevant variable was confirmed.

Table 2: Confirmatory Factor Analysis (CFA) results for the questionnaire items

Variable	Dimensions	item	Factor loading	p-value	result	Variable	item	Factor loading	p-value	result
Information technology acceptance	Output feature	Q1	764.0	..000	Significant	Reward system	Q15	418.0	..000	Significant
		Q2	800.0	..000	Significant		Q16	525.0	..000	Significant
	Perceived usefulness	Q3	874.0	..000	Significant		Q17	516.0	..000	Significant
		Q4	862.0	..000	Significant		Q18	776.0	..000	Significant
	Perceived easiness	Q5	841.0	..000	Significant		Q19	824.0	..000	Significant
		Q6	859.0	..000	Significant		Q20	675.0	..000	Significant
	Usage	Q7	882.0	..000	Significant		Q21	499.0	..000	Significant
		Q8	841.0	..000	Significant		Q22	966.0	..000	Significant
	Risk-taking	Q9	789.0	..000	Significant		Q23	763.0	..000	Significant
		Q10	759.0	..000	Significant		Q24	790.0	..000	Significant
	Pay attention to details	Q11	728.0	..000	Significant		Q25	686.0	..000	Significant
		Q12	778.0	..000	Significant	Empowerment	Q26	840.0	..000	Significant
	Attention to the members of the organization	Q13	841.0	..000	Significant		Q27	910.0	..000	Significant
		Q14	850.0	..000	Significant		Q28	459.0	..000	Significant
χ2 = 825.019; df = 395; χ2.df = 2.089, CFI= 0.918; TLI= 0.928; IFI= 0.921; RMR= 0.056;GFA=0.828 , RMSEA= .062							Q29	597.0	..000	Significant
							Q30	499.0	..000	Significant

Figure 2 illustrates the fitness of the SEM model and illuminates the intensity of the relationships between variables. According to available sources (Qassemi, 2012), in a descriptive structural equation model, it is necessary to make non-significant chi-square, chi-square ratio to the degree of freedom less than 3, chi-square ratio to the degree of freedom less than 3, normative and goodness-of-fit indices. Greater than 80 .., the fitting index of the root of the mean squared residuals is less than 09, and the root of the mean squares of the estimated error is less than 08 ... For the fitted structural equation model, the chi-square equation is 140.585, the chi-square ratio to the degree of freedom is 350.2, the normalized, adaptive, and goodness-of-fit indices are 84, 94 and 95, the root mean squared residuals 065. And the root of the mean squares error of estimation 054 is obtained. All of the final model fitting indices are more desirable than the aforementioned cut points, which indicate that the model is fully satisfactory.
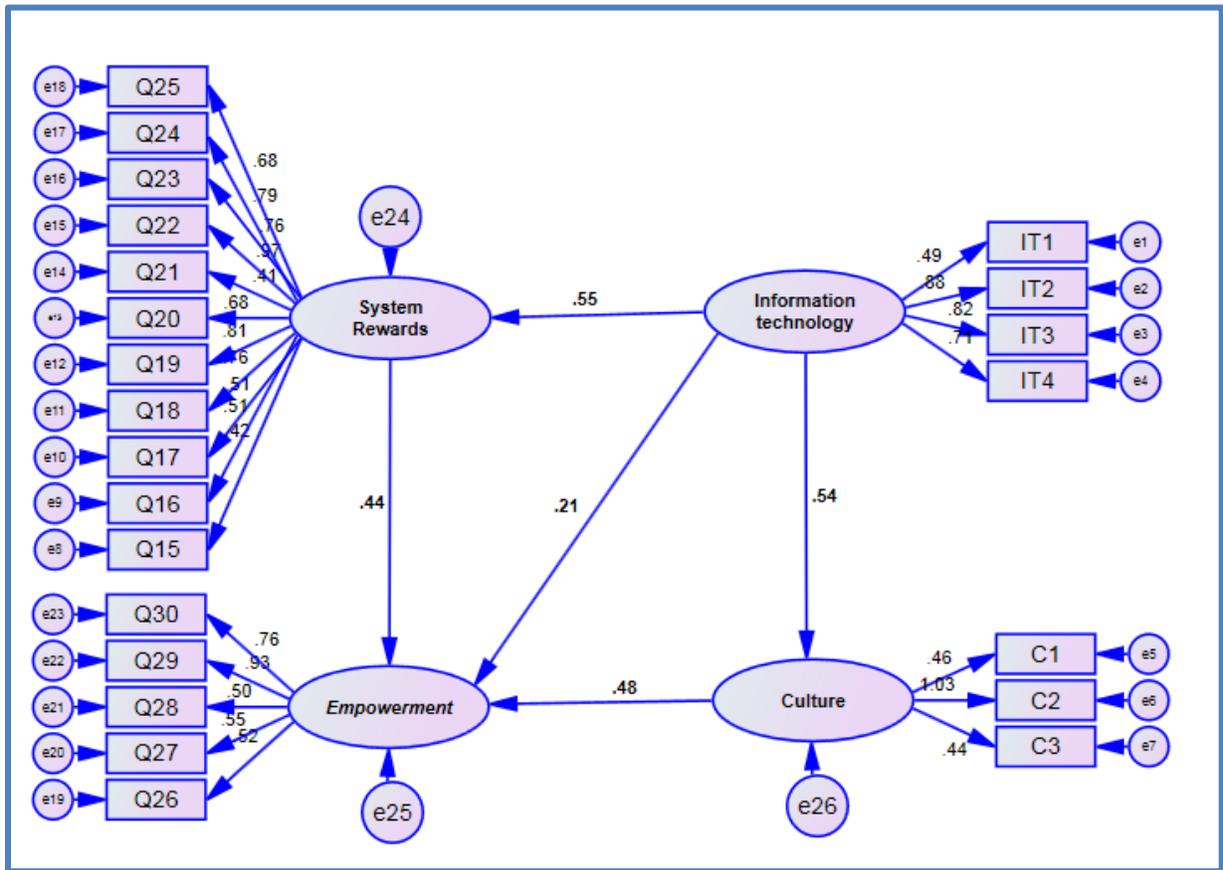
Figure 1: Structural equation pattern

In the fitness model, the direct effects between the variables were positive and significant at the confidence level of 0.95. (p<.05, t >1.96)

To test the hypothesis, two indices of p-value and t-value were used and the condition for the significance of a relationship is that the value of the first index for the desired relationship is less than 05.0 or the value of the second index is outside the range of ±96.1. As can be seen in Table 3, the effect of information technology acceptance on empowerment, organizational culture, and reward system is 21.0, 56.0, and 54.0, respectively, concerning the p-value and t-value indices. The coefficient at a 95% confidence level is significant. The coefficients of the effect of organizational culture and reward system on empowerment were estimated to be 48.0 and 44.0, respectively. These two coefficients are also significant considering their p-value lower than 05.0. The sixth and seventh hypotheses of this study also examine the indirect effect of its information technology on empowerment through organizational culture and reward system. The indirect effect of the independent variables on the dependent variable is calculated by the following formula in which formula has the effect of the independent variable on the mediator and b has the effect of the dependent variable on the mediator. $B_{indirect} = a \times b$. In addition to calculating the indirect effect, the indirect effect can be calculated using the Sobel test. The formula is as follows:

$t - value = \frac{a*b}{\sqrt{b^2*sa^2+a^2*sb^2}}$ ؛ In this formula a: the magnitude of the effect of the independent variable on the mediator, sa: the error rate Mediator-Independent Effect Standard, b: Mediator-dependent effect, sb: Mediator-dependent standard error rate. In the light of the explanations provided below, the mediating hypotheses are discussed below. As shown in Figure 1, the path coefficient was calculated to be 54.0 for the relationship between the two variables of information technology acceptance and organizational culture and 48.0 for the relationship between the two variables of organizational culture and empowerment. Therefore,

the indirect effect of information technology acceptance on culture through empowerment is 259.0. The t-value for the indirect effect was 789.2 by placing the numbers in the formula, which is significantly outside the ±96.1 range. Also, as shown in Figure 1, the coefficient of path coefficient was calculated to be 55.0 for the relationship between the two variables information technology acceptance and reward system and 44.0 for the relationship between the two variables of job stress and tendency to quit. Therefore, the indirect effect of information technology acceptance on empowerment through the reward system is 242.0. By adding numbers to the formula, the t-value for the indirect effect was 211.2, which is significantly outside the ±96.1 range, indicating that the indirect effect of information technology acceptance on empowerment through the reward system was significant. In other words, it can be said that information technology acceptance can enhance employee empowerment by enhancing organizational culture and reward systems. The results of the testing of research hypotheses 1 to 7 are summarized in Table 3:

Table 3: Summary of the results of the research hypotheses test

Hypothesis results	Standard coefficient	standard error	Significance number	Significance level	Test result
1. Information technology acceptance→ Organizational culture	54.0	145.0	241.6	000.0	Proved
2. Information technology acceptance→ reward system	55.0	162.0	541.6	000.0	Proved
3. Information technology acceptance → empowerment	21.0	316.0	841.2	000.0	Proved
1. 4. Organizational culture → empowerment	48.0	114.0	541.5	000.0	Proved
5. Reward system→ empowerment	44.0	151.0	294.5	000.0	Proved
6. Information technology acceptance→ Organizational culture→ Empowerment	25.0	092.0	78.2	005.0	Proved
7.Information technology acceptance→ reward system→ empowerment	24.0	109.0	21.2	027.0	Proved

Conclusion

The purpose of the present study is to explain the relationship of information technology with empowering employees through the organizational culture based on achieving data from the employees in the Social Security Organization of Mashhad branches. As expected, there is a positive causal relationship between information technology, organizational culture, and employees' empowerment. Understanding the factors related to employees empowerment is very important for the organization; because the organization managers paying attention to information technology as well as organizational culture identifies the current status of the organization, and according to the wishes and the needs of the employees, increases employee empowerment and this empowerment grow the skills and competence of the employees that will result in increased competitiveness ability of the organization.

In the following, the research hypotheses will be discussed and analyzed in detail, and finally, suggestions will be made based on the results of the study. The first research hypothesis is based on a positive and significant relationship between Information Technology and Organizational Culture among the employees of the Social Security Organization. Also, the results from the correlation approved the positive and significant correlation between information and technology components and organizational culture. These findings are in

line with research findings (Motamedi et al., 2013; Ghorbanizadeh and Aghdavri, 2013; Musharraf Javadi et al., 2016).

The second hypothesis (the relationship between information technology and employees' empowerment): The results of the study showed that information technology has a positive and significant relationship with employees' empowerment. The study results show a strong relationship between information technology and employees' empowerment. Also, correlational results approved that there is a positive and significant correlation between information technology components and employees' empowerment.

These results are in line with findings in researches (Hamidi et al., 2009) and (Askari et al., 2014). Also, based on research findings, a positive and significant relationship between organizational culture and employees' empowerment was approved.

The relationship was tested both directly and indirectly. Thus, the results indicated that information technology plays a crucial role in empowering employees by reinforcing organizational culture. The results of correlation calculations also confirm this result. These findings are in line with studies (Seyed Javadein et al., 2009) and (Abboudi et al., 2014).

The ineffective role of organizational culture compare to information technology in empowerment can be due to newcomers into the organization that they have not yet become quite familiar with organizational culture. Also, young and new forces that represent the statistical sample, most hold bachelor's degrees that in itself could be a reason for the findings of the study based on the impact of information technology more than organizational culture on employees' empowerment. The results show the crucial role of information technology than lesser extent of organizational culture to increase employees' empowerment in Social Security Organization; therefore, the attention of the organization to the factors promoting information technology and providing familiarity and adapting to organizational culture, increases the competitiveness of an organization by enhancing the skills and knowledge of its employees that will lead to a growth in employees' empowerment. Indeed, empowerment is not a phenomenon that takes place in a vacuum, and it needs a culturally appropriate context to make employees psychologically ready to accept responsibility, it gives them a passion for learning and creates trust among employees.

Therefore, managers and executives of the organization should strive to strengthen the organizational culture and create an appropriate context for staff empowerment. The employees' morale improvement, management support increasing, encouraging creativity, innovation, and participation of employees in decision making, creates and reinforces a sense of responsibility among employees and leads them to achieve the goals of the organization. Also considering the role of organizational culture in relation to information technology and empowering employees, recommended that the organization plan to create an appropriate culture to the use of information technology in its work activities, identify the information needs of different parts of the organization, teach employees new strategy to use and applied new technologies in performing their duties, paying attention to the mission of the organization to optimize the use of information technology in the organization's business processes.

This research, like any other researches, is affected by some limitations. The number of research variables, questionnaire size, refusing some employees to cooperate due to conservatism, and unable to extend the research results to other organizations are the limitations of this study. According to the results of the present study, suggested to researchers do similar researches with the model of this research in other organizations and compare their results with this study. Also, by using other models, examine the organizational culture, empowering employees, and information technology similar to the model presented in this study. Another suggestion, because of the importance of empowering employees to succeed, and become the organization competitive, study other factors affecting employees' empowerment.

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