



## Structural empowerment, job involvement, and performance: The mediating role of psychological empowerment

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### Abstract

This research was conducted with the aim of determining the effect of structural empowerment on job involvement and task performance, while also considering the mediating role of psychological empowerment. The research is of the causal survey type, and the statistical population included all the employees of a government company in the number of 900 people. According to Morgan's table, 269 people were selected as a statistical sample. A questionnaire served as data collection instrument, and Cronbach's alpha confirmed its validity and reliability. Data analysis was done using the partial least squares method, and hypothesis testing was done using the structural equation method (SEM). We determined the theoretical framework by reviewing the literature and research background, and then formulated two main research hypotheses and four sub-hypotheses. The results of the research hypotheses showed that psychological empowerment has a positive and significant effect on job involvement and psychological empowerment on task performance. We also confirmed the positive and significant effect of structural empowerment on job involvement. The results also showed that structural empowerment on task performance, structural empowerment on task performance through psychological empowerment, and structural empowerment on job engagement through psychological empowerment do not have a positive and significant effect.

### Keywords:

Duty performance  
Empowerment  
Job conflict  
Psychological empowerment  
Structural empowerment.

### JEL Classification:

J240.

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## 1. Introduction and Statement of the Problem

Employees can handle assigned tasks when they have the necessary skills, knowledge, and ability and know the goals of the organization well. In this context, empowerment is a tool that can help managers (Salari

Mohammadabad & Maziri, 2015). As a result, many organizations have recognized the necessity of implementing empowerment programs and have tried to create the necessary grounds for developing capable employees by implementing these programs (Moradi & Jalilian, 2014). Authors of political sciences and social sciences defined the term empowerment as providing necessary resources and tools for people in such a way that they are visible to them and they can use them for their own interests (Mirmohammadi, Hosseinpour, & Ghasemi Banabari, 2016). In management, the history of using the term empowerment goes back to industrial democracy and the involvement of employees in the organization's decision-making, under the various headings of team building, participation, and comprehensive quality management, and the latest changes that were made on this subject. Mirmohammadi et al. (2016) coined the term employee empowerment. Two structural and psychological approaches examine capability (Kurdanaj, Bakshi-zadeh, & Fath-elahi, 2014). The structural approach was the focus of scientists in this field until the 1980s, but after the studies of Conger and Kanungo (1988) research, the trend changed towards psychological empowerment (Kurdanaj et al., 2014). Various variables, including perceived organizational support, organizational citizenship behavior, organizational learning, organizational trust, internal organizational factors, organizational justice, quality of work life, intrinsic motivation, emotional intelligence, mental health, and empowerment, are related to job performance (Mohebi & Eslami, 2019). If people feel empowered, it will have many organizational and individual benefits, such as creativity, flexibility, problem solving, good quality job performance, job satisfaction, health, and mental health (Moradi & Jalilian, 2014). Attia (2008) showed that there is a meaningful and strong positive relationship between employee empowerment, job motivation, and competitive benefits in the organization. Empowerment has a high correlation with improving productivity, job satisfaction, and reducing employee turnover. In order to achieve their goals, organizations need capable, motivated, and satisfied human resources (Soltani-Nejad & Badafreh, 2018). Salari Mohammadabad and Maziri (2015) in their research entitled The Effect of Organizational Structure on the Job Involvement of the Employees of the General Directorate of Sports and Youth: The Mediating Role of Psychological Empowerment, found that in order to increase the job involvement of employees, psychological empowerment and organizational structure should be noted. The research conducted by Indradevi (2011) in the field of psychological empowerment and job performance in the industry showed that psychological empowerment begins with a change in the beliefs and assumptions of employees, which means that they should be convinced that they have independence, freedom of action, the ability and competence necessary to successfully perform tasks, as well as the ability to influence and control job results. If employees achieve this feeling in their job and organization, it will result in many organizational and individual resources such as: creativity, flexibility, problem solving, job satisfaction, mental health, and high job performance. Also, this category of employees is self-controlled and self-regulating people, they easily accept responsibility and have a positive attitude towards themselves, others, and the surrounding environment (Mohebi & Eslami, 2019). In addition to the present research's innovations aimed at broadening human knowledge about the relationships between the investigated variables, managers can make informed decisions based on employees' capabilities and other aspects of their job. With regard to the above-mentioned content and the high importance of human resource capability and the effect it has on various dimensions of their work, including job involvement and task performance, this issue has not been given much attention, and sometimes only the direct effect of psychological empowerment on structural empowerment has been investigated. This research has been done with the aim of finding an answer to this question: what is the effect of structural empowerment through psychological empowerment on job engagement and task performance of employees. Does a state-owned company?

## **2. Theoretical Literature**

Empowerment: Thomas and Velthouse (1990) believe that being empowered is an internal motivation that describes the active role of employees in the organization (Mirmohammadi et al., 2016). Spreitzer (2007) has mentioned two complementary perspectives on empowerment: one is the structural approach that focuses on the content or background conditions of empowerment, such as delegation, collaborative decision-making, open flow of information, and flat organizational structures, and the other is the psychological approach that focuses on the experiences of psychological empowerment in the workplace (Soltani-Nejad & Badafreh, 2018).

Structural empowerment: Structural empowerment is defined as access to organizational structures in the workplace, which is done through lines of communication, support resources, and information and gives employees opportunities to participate in decision-making processes. To participate, grow in their job, and be present in the control of resources (Parizadeh & Beshlideh, 2018).

Job involvement: Asgari and Portrab interpret job involvement as job attachment and define this variable as the level of identification of employees with their job (Awad-zadeh & Karami, 2016). Job conflict affects both the individual and the organization. From an organizational point of view, job conflict is considered a key to unlocking employee motivation and increasing production, and from an individual point of view, it is considered a key to motivating performance and individual growth and satisfaction at the workplace (Roshan Bin & Pahlan, 2014). Bakkar and Demerouti (2008) enumerate four reasons in response to the question of why employees with a high level of job involvement perform better than other employees. They believe that

employees who are involved in their jobs have a positive feeling and perceive events as happier and more attractive, they are healthier, they are creative in the work environment and about their jobs, and finally, they share their work involvement with others. They transfer. [Yakın and Erdil \(2012\)](#) showed in their research that self-efficacy and job involvement have a significant role in predicting job satisfaction. Other studies also showed that psychological empowerment can predict employees' job involvement ([Hasani, Tavakoli, & Zandi, 2016](#)). Task performance: Task performance includes the behavior of employees who directly contribute to the transformation of organizational resources into goods and services ([Ebrahimpour, 2012](#)). Improving job performance leads to an increase in the quality of services of organizations and productivity in the society and ultimately strengthening the national economy of countries ([Safa, Rezaei, & Azarnejad, 2018](#)). Job performance includes two components, task performance that reflects job requirements and requirements and context performance that includes undefined and uncertain activities such as teamwork and support ([Alirezaei, Masah, & Akrami, 2012](#)). Psychological empowerment: Spreitzer accepts Conger and Kanungo's definition of psychological empowerment: "The process by which people's sense of self-efficacy increases, and this is achieved through conditions that remove incapacity, these conditions can be through formal organization or informal techniques that are officially applied." He broadly defines empowerment as a state of internal motivation related to work, which includes four internal perceptions and expresses the desire of people towards their work roles." These internal perceptions are: 1) significance, 2) merit, 3) self-determination, 4) impact, 5) confidence ([Al Saadi Thani, 1400](#)). Meaningfulness implies that people's understanding of their work is significant. The sense of competence refers to the ability, skills, and abilities of a person to accomplish their work. Self-determination (right to choose) refers to the employee's understanding of choosing the workplace and freedom in how to do their job. The feeling of influence is related to the perceived impact of the individual's work on the organization or department ([Monje-Amor, Xanthopoulou, Calvo, & Vázquez, 2021](#)).

### **3. Research Background**

The results of [Kurdanaj et al. \(2014\)](#) research on the effect of psychological empowerment on structural capability showed that employees' psychological capability has a significant effect on their structural capability. Also, the effect of the dimensions of psychological empowerment, including: meaningfulness, competence, self-determination, and effectiveness, on the dimensions of structural empowerment, including delegation, information sharing, participation in decision-making, and control, was significant, and the hypotheses of the research were confirmed. The results of [Hasani et al. \(2016\)](#) in analyzing the mediating role of psychological empowerment to explain the relationship between transformational leadership and employees' job involvement, showed that a combination of transformational leadership components played an important role in predicting employees' job involvement. Also, psychological empowerment can play a mediating role in creating or increasing the relationship between the components of transformational leadership and employee engagement. [Arcalyd et al. \(2022\)](#) investigated the structural and psychological empowerment for nursing students in Oman. The results showed that "access to support" was ranked as the highest dimension among students, followed by "access to information," "informal power," "access to opportunity," "access to resources," and "formal power." Students who participated in school activities scored higher on "meaning," "competency," and "impact" than students who did not participate in any school activities. Consequently, we can develop or acquire power, and we define it in terms of achieving our goals. Age was not a barrier; it had little effect on nursing students' experiences of structural empowerment. A number of researchers in a study titled "Correlation between structural empowerment, psychological empowerment, and emotional burnout in registered nurses: a meta-analysis" found that there is a weak relationship between structural empowerment and emotional burnout. However, [Zhang, Ye, and Li \(2018\)](#) observed a moderate relationship between structural empowerment and psychological empowerment. Considering this background and the existence of gaps in past research, the first and second main hypotheses of the research are presented as follows:

1. Structural empowerment, or psychological empowerment, has a positive and significant effect on task performance.
2. Structural empowerment, or psychological empowerment, has a positive and significant effect on job involvement.

[Siti, Norshida, Afni, and Norsiah \(2013\)](#) in their research, showed that there is a positive and significant relationship between psychological empowerment and commitment ([Moradi & Jalilian, 2014](#)). In their research, [Safa et al. \(2018\)](#) investigated the impact of psychological ability dimensions on the job performance of agricultural college teachers in the northwestern provinces of the country. The results showed that the research hypotheses have been confirmed, and five psychological dimensions, including sense of competence, sense of autonomy, sense of effectiveness, sense of significance, and sense of trust, had a significant effect on the dependent variable. And they explained 40% of the variance in the job performance of teachers in agricultural colleges. In sum, one of the main prerequisites for increasing the level of job performance of teachers in agricultural conservatories is improving the level of psychological competence of teachers by paying attention to its main dimensions, especially the sense of meaning and the sense of competence (self-efficacy). [Mohebi and Eslami \(2019\)](#) investigated the moderating role of managers' communication behaviors in the relationship between psychological empowerment and job performance of nurses working in Shahid

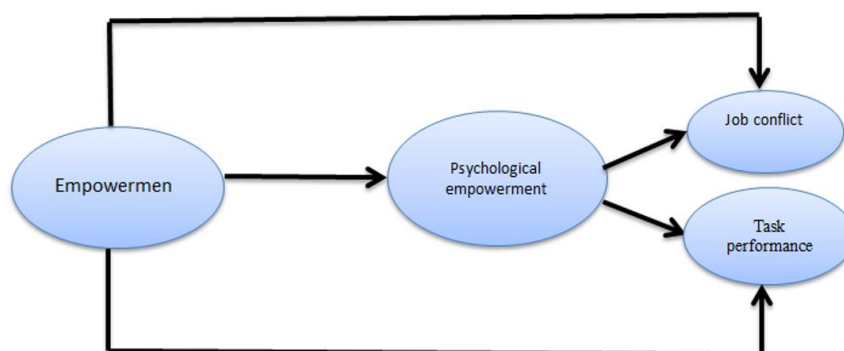
Sadouqi Hospital, Yazd, and the results showed that nurses' psychological empowerment has a relationship with their job performance. has a positive and meaningful effect, and each of the dimensions of nursing managers' communication behaviors (directive language, empathic language, meaning-making language) has a moderating role in the relationship between psychological empowerment and nurses' job performance. [Chiang and Hsieh \(2012\)](#) in their research entitled "The effect of perceived organizational support and psychological empowerment on job performance: mediating effects of organizational citizenship behaviour," investigated this effect among 513 hotel employees in Taiwan. The results showed that perceived organizational support and psychological empowerment both have a positive effect on organizational citizenship behavior, but perceived organizational support does not have a positive effect on job performance. Psychological empowerment and organizational citizenship behavior had a positive effect on job performance. Organizational behavior acts as a partial mediator between perceived organizational support and job performance, as well as between psychological empowerment and job performance. [Soltani-Nejad and Badafreh \(2018\)](#) analyzed the role of psychological empowerment in improving the job performance of the employees of the Southern Electricity Distribution Company of Kerman Province. The results showed that psychological empowerment has a significant effect on job performance. The following are the sub-hypotheses that correspond to this background:

3. Psychological empowerment has a positive and significant effect on job involvement.
4. Psychological empowerment has a positive and significant effect on task performance.

The results of [Sheikh and Babaie \(2015\)](#) in examining the effect of empowerment on the job satisfaction of government department employees in the Mahan sector showed that empowerment has an effect on the job satisfaction of employees, and the higher the level of empowerment of employees, the higher their job satisfaction. There is no difference between male and female employees. In their research, [Alwani, Pourmehdi, and Bagheri \(2013\)](#) examined the relationship between employee empowerment and the performance of formal and contract teachers' organizations in Rasht Districts 1 and 2. The results showed that there is a significant relationship between employee empowerment and related sub-hypotheses and the performance of the organization ([Moradi & Jalilian, 2014](#)). The results of [Parizadeh and Beshlideh \(2018\)](#) in examining the relationship between empowerment and organizational citizenship behavior with the mediating role of job burnout showed that there is a negative and significant relationship between job burnout and structural empowerment, as well as a significant relationship between structural empowerment and burnout that was achieved with organizational citizenship behavior. According to the findings, it can be said that job burnout has a mediating role in the relationship between structural empowerment and organizational citizenship behavior. Based on this, by considering variables such as the role of structural empowerment and reducing job burnout, the level of organizational citizenship behaviors of employees can be improved. [Alirezaei et al. \(2012\)](#) investigated the relationship between work conscientiousness and job performance among 130 employees of Khomeini Municipality in Isfahan City. The results showed that the dimensions of work conscientiousness (reliability and success orientation) with job performance (task performance and contextual) have a meaningful and positive relationship. [Yasami-Nejad, Gol-Mohamedian, and Yousefi \(2018\)](#) investigated the relationship between spiritual health and job involvement in male and female faculty members of Islamic Azad University, Dezfoul branch. The results showed that, in general, the dimensions of spiritual health have a positive and significant correlation with job involvement; the importance of paying attention to spiritual and religious health in the organization was also shown. In their research, [Roshan Bin and Pahlani \(2014\)](#) investigated the relationship between quality of life and job involvement of exceptional school employees among exceptional education employees in Sari city. The results showed that there is a significant relationship between the quality of life and job involvement of employees, also gender and marital status do not play a role in the level of quality of life and job involvement. As a result, the third and fourth sub-hypotheses of the research are as follows:

3. Structural empowerment has a positive and significant effect on job engagement.
4. Structural empowerment has a positive and significant effect on task performance.

[Figure 1](#), as the conceptual framework, shows all research hypotheses, both main and secondary.



**Figure 1.** Conceptual framework of the research.

#### 4. Research Methodology

Due to the use of quantitative data, the current research is one of the quantitative researches that is based on the practical purpose and of the causal-survey type, and in terms of time, single-section, and for the analysis of the data, the method of structural equations is used. The research population was 900 employees of this state-owned company, 269 people were selected as a statistical sample based on the Morgan table and the available random sampling method, and according to the number of employees in each organizational unit. The method of collecting data for the research is field, and a questionnaire has been used to collect the required data, the first part of which is focused on measuring demographic variables such as gender, age, and education, and the second part is focused on measuring the variables of the research conceptual model. This questionnaire has 53 questions related to investigating the relationship between research variables. We used a 5-item Likert scale to measure the indicators in the questionnaire. Table 1 displays the composition of questions based on variables.

**Table 1.** Combination of questions based on research variables.

Row	Variables	Combination of questions	Number of questions	Source
1	Structural empowerment	Questions 1 to 12	12 questions	Kurdanaj et al. (2014)
2	Job conflict	Questions 13 to 22	10 questions	Standard job involvement questionnaire (JIQ) Kanungo (1982)
3	Task performance	Questions 23 to 38	16 questions	Byrne (2005)
4	Psychological empowerment	Questions 39 to 53	15 questions	Spreitzer and Mishra (1998)

Cronbach's alpha method was also used to determine the validity and reliability of the research tool in Table 2. We also examined the research measurement tool from the perspective of content validity. Here, we examine the quantity and quality of questions from the perspective of experts. The results showed the desired reliability and validity of the tool. (To verify the reliability of a measurement tool, the minimum score obtained by Cronbach's alpha index is 0.7, considering that Cronbach's alpha values calculated for all research variables are 0.7 and above 0.7; hence, it can be said that the questionnaire used has the required reliability).

**Table 2.** Reliability of the questionnaire.

Variable	Alpha coefficient
Structural empowerment	0.785
Job conflict	0.801
Task performance	0.799
Psychological empowerment	0.756
Total	0.861

Data analysis was done with the partial least squares technique with the help of SmartPLS software. Partial least squares is a non-parametric method that is a suitable substitute for the structural equation model. The analysis of the research data was done at the level of descriptive and inferential statistics using SPSS software (version 22) and Smart-PLS software (version 3), and a significance level of 0.05 was considered. Cronbach's alpha tests, confirmatory factor analysis (CFA), correlation tests, and structural equation modelling (SEM) were used to check the reliability of the questionnaire, the validity of the questionnaire, the significance of the relationships between the variables, and the test of the research hypotheses.

#### 5. Research Findings

In analyzing the data and extracting the results, the data were analyzed descriptively. Based on the results of this analysis, the frequency and percentage of the respondents in each of the demographic variables were such that 249 (93%) of the employees of this state-owned company were male and 20 (7%) of them were female. Also, most of the employees were in the age range of 34-41 years (44%), and most of them had a bachelor's degree (73%).

We have attempted to ensure the validity of the questionnaires in the research. In this regard, after measuring the content validity of the questionnaires and then examined their construct validity using the confirmatory factor analysis method and SmartPLS software, with the results provided below.

**Table 3.** Goodness indices of model fit.

Variables	Cronbach's alpha	rho_A index	Composite reliability
Structural empowerment	0.8	0.798	0.858
Job conflict	0.816	0.818	0.89
Task performance	0.725	0.769	0.8
Psychological empowerment	0.723	0.728	0.801

According to [Table 3](#), the results indicate a good fit for the model. The factor loadings related to each of the research questions were also significant at the 99% and 95% confidence levels; Therefore, the studied constructs have high validity in terms of validity (factor loadings are greater than 0.4).

The t-statistics yield the following answers to the hypothesis (if the significance level of each hypothesis is lower than 0.05 or the t-statistic is greater than 1.96 or smaller than -1.96 It shows the confirmation of that hypothesis at the standard error level of (5%).

**Table 4.** The results of the t statistic.

Hypothesis	The degree of influence	t statistic	Condition
Sub-1: Psychological empowerment has a positive and significant effect on job engagement.	0.272	4/381	Accept
Sub-2: Psychological empowerment has a positive and significant effect on task performance.	0.666	12/702	Accept
Sub-3: Structural empowerment has a positive and significant effect on job involvement.	0.243	3/066	Accept
Sub-4: Structural empowerment has a positive and significant effect on job performance.	0.048	0.863	Rejection
Principle 1: Structural empowerment, through psychological empowerment, has a positive and significant effect on task performance.	-	0.501	Rejection
Principle 2: Structural empowerment, through psychological empowerment, has a positive and significant effect on job involvement.	-	0.818	Rejection

The results indicate the confirmation of the first 3 sub-hypotheses and the rejection of the fourth sub-hypothesis, as well as the rejection of both main hypotheses.

According to the results shown in [Table 4](#), the influence of the independent variable on the dependent variable is 0.272 units, and because the value of the t statistic is greater than the value of 1.96, this relationship is supported by the data (at the 5% error level of the mean), and the first sub-hypothesis is confirmed. In the second sub-hypothesis, the influence of the independent variable on the dependent is 0.666 units, the relationship between the two variables is supported by the data, and the path that relates these two variables is positive and significant (at the level of error of 5% is significant). As a result, this hypothesis is also confirmed. In the third sub-hypothesis, the influence of the independent variable on the dependent variable is 0.243, the relationship between the two variables is supported by the data, and the path that connects these two variables is positive and significant (with an error level of 5 percentage points being significant), and this hypothesis is also confirmed. But in the fourth sub-hypothesis, the effect of the independent variable on the dependent variable is 0.048, the relationship between the two variables is not supported by the data, and the path that relates these two variables is not positive and significant (at the level of 5% error is not significant). As a result, this hypothesis is rejected. In the first main hypothesis, the relationship between the independent and dependent variables is not supported by the data, and the path that relates these two variables is not positive and significant (it is not significant at the 5% error level) as a result of this. The hypothesis is also rejected. In the second main hypothesis, the relationship between the independent and dependent variables is not supported by the data, and the path that relates these two variables is not positive and significant (it is not significant at the 5% error level) as a result of this. The hypothesis is also rejected.

## 6. Conclusion and Suggestions

The purpose of this research was to determine the effect of structural empowerment on job involvement and task performance and the mediating role of psychological empowerment in a public company. The findings of the research show that structural empowerment, through psychological empowerment, does not have a positive and significant effect on job involvement, and structural empowerment through psychological empowerment has a positive and significant effect on the performance of the employees of this company. Consequently, we reject the two main research hypotheses. These findings are in agreement with the research

results of [Kurdanajj et al. \(2014\)](#) which showed that the psychological ability of employees has a significant effect on their structural ability, and the dimensions of psychological ability including: meaningfulness, competence, self-determination, and effectiveness have a significant effect on the dimensions of structural empowerment, including: delegation of authority, sharing of information, participation in decision-making and control, and the results of [Hasani et al. \(2016\)](#) which showed that a combination of transformational leadership components played a significant role in predicting employees' job involvement. Also, psychological empowerment can play a mediating role in creating or increasing the relationship between transformational leadership components and employees' job involvement, but it is not consistent.

Another finding of the research shows that psychological empowerment has a positive and significant effect on job involvement and psychological empowerment on the performance of the employees of this state-owned company. Therefore, the research confirmed both the first and second sub-hypotheses. This finding is consistent with the research results of [Siti et al. \(2013\)](#) who showed that there is a positive and significant relationship between psychological empowerment and commitment. [Safa et al. \(2018\)](#) also showed that five psychological dimensions, including a sense of competence, a sense of autonomy, a sense of effectiveness, a sense of significance, and a sense of trust, have a significant effect on the job performance of teachers in agricultural colleges in the province in the northwest of the country. [Mohebi and Eslami \(2019\)](#) also showed that the psychological empowerment of nurses has a positive and significant relationship with their job performance, and each of the dimensions of communication behaviors of nursing managers (directive language, empathetic language, meaning-making language) has a moderating role. Factors in the relationship between psychological empowerment and job performance of nurses, [Chiang and Hsieh \(2012\)](#) showed in their research that perceived organizational support and psychological empowerment both have a positive effect on organizational citizenship behaviour. Perceived organizational support does not have a positive effect on job performance. Psychological empowerment and organizational citizenship behavior had a positive effect on job performance. Organizational behavior acts as a partial mediator between perceived organizational support and job performance, as well as between psychological empowerment and job performance, and [Soltani-Nejad and Badafreh \(2018\)](#) showed that psychological empowerment affects job performance. Employees of the South Electricity Distribution Company of Kerman Province have a significant impact.

Another finding from the research shows that structural empowerment has a positive and significant effect on job engagement. Therefore, the third sub-hypothesis receives confirmation. This finding is consistent with the research results of [Yasami-Nejad et al. \(2018\)](#) who showed that the dimensions of spiritual health have a positive and significant correlation with job involvement and also showed the importance of paying attention to spiritual and religious health in the organization.

Another finding from the research shows that structural empowerment does not have a positive and significant effect on task performance. Consequently, we rejected the fourth hypothesis. This finding is consistent with the results of [Alwani et al. \(2013\)](#) who showed that there is a significant relationship between employee empowerment and its related sub-hypotheses and the performance of the organization, and [Alirezaei et al. \(2012\)](#) who showed that the dimensions of work conscience (reliability and success-orientation) have a meaningful and positive relationship with job performance (task and contextual performance). The results of [Parizadeh and Beshlideh \(2018\)](#) also showed that there is a negative and significant relationship between job burnout and structural empowerment, and a significant relationship was found between structural empowerment and job burnout and organizational citizenship behavior. According to the findings, it can be said that burnout plays a mediating role in the relationship between structural empowerment and organizational citizenship behavior. Based on this, by considering variables such as the role of structural empowerment and reducing job burnout, the level of organizational citizenship behaviors of employees can be improved.

Another noteworthy point regarding the analysis of the findings of this study, which is considered the innovation of the present research, is challenging the theoretical foundations of the role of structure in the performance of employees. The organizational structure alone cannot lead to the improvement of human resources' task performance. Although the structure has the role of providing the framework and format of the task, better performance requires something beyond that.

## **7. Limitations and Suggestions**

One of the unique features of this type of research is the impact of variables beyond the researchers' control, which could potentially influence the research results. Also, the data collection tool in this study was only a questionnaire, and the examined sample is limited to the managers and experts of a government company, so the generalizability of the obtained results can be considered a limitation of the research and its results, for it is not generalizable to non-governmental organizations or other regions. In this context, other researchers are advised to conduct the desired study in non-governmental organizations and compare the results with those of governmental organizations. It is also suggested to investigate the effect of structural and psychological empowerment on other job dimensions such as organizational citizenship behavior, organizational health, job rotation, etc., with the mediating role of different variables.

It is suggested to the managers of companies and government organizations that by holding joint discussions and exchange of opinions with employees in multiple time frames, they try to remove obstacles to empowerment and ambiguity in the role of employees, and to improve their level of technology knowledge by holding training courses according to their ability level and providing them with job resources, facilities, and necessary information according to the nature of the job. In order to increase the empowerment of employees, Conduct psychological training courses and provide environments for employees to improve in different psychological dimensions (feeling of competence, feeling of significance, feeling of autonomy, and feeling of influence). It is also suggested to improve the two approaches of structural and psychological empowerment in employees simultaneously by creating a cooperative atmosphere in the work environment and freedom in decision-making according to the level of participation, in order to increase motivation, job engagement, and performance. Increasing job satisfaction and reducing the feeling of separation between employees and their jobs, holding training courses for employees in order to strengthen their positive characteristics and increase their functional and contextual performance, and creating a suitable environment In the organization, provide the context for creativity and initiative of employees and identify creative employees, and consider a suitable reward system for employees with creative ideas and suggestions. It is suggested that managers of companies and government organizations provide services of good quality for employees who have a good relationship with clients, observe organizational order and discipline, and avoid extravagance in the use of organizational equipment. They do not, and they perform the tasks on time and with the fewest errors, applying the appropriate reward system with the necessary skills. It is also suggested to delegate authority to the employees according to their abilities and to have balanced supervision over their activities.

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