

Providing an Evaluating Model and prioritizing factors in empowering employees with hierarchical Method (AHP)
(Case Study: Cultural heritage and tourism organization of Qazvin province)

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Abstract

Because human resources is considered as the most valuable factor of production, capital and the main source of any organization competitive advantage, human resources improvement is very important. If an organization wants to make progress in their affairs and not fall behind the competition should have expert human resources with sufficient knowledge and ability. The instrument that used for this purpose to help managers is empowerment process. Movement an in order to empower employees need to improve and optimize the organization, improving and training of managers and ultimately improving and training of employees. In this paper, we have investigated and rated the effective factors in the employees' empowerment of cultural heritage and tourism organization of Qazvin Province by using AHP hierarchy method. For this purpose, initially the existing concepts in empowerment and the effective factors have been studied. Then a questionnaire has been developed and designed to identify effective factors in the studying statistical population. Then, we considered reliability and nineteen factors of empowerment by using SPSS15 software that finally used to rank the affective factors on the empowerment of hierarchical techniques (AHP). Ranking factors results indicate that training, encourage and ability and skill of the staff placed on the first to third order, respectively and also access to information factors placed on the nineteenth order. Managers have done some plans in order to empower employees with respect to the weight of each factor and its importance in its impact on the empowerment of employees empower staff , to be effective with empowerment of employees to achieve the objectives of the organization.

Keywords: staff empowerment, effective factors of empowerment, prioritize of effective factors, AHP method

1. Introduction

Change in the conditions of the present time organizations cause to change in staff's attitude. In this condition, staff is not success means of managers and as the capital of the organization became the main drivers of the work flows and the heads of the organization. Therefore, having just sufficient leadership skills for managers is not sufficient and also employees need to train the self-strategy techniques. For access to these features, organization should empower the most

important source of its competitive factor i.e. human resources (Vaezi and Sabzikaran, 2010, pp. 178-153). Such a point of view cause that managers to take action actively to maintain and improve positive mentality, attitude and behavior of employees in organizations (Doaie et al, 2010, pp147-121).

The fact is that if there aren't any creative people, knowledge workers, opportunity recognition and explanation of matters of interest in the organization, we will lose a lot of opportunities. To achieve the goal of globalization or even remain at this level, growth and replacement of new forces in order to continue the growth and development is essential and the future of the industry belongs to those who have program and the target (Talebiyan and Vafae, 2009, pp. 5-1). Empowerment (enabling) is the process of empowering the people. In this process, we will help our experts to improve their self-confident and prevail to their sense of failure and helplessness. Empowerment in this means leads to mobilize internal motivation of the individuals (Whetten and Cameron, 2002, pp1-132). Power increasing of human resources is the creation of required capacity in staff to enable them to make add value in the organization and play the role of corporate responsibility with efficiency and effectiveness. In other words, the power increasing means to empower (Tabarsa and Ahangar, 2008, p 51-68). Today, in any organization, in order to empower human resources, applied various ways, staff empowering is a new techniques used to increase staff productivity by enhancing employee commitment to the organization and vice versa (Sharif Zadeh and Mohammad Moghaddam, 2009, Pp7-19). Empowerment is an important principle in the organization and effective management that can increase productivity in the organization by given more power and control to Subordinates. Also, empowerment related to innovative behavior, effective management and leadership communication (Rahmanpour, 2004, Pp60-1). Employees' empowerment including a set of systems, methods and actions that have been applied by the competence development and individuals ability in order to improve and increase productivity, growth and development and efflorescence of organization and human resources according to the organization's goals (Sajedi and Omidvar, 2007 , P 1-96). Nowadays, human life associate with amazing transformation. Organizations, as a subset of human life, should be ready cope with this massive change in order to survival and development (Amabile et al., 2002, Pp 1-15). Otherwise, it removed from the competitive world. Organization to survive and progress than other organizations needs to create a competitive advantage. Organization need to be prepared. The purpose of this preparation is not a kind of technology and equipment preparation, but also it should be empowering human source (staff), it means the original and valuable assets be prepared for competition and empower. (Abdullahi and Nave ebrahim 2007 Pp 1-168). According to the importance of human resources in the growth and development of organizations and human societies, are the most important factor of production and the most valuable asset of any organization (Mirsepassi, 2006, Pp 1-544). Employees of professional organizations became the main drivers of workflow and organization partners. So, not only managers must have leadership skills, but also employees must learn ways to advance the self-strategic (Roy & Sheena, 2005, p41). Using traditional management practices lead to a loss of the sense of staffs' innovation and creativity, increased workloads and staff limitation. Also, complete freedom of staff lead to irregular and fit failure in affaires (Peterson & Zimmerman, 2004, p129). In fact, empowerment is a tool that aligns the goals of the individual and the organization and staff are convinced about the believe that the development and growth of organization including their resources too (Rahmanpour, 2004, Pp 1-60). The result is that in the interactive features of employees and environmental requirements, organizations inevitably get away from the current situation completely and become organizations which, according to Charles Hindi (1997), have less resemblance to traditional organizations that we are used to

them. In this study titled "Identifying and ranking of effective factors on staff empowering in cultural heritage and tourism" efforts to investigate work resource empower relationship with the factors affecting it. In fact, this research seeks to identify and rank effective factors affect the empowerment of the staff in the organization that is accounted as a public server for the citizens in the country. The main issue of this research defined as: The importance value and weight of each factor that are 19 cases in this study, in the process of employee empowerment in cultural heritage and tourism Organization of Qazvin city, placed to what extent and what rank. The aim of this research is to rank effective factors of staff empowerment. The purpose of empowerment is to facilitate the achievement of organizational goals. Anyway, any increase in power, should not be led to increased conflict between managers and employees. (Mohammadi, 2011, p. 229).

The purpose of empowerment is to provide the best intellectual resources related to each area of the organization performance. Also, objective is that the most competent employees, with the greatest influence, apply best practices. Empowerment purpose is not involving more people in decision-making processes of the organization, but its purpose is to the applied employee ideas for finding better ways to making the best possible decisions. The goal of empowerment is not team organizing and development, but the purpose is the competencies increasing in order to create new ideas and solve problems through interaction and synergy of team members. Environmental changes and increasing global competition put the theme of empowerment at the managers' spotlight, because organizations with capable, committed, skilled and motivated employee better can adapt themselves for abovementioned changes and to compete. Empowerment is the healthiest way to involve other employee in the power. With this way, are created trust, energy, pride, commitment and self-reliance of individuals and sense partnership in organizational affaires has been increased and improved performance will follow eventually (Jahangiry, 2007, p. 1). Organization should have experts, creative and motivated human source in order to compete with other organizations. Human resource forms the real wealth of an organization. In this context, growth, progress, prosperity and enhance employees' capabilities as the employee empowerment has been the interest in scholars and experts. (Sajedi and Omidvar, 2007, p. 65). One of the most important challenges of managers in our time in the organizations is inefficient use of intellectual resources, mental ability and potential capacity of human resource. So, scientists of change management and organizational improvement introduce human resources capability as an effective strategy on performance and improvement of human resources and believe that empowering human resources is one of the attitudes of new era and in fact it's response to the critical need of contemporaneous management. Researches indicate that organizations obtain benefits from doing this process of empowerment that benefits include increasing job satisfaction of members, improving the quality of working life, improving the quality of goods and services, increasing organizational productivity and preparing for the competition (Seyed Javadein, 2007, p. 56). Human resources empowering is one of the new approaches in human resource management that are used by organizations and in fact it is the response to the critical need for modern management to meet the changing and evolving. Human power accounts as the most valuable human resources in promoting the ideals and goals of the organization. The human recourse given meaning and concept to the organization and provide the fields to reach organizational goals. Empowering gives more opportunities for freedom to the workforce, development and applying skills, knowledge and potentials in order to their good and grants and their organizations (Abdullahi and Nave Ebrahim, 2007, Pp1-168). Nowadays, empowerment is considered as a useful tool to improve the quality of staff and increased organizational effectiveness. In order to succeed in today's changing environment of business, organizations required to the knowledge, ideas and creativity of staff. Due to rapid changes and

accelerated human knowledge, everything is rapidly changing. Organizations as an open system interact to environment and needed to respond the environmental changes in order to sustaining life. Since human resource is the most important factor and orientation of the organizations, equipping and preparation of these sources in order to deal with the changes and are especially important and all organizations with any kind of mission should allocated the most capital, time, and program to growth human in different aspects. Most of the organization detect the solution will enable many organizations to implement programs and attempt to provide the basis for training competent staff (Kinla, 2004, Pp 336-1).

2. A review of research theoretical literature

The history of the first definition of empowerment goes back to 1788, in which empowerment has been seen as the authority in its role should be understood that the authority granted to an individual or organizational role (Pak niat, Eghbal and Fathizadeh, Alireza.2007.Pp 33-47). Empowerment refers to a process in which the manager helps employees to gain the ability to make decisions, this process not only effective in people practice but also in their character. The most concept of empowerment is authority resignation to the low level employees (Tabe Bordbar and Aghayee, 2014, Pp 59-72). When employees feel they are important and able to freely express their opinions, will have an important role on the development and survival of the organization and their ability was increased (Gorji, 2010, Pp 38-48). Researchers have shown that organizations have taken to empowering of employees achieve multiple benefits, including enabling employees feel better about their job and employees are able to communicate with customers in a warm and welcoming and staff can be considered as a great source of ideas (Dizgah Rezai and Farzin, 2010, Pp 109-127). Empowerment has its roots in the motivational needs of the individuals, any strategy or action that may need to strengthen the self-empowerment of the staff will follow empowerment. Today, empowerment as one of the useful tools is considered the quality improvement of staff and increase in organizational effectiveness (Paktinat and Fathizadeh, 2008, Pp33-47). According to the different definitions of empowerment, the issue is viewed from two perspectives. The first perspective according to the empowerment is activities that organizations done in order to share staff in power resources and decision-making. In this regard, the aim is to create the conditions for a strong staff. The second perspective considers employee empowerment in a psychological perspective. It means the creation of an internal sense in individuals who can make independent decisions in their work process. In an overview, different definitions can be divided into two areas. The first group of scientists such as Desler, Schulz, Aialon, Chapi, Karstoon, Block and Peters and....who in their definitions and approaches attention to empower as a structural component and believe that the logistics process of empowerment is the responsibility of organizational management, and by providing the facilities and organizational tools to implement empowerment. The second group of science such as Conger and Kanengo, Thomas and Velthos, Aspiritzer, Zimmerman and..... who according to internal dimensions of empowerment and creating its bed in the beliefs and attitudes of the individual have been progressed in this regard and individual perceptions take precedence of the empowerment over everything else. Base on this, empowerment approaches can be classified in two categories include structural empowerment (hard or external

empowerment) and motivational and psychological empowerment (Software or internal empowerment), (Ahmadi et al., 2010, Pp 1-344).

A) Structural empowerment:

This view consider empowerment as a set of practices and policies in order to increase the power, control and authority of the employees and based on this it occurs in the organization when there is objective or guardians changes and or supervisors practically provide the free action probability and work decision taking power to their subordinates. In this approach, source of empowerment is the organization and employer (supervisor) start required changes of empowerment (Doaie et al., 2010, Pp 121-147). In structural view, managers and researchers believe that empowerment is delegation of decision-making authority within the specific boundaries and responsibilities of individuals to assess their own work (Paktinat, Eghbal and Fathizadeh, Alireza.2008 Pp33-47). In fact, this view checks the role of managers and leaders (Grassley and King, 2005, Pp351-368) Based on this perspective, employee's empowerment is a modern technique that used by managers to increase productivity through increased employee engagement and is used according to the organization conversely. This approach focuses on power transmission (Doaie et. al. 2014. Pp 89-104).

B) Motivational and psychological empowerment:

This approach that called motivational, psychological and organic empowerment is different from previous approach. Psychological empowerment is to create conditions for improving people's motivation to do their jobs by fostering a sense of competence or reduce feelings of non-power in them. For the first time, in 1990, Thomas and Velthos based on Conger and Kanngo's research, pay attention to this new dimension. They believe that it is possible to describe the power of jurisdiction, namely the self-sufficiency of the Conger and Kanngo, has been applied. Brif and Aldag by using the term "inner motivation of work" define empowerment as "the process of increasing internal motivation of work". Internal motivation of work refers to the positive experiences that people gain directly from their duties and includes energetic conditions that directly related to the task, giving them the satisfaction. These experiences include:

- ◆ Feel of being effective
- ◆ Significance sense
- ◆ Feel of having choice right
- ◆ Deserving sense

Different scholars and researchers, in their studies, provided different dimensions and components that some of these dimensions have been mentioned in the table below.

Table 1: aspects and factors of empowerment (source: seyed javadein and et al 2009)

Researchers	year	Empowerment aspects
Counter	1983	Information-authority-experimenting-resources-clear goals and policies, self-reward-management support
Blanchard and Zigami	1985	Clarity of objectives and policy- manager support -access to information and access to resources-training-leadership style
Kanger and kanengo	1988	Confidence-decentralization-participation-set significant goals and inspiration
Tomas and velthouse	1990	Significant impact of the job-personal-competence-determination
Bown and Lovler	1995	information-reward-knowledge-authority
Queen and Espenser	1997	Open flow of information, teamwork, clear the objectives and policies, organizational support, a sense of security and stability, job uncertainty
Kebrige et al	1999	authority-style-driven leadership and management support, job enrichment, teamwork
Vikhio	2000	Clarity of objectives and policies-partnership
Hiozhnsky and their Bachus	2001	Authority- job enrichment-liability-partnership-style leadership
Ro and Biaz	2003	Authority - decentralization

Table 2: approach to empowerment at a glance:[Source: Abdullahi, 1384]

Approach		Objective	Strategy	Theorists
Mechanical ((communication))		Employee empowerment	Delegation of authority to subordinates	- Fu (1997) -Blanchard et al. (1996) Shol (1993)
Organic	incentive	Increase staff motivation	Self efficacy (Merit)	Canungo and (Kanango 1998)
	Psychology	Increased intrinsic motivation	-A sense of competence -A sense of significance. -Feel effective. -The feeling of freedom	Thomas and Vlthvs (1990) Espitser (1995)
			Sense of trust	Vetn and Cameron (1998)

According to the mentioned subjects listed factors affecting empowerment expressed as follows:

Up to now, many researchers have done studies about empowerment and provide many models about this. In considering effective factors on empowerment, with choosing one of the empowerment approaches and according to subjective of its approach, some of the factors are considering important and effective (Scott, 1378, Pp 16-35). In a general division, effective factors can be divided into three groups: individual factors, interpersonal factors and

organizational factors. Individual factors include the three components of attitude, motivation and organizational commitment. Interpersonal factors include teamwork, communication and participation. Finally, organizational factors refer to eight organizational structure, organizational culture, leadership style, and resignation of authority, education, clarity of vision, job enrichment and reward. Each of these factors has indices that can be used to develop programs and measure the success of efforts to empowerment. These indicators are reported in table 2 (Scott, 2009, Pp 16-35).

Table 3: effective factors on empowerment of human resources (Scott, 1378)

Dimension	Components	Indicators
Individual factors	1. Attitude	Positive attitude to the organization and management, as partner organization, the hope of the future
	2. Motivation	Success, power and its application, support and intimate relationships with others
	3. Organizational Commitment	Emotional attachment to the organization and the identification of the person, the person's propensity to stay in the organization, a sense of duty to continue working with the organization
Interpersonal factors	1. teamwork	The participation of employees in teamwork, supported by managers of teamwork, the ability to do things as a team
	2. Communications	Informal communications, development of group communication, the exchange of information among members of the organization
	3. Partnership	The spirit of participation managers want employees to participate in decision-making, participation by businesses
Organizational factors	1. Organizational Structure	The division of responsibilities at different levels of the hierarchy, the emphasis on rules and regulations, the disposal of low-level managers and staff in decision-making
	2. Organizational Culture	Joey full of confidence, productivity through staff, having a long-term perspective
	3. leadership style	The use of standard methods by managers, in-depth and detailed attention to the needs of executives, managers confidence to the people
	4. Delegate	The right to take decisions on issues of individuals, clearly mandates given, the effectiveness of the powers granted to individuals
	5. Training	The adequacy of job training related to the job, skills training related to the goals of problem solving, teamwork and interpersonal communications, according to the training needs of staff, timeliness of job training
	6. Determine the scope and objectives of the organization	Clear statement of vision and organizational goals, understand the vision and goals of employees, employee participation in determining the scope and objectives
	7. job enrichment	Allow the planning, evaluation and implementation of tasks to individuals, freedom and acceptance of responsibility by the employee, the amount of control over the scope of duties
	8. Reward	The actual performance-based bonuses, bonuses based on

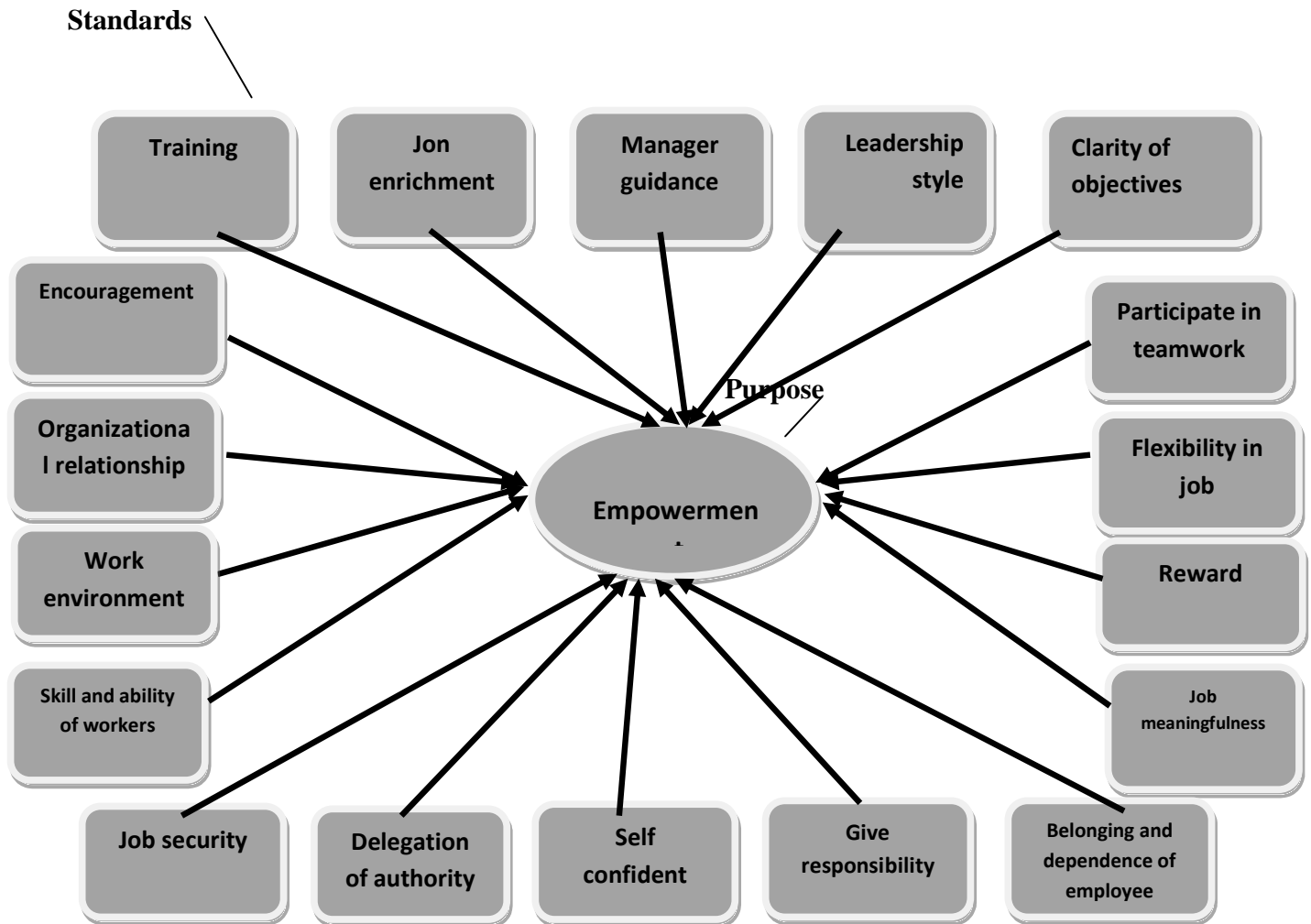
		innovation and creativity, the fair Padashdhy
Psychological Empowerment	1. Competence	Ensuring that the ability to do the job, confidence in your abilities to do the job, ensure the mastery of the skills needed to do the work, the skill and the ability to work within a
	2. Set (choice)	Having the freedom to make decisions about how to do something, to take decisions on how to do the job, you have ample opportunity for independence and freedom in how to do so, having the opportunity to use the personal initiative work
	3. Effectiveness	Having a significant impact on what happens in the business units have control over what happens in the business units, having an important impact on what happens in the business units, take into consideration the views of the staff working in decisions
	4. Significant	Feel important and business activities, the accuracy of the work tasks, especially important for people
	5. Trust	Ensure true partners, to ensure the sharing of information with partners, ensuring the loyalty of colleagues, the belief in the importance and success of the cooperation

3. Hypotheses of the research

1. Giving responsibility to staff has a significant relationship with empowerment.
2. Organizational belonging and attachment has a significant relationship with empowerment.
3. Environment of organization has a significant relationship with empowerment.
4. The amount of information has a meaningful relationship with empowerment.
5. Clear policy and objectives of organization has a significant relationship with empowerment.
6. There is a significant relationship between leadership style and empowerment.
7. Flexibility of occupation has a significant relationship with empowerment.
8. Meaningful job has a significant relationship with empowerment.
9. The reward system has a significant relationship with empowerment.
10. Job security has a significant relationship with empowerment.
11. Delegation of authority has a significant relationship with empower.
- 12-Self-confidence has a significant relationship with empowerment.
13. Support and guidance of managers has a significant relationship with empowerment.
14. There is a significant relationship between empowerment and job enrichment.
15. Education has a significant relationship with empowerment.
- 16-Organizational communications has a significant relationship with empowerment.
17. Employees encouragement has a significant relationship with empowerment.
- 18-Ability and skills of employees has a significant relationship with empowerment.
- 19-Cooperation and teamwork has a significant relationship with empowerment.

In the above model, access to participation, job enrichment, guidance and support, leadership style, lack of concentration, information, jobs meaningful, importance of employees, give responsibility, organization belonging, self confidence, authority, clarity of objectives and

policy, training, organizational communication, teamwork, encouragement, access to resources is considered as independent variables and the empowerment consider as a dependent variable.



Conceptual model of the research (the hierarchical tree to select the best factor)

4. Research Methodology

The method of research is a set of rules, tools and valid methods (reliable) and systematic in order to consider facts, discover the unknowns and achieve solutions for problems (Ezzati, 1997, Pp 1-274). After a preparation of research, researcher should think about research method. The aim of research method selection is that determine which method of research in order to consider special subject is required and researcher select which method or approach to him to achieve the more accurate and faster response of the desired question or questions. Research methodology includes a set of principles and guidelines that govern all activities of Procedure of the investigation. (Delaware 2005,Pp1-298). In the recent study, statistical population included 80 employees of Cultural Heritage and Tourism Organization of Qazvin province with associate degree, bachelor degree and graduated degree. Research, in term of practical orientation and in

term of purpose, is a descriptive analytical research and, in term of various descriptive researches, is a survey research. The subject of current study is to evaluate and prioritize the effective factors on the employees' empowerment with hierarchical method (AHP), the local domain of the research is cultural heritage and tourism organization of Qazvin province and time domain of research performance is January to February in 2014. Because of the high costs of research and lack of availability of required documents and reports, the questionnaires were used. For this purpose, a questionnaire that is the most common and most commonly used to collect data was used in this study. For this purpose, a questionnaire with 19 questions in 5 options was designed and also to obtain sample size, Cochran sampling formula was used which according to the calculations in the formula, the sample size is equal to 46 people.

$$n = \frac{80(1.69)^2 0.5 \cdot 0.5}{80(0.085)^2 + (1.69)^2 0.5 \cdot 0.5} = 46 \quad n = \frac{Nz^2 pq}{Nd^2 + z^2 pq}$$

Where N is the population size, n is sample size, p ratio in the population, $q = 1-p$ and d are predetermined maximum error of estimate ($d = 0.085$) and z is amount of standard normal distribution that determined due to the confident level that equals to 1.69. Because we don't have information about p -value, we assume it equals to 0.5 which according to this, maximum of sample size was achieved. Measurement tool of research should give required data and information in order to analysis and give final conclusions to the researcher and for this purpose, should have validity and reliability. Therefore, in this study, in order to evaluate the validity, experts and academics' ideas were used in the field of empowerment and with the same questionnaire, papers and books, and also distribution of questionnaire among every part of the general statistical population, ambiguity was specified and eliminated. There are several ways to determine the reliability, such as the Cronbach's alpha, but in this study according to that questionnaires based on the hierarchical analysis of and pair wise comparisons, so, in order to test reliability of (AHP) an index called incompatibility index was used.

The incompatibility rate is a mechanism to ensure that the comparisons were done by the members of group has compatibility and reliability. In general, it can be said that the acceptable level of incompatibility of a matrix or system, depends on the decision maker, but hourly, number 0.1 offers as acceptable limit. It believes that, if the level of mismatch is greater than 0.1, its better to revised in judgment. In the other words, if the adjustment rate is less than or equal to 0.1, can be accepted the comparisons consistent. This index suggests that if the amount of paired comparisons incompatibility be more than 0.1, it's better to revise in comparison. With regards to the calculations was done in the revision process (AHP), the incompatibility rate be equal to 0.0402, which is less than 0.1, so it can be said that this study has a high reliability.

1-4. Method of data analysis

Table 6: Ranking of affecting factors on empowerment by using AHP method

Factors affecting empowerment	Weight / degree of the AHP method	Ranking
Education	0/11	1
Encouragement	0/091	2
Ability and skills of employees	0/086	3
Reward system	0/081	4
self confidence	0/078	5
job security	0/074	6
Responsibility	0/068	7
Belonging to the enterprise	0/053	8
Delegate	0/053	9
Partnership and teamwork	0/048	10
Corporate Communications	0/044	11
Job enrichment	0/04	12
Clarity of objectives and policies	0/038	13
Guides Site	0/037	14
work environment	0/0285	15
leadership style	0/0261	16
Significance of occupation	0/023	17
Flexibility jobs	0/021	18
Access to Information	0/02	19

Observed that according to the resulted ranking, training factor with weight 0.11 placed on the highest rating and access to information factor with weigh 0.02 placed on the latest rating, and also other factors were ranked according to their weights.

Final relationship of adjustment rates are as follows:

$$C.R = \frac{C.I}{R.I}$$

Consistency index: CI random index: RI

- Calculating steps of weighted set vector (wsv)

The first step:

$$WSV=W.A$$

Where W is coefficients vector of each paired comparisons matrix that obtained from the relationship $W_i = \sum_{j=1}^n \frac{a_{ij}}{n}$ and A is the primarily matrix of paired comparisons.

The second step: calculating the compatibility vector (CV)

This vector was obtained by dividing each of the WSV components on priority of options to the standards.

$$CV = \frac{WSV}{W}$$

The third step: calculation of the compatibility index (CI)

In comparisons that to be done individually:

$$C.I = \frac{\lambda_{max} - n}{n - 1}$$

In comparisons that to be done in group:

$$C.I = \frac{\lambda_{max} - n}{n}$$

The average of compatibility vector C.V: λ_{max}

n is the number of options in the problem

The Fourth step: Determine the random index (R.I)

Random index is a direct function from the number of Options. This index was extracted from the following table.

Table 7: Random index (RI)

N	1	2	3	4	5	6	7	8	9	10
RI	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49

The fifth step: The calculation of the compatibility ratio

The compatibility ratio was obtained by dividing the compatibility index to random index. Compatibility index 0.1 or less state the compatibility in comparison. By determining the compatibility index (CI) in the third step and random index in the fourth step, compatibility rate of each matrix was obtained by using the following formula.

$$CR = CI / RI$$

Calculation algorithm of incompatibility rate of a matrix

To obtain the incompatibility rate, each matrix A can be obtained as follows:

1) Set up a paired comparison matrix.

2) Weight vector

To calculate the incompatibility rate, we do the obtained matrix from following operations research:

$$C.I = \frac{20.08 - 19}{18} = 0/06$$

$$C.R = CI/RI = 0.06/1.49 = 0.0402$$

Random index equals to 0.0402. So, it can be analyzed that paired comparison matrix of decision making of the effective factors on employee's empowerment has compatibility. Because of that 0.0402 is less than the experimental value 0.1. Therefore, decision making matrix of the research has compatibility.

5. Research Findings

In order to collect required information and data for research, two questionnaires, one for effective factor on the empowerment of employees and other one like the decision making matrix were used. The first questionnaire (factors affecting empowerment) in which the whole five options spectrum from very low to very high has been used to obtain reliability and validity of the questions and research variables and the second questionnaire (decision making matrix) was designed to produce and collect the required data in order to evaluate importance and to rank the variables. As can be observed, in view of the educational degree of most respondents, 0.54 percent has bachelor's degree, 0.24 percent has an associate's degree and 0.22 percent has graduated degree. In the view of work experience, the most ratio of respondents are 0.56 percent between 10-20 years and 0.26 percent between 1-10 years and 0.17 percent are more than 20 years of work experience (Table 8).

Table 8: Frequently distribution of respondents

Respondents statue		Frequency	Ratio in a society
gender	Male	34	0.74
	Female	12	0.26
education	Associate degree	11	0.24
	Bachelor	25	0.54
	Graduated	10	0.22
Work experience	1 to 10 years	12	0.26
	10 to 20 years	26	0.56
	More than 20 years	8	0.17

Table 9: Value of Pearson correlation coefficient and the results of the hypothesis in the considering components

	Variable relationship	The correlation coefficient	Significant level	Hypothesis H ₀	Test result
Empowering employees	Access to required information	0/554	<0/0001	Rejected	There is a direct relationship
	Reward system	0/789	<0/0001	Rejected	There is a direct relationship
	leadership style	0/955	<0/0001	Rejected	There is a direct relationship
	Flexibility jobs	0/879	<0/0001	Rejected	There is a direct relationship
	The significance of the job	0/829	<0/0001	Rejected	There is a direct relationship
	Job security	0/895	<0/0001	Rejected	There is a direct relationship
	Delegation of authority	0/840	<0/0001	Rejected	There is a direct relationship
	self confidence	0.878	<0/0001	Rejected	There is a direct relationship
	The responsibility (Participation)	0/718	<0/0001	Rejected	There is a direct relationship
	Belonging and job involvement	0/754	<0/0001	Rejected	There is a direct relationship
	Environment of Organization	0/764	<0/0001	Rejected	There is a direct relationship
	Given the objectives and policies	0/847	<0/0001	Rejected	There is a direct relationship
	Leadership style	0/762	<0/0001	Rejected	There is a direct relationship
	Support and guidance for managers	0/825	<0/0001	Rejected	There is a direct relationship
	Job enrichment	0/853	<0/0001	Rejected	There is a direct relationship
	Training	0/745	<0/0001	Rejected	There is a direct relationship
	Organizational Communication	0/647	<0/0001	Rejected	There is a direct relationship
	Encouragement	0/682	<0/0001	Rejected	There is a direct relationship
Participation and teamwork	0/753	<0/0001	Rejected	There is a direct relationship	

In order to investigate the correlation between the affecting factors of empowerment and proving hypotheses, Pearson's correlation coefficient was used. Based on Pearson's correlation coefficient, there is a significant relationship between employee empowerment and considering components at the level of one percent.

According to the above table 9, it can be concluded that there is a direct relationship between mentioned factors and components with empowerment.

6. Discussion and conclusion

Since, human factors were accounted as the most valuable factor of production and the most important capital and the main source of competitive advantage and creator of basic functionality of any organization, one of the most effective ways to achieve a competitive advantage in the current situation is making staff more efficient (Talebian and Vafae, 2009, Pp 16-20). Empowerment and giving freedom of action to employees is a basic strategy to increase performance and provide the survival in today's organizations, because the vast environment changes in today turbulent world, flexibility of organizations is necessary to provide survival (Lalianpour et al., 1391, Pp 24-39). Since, the attention to empowerment and performance evaluation in order to improve and efficiency and productivity of work force is one of the serious concerns of organizations managers. Employees' empowerment is one of the effective ways to increase employee productivity and optimal use of their individual and group capacity in line with organizational goals (Ahmadi et al., 2012, Pp 35-54). To create empowerment of human resources, required fields must be created in the organization, i.e. the staff became capable to empowering and for making capable need to supportive culture of empowerment and When this culture will create in the organization that atmosphere of organization be a learning atmosphere and organizational learning be strengthened (Khanalizadeh et al., 2010, p. 55). As a result of prioritize and ranking the affective factors of employees' empowerment, education index obtained the first place that showing experts for the implementation of empowerment in the organization should not ignored training, so that provide a favorable context in order to train and improve employee. And this importance, the findings of Sabaghyan and et al (2012) that showed the training factor has a significant impact on the empowerment of the employees in Agricultural Bank, was approved. And also match with finding of Sharifzahed and Mohammadi Moghaddam (2009) based on that with increased in employees' training, the value of ability to perform their duties became more. In a study with the title of affective factors of employees' empowerment in Australian organizations with the aim of considering effect of organizational and cultural factor on the employees' empowerment, concluded that training, reward and group work and team work impact on employees' empowerment, it is important and working in partnership and a team of (Baird & Wang , 2010, pp575-600). Since, organizations in charge of cultural heritage and tourism, especially cultural heritage and tourism of Qazvin province should pay special attention to their training and give more importance to it. In (AHP) method, with Considering the importance and weight of nineteen factors, could be paid to their ranking, in which training weight is 0.11, encouraging weight 0.098 and ability and skills of employees weight is 0.086, were ranked first, second and third respectively and also, access to information factors weight

with 0.02 was in nineteenth place of ranking. Beyginia et al (2010) in their study showed that there is a strong correlation between cognitive empowerment of staff and strengthening of labor productivity. Gorji (2010) in his research titled an empowering effect on employee performance showed that authority delegation encourages and rewards and participative management performance cause to improve employees' performance. Managers to make decisions and impose a competitive strategy with other organizations by this decision making method has the least wrong and the most accuracy, should be more closely involved in education in order to achieve the ultimate goal of the organization by empowerment of employees that considered as the original source of organization.

7. Practical recommendations

This research have been done in order to provide evaluating and ranking of effective factors in cultural heritage and tourism organization of Qazvin province that according to the analyses, observed that training factors have the most weight and the highest rank among the effective factors on employees' empowerment. Thus, managers and practitioners should be organized and efficient measures in order to better training of their staff, and in developing organizational strategies, especially attention to ranked factors. Also, managers should to enhance and strengthen their skills in order to perform empowerment process. It is therefore they should experience appropriate training courses. Don't ignore that organizations always associated with weaknesses and shortcomings, since the employees should be prepared for the lack of resistance against changes. Also, special attention pay to in-service training tailored to job and staff were be trained in order to incorporate their values with organization and institutionalized this concept in the form of organizational culture, and with holding conferences and seminars about empowerment, employees be aware with variable and dimensions of empowerment and impact of this factor on work life. Also organizations should perform good quality and appropriate training course and also repeat the courses to learn more employees and create new knowledge and implement this concept to improve and optimize organization and also organization manager, in order to create empowerment sense in employee, should encourage and support them. These rewards at a ceremony attended by all staff are given to them because it would increase the confidence and capability of career employees who are encouraged. Meetings and workshops with a focus on familiarizing employees with their career goals can help them more in line with their duties and responsibilities and meet organizational goals. In order to enhance the encouraging system that is placed to the second rank, organizations should take the necessary measures to provide facilities and encouraged new ideas and staff received appropriate rewards, hence the funding incentives in the organization should be increased. Also, to increase employees' skills and ability in line with the rules and regulations of organization, the authority and autonomy of employees be increased and participated them in the decision-making process. And also staff should be given the opportunity to present their skills and abilities to the advancement and promotion and pay attention and also be more difficult for the employee to successfully perform the tasks with the wisdom of bigger smaller and assign each section can be done to staff. Because of that led to the initiative, efforts will provide them and in this way we can help empowering employees. Also organizations think of measures to staff participating in

the outside courses, because this provides knowledge acquisition possibility from outside of organization for organization staff.

8. Suggestions for future research

At the end suggested that:

- Current research done with other methods of multi-criteria decision and its results compared with the current study and also this research did for other industries in Iran.
- In a separate study, the effect of factors on the empowerment of creativity, effectiveness, innovation, productivity and other areas of management and also relationship of empowerment modeling with the aforementioned areas have been studied.
- Study the impact of government agencies and advantage of components empowerment goals
- The study of problems of implementation of each variable in the empowerment and its subdirectories in an organization
- Studying and investigating the variables of empowerment and its subdirectories on new approaches in the field of trade and marketing to improve business operations and improve and optimize sales force

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