NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

HUMAN RESOURCES DEVELOPMENT IN EDUCATION

THE ROLE OF HRD STRATEGIES ON PERSONNEL PERFORMANCE MEDIATED BY HUMAN RESOURCE EMPOWERMENT

MASTER'S THESIS

Peiman Pedram

Nicosia

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Approval

We certify that we have read the thesis submitted by Peiman PEDRAM titled "The Role of HRD Strategies on Personnel Performance Mediated by Human Resource Empowerment" and that in our combined opinion it is fully adequate, in scope and quality as a thesis for the degree of Master of Educational Sciences.

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APPROVE: This thesis was approved by the above jury members in accordance with the relevant articles of the Near East University Graduate Education Institute Education-Teaching Regulation and was accepted by the decision of the Institute's board of directors.

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Director of the Institute of Graduate Studies

DECLARATION OF RESEARCH ETHICAL CONDUCT

This study was conducted honestly and by considering all academic rules and regulations in the hope to add insight on this topic. All the data and information were consented or published for public.

Hereby, I declare that the Near East University, Institute of Graduate Studies and Research has the authority to store and publish the present study in their electronic sources as a novel insight presented by study author.

Peiman Pedram

2022

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I thank and am grateful for each and every individual who made it possible to reach this point in my academic life and hope to answer their kindness in turn.

ABSTRACT

The Role of HRD Strategies on Personnel Performance mediated by Human Resource Empowerment

Peiman Pedram

INSTITUTE OF GRADUATE STUDIES, HUMAN RESOURCES DEVELOPMENT IN EDUCATION

Thesis Supervisor: Assoc. Prof. Dr. FATMA KÖPRÜLÜ

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The purpose of this thesis is the role of HRD Strategies on Personnel Performance mediated by Human Resource Empowerment. The statistical population includes all employees (staff and professors) of higher education institutions in Kerman province, Iran. Analytical quantitative method was chosen for the purpose of this study. Structural equation modeling was used to analyze the data. To collect data, 3 questionnaires of human resource development strategies include five sections: performance management, relations management, training, organizational learning and staff development. To measure it, we used a 28-item questionnaire. human resources performance measured with a 15-item questionnaire, and human resource empowerment measured with a 17-item questionnaire. Since the structural equation modeling approach was used in this study, the sample size was considered between 5 and 10 times the number of questions. This amount can be changed between 140 and 280 depends on mentioned amount. According to this, 273 people was considered the basis of statistical analysis. Results of the research showed that human resources development strategies can affect personnel performance by considering the mediating role of human resources empowerment. Moreover, human resources strategies can directly affect staff performance and human resource empowerment. Also, human resource empowerment can significantly affect staff performance.

Keywords: Management; Training; Organizational Learning; Human Resource Development; Empowerment; Performance

ÖZET

İnsan Kaynaklarını Güçlendirmeye Dayalı İnsan Kaynakları Geliştirme Stratejilerinin Kişisel Performans Üzerindeki Rolü
Peiman Pedram

LISANSÜSTÜ EĞITIM ENSTITÜSÜ, EĞİTİMDE İNSAN KAYNAKLARININ GELİŞTİRİLMESİ
Tez Danışmanı: Doç. Dr. Fatma KÖPRÜLÜ

Nisan 2022, 102 Sayfa

Bu çalışmanın amacı, İnsan Kaynaklarını Geliştirme Stratejilerinin, insan kaynaklarının geliştirilmesi aracılığı ile kişisel performans üzerindeki rolünü belirlemektir. Çalışmanın statistikel katılımcıları, İran'ın Kermen eyaletindeki yüksek eğitim enstitülerinde görev yapan personel ve profesörler oluşturmaktadır. Bu çalışmada analitik nicel yöntem uygulanmıştır. Veriler yapısal eşitlik modellemesi ile analiz edilmiştir. Veri toplama, insan kaynakları geliştirme stratejileri kapsamında, beş bölümden oluşan, (performans yönetimi, ilişkiler yönetimi, eğitim, kurumsal eğitim, ve personel gelişim) 28 maddelik üç anket çalışması ile yapılmıştır. İnsan kaynakları geliştirme yönetimini ölçmek için 15 madde ve insan kaynaklarını güçlendirmeyi ölçmek için 17 madde belirlenmiştir. Çalışmada yapısal eşitlik modellemesi uygulandığı için örneklem soru sayısından 5 ve 10 kat daha fazla fazla alınmıştır. Bu sayı söz konusu sayıya bağlı olarak 140 ile 280 arasında değişebilmektedir. Buna göre, 273 katılımcı yapılan ststistiksel analizde temel alınmıştır. Çalışmadan elde edilen sonuçlar, insan kaynaklarını geliştirme stratejisisin insan kaynaklarını güçlendirmedeki rolü nedeniyle kişisel performansı etkilediğini göstermiştir. Dahası, ınsan kaynakları stratejilerinin kişisel performansı ve insan kaynaklarının güçlendirilmesini de doğrudan etkilediği saptanmıştır. Ayni zamanda, insan kaynaklarını güçlendirmenin kişisel performansı da önemli ölçüde etkilediği görülmüştür.

Anahtar kelimeler: Yönetim, eğitim, kurumsal eğitim, insan kayanaklrı gelişimi, güçlendirme, performans

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List of Abbreviations

HRD   : Human Resources Development

ERM   : Employee Relationship Management

ER   : Employee Relationship

OL   : Organizational Learning

SEM   : Structural Equation Modeling

CHAPTER I

Introduction

The real extend of an organization's competitive advantage depends on how the potential and resources of that organization are utilized considering the current challenges posed by globalization and technological advances. The main aim of an organization would be to reach specific objectives and milestones while the successful completion of all these objectives is affected by how human and financial assets of an organization are managed and controlled. Research show that the potential intellectual and creative capacity of human resources plays and important role in achieving competitiveness in an organization. Today, despite the fact that many entities have embarked on a journey to reach excellence, there are a few who could claim to have gained it. One of the reasons for this shortcoming is the partial understanding of organizations about excellence and its variables –especially the role of human resources. Human resources are among the most effective and necessary assets of any entity which seeks an organizational advantage in the competitive world of today. The optimal utilization of human resources requires a strategic view and the importance of this perspective is growing rapidly. An organization which focuses on these strategies and long-term goals has the change to develop into a powerful opponent in their given area.

Human resources development strategies are an undeniable and effective tool in improving the competitiveness and effectiveness of an organization. There are a variety of HR strategies which help develop the necessary conditions and behaviors to reach success. In other words, realization of the overall strategy of an organization depends on how its human resources are developed to address issues and this development is directly affected by the Human resources development strategies which facilitate this process. Considering the role of HRD strategies in an organization, one should also be aware of the factors affecting HRD strategies. Therefore, in the present study, the roles of resources strategies humanities involve performance management, relations management, training, organizational learning and staff development.

The culture and survival of a business organization is directly affected by how the management operates (performance management) and shapes relations

(relations management). Performance management is necessary to understand the role of each individual in an organization. Research on employee performance is a growing field and the body of literature in this regard expands by each passing year. Performance management facilitates HR planning and evaluation by collecting organizational data and individual feedbacks. On the other hand, since the success of an organization is strongly affected by its employees' performance, their cooperation and good relationships will result in the optimal completion of all tasks. Thus, management should pay extra attention to controlling employee relationships. The goal of human resources development is to establish good relations among employees and create the best possible working conditions. HRD is a variable which also controls the different activities of an entity.

Nowadays, commercial organizations point at preparing and creating human assets to supply them with different data, aptitudes and progressive strategies. They too make strides their aptitudes and capacities in an endeavor to alter their behavior and states of mind emphatically and provide necessary adaptability to manage the issues of work that will increase the organization's capacity to solve its problems.

An important factor which significantly affects performance is training; training can improve the level of individual and organizational competence and create the perfect opportunity to reach a competitive edge. For this purpose, training programs are designed to equip employees with the latest technological information and improve their competence and skills in handling new equipment; This, in turn, results in employee satisfaction since it inspires a sense of belonging and commitment among them and, finally, the improved employee performance and satisfaction will strengthen the competitive edge of a given organization.

Nowadays, organizational flexibility is necessary to benefit from the current global situations and managers focus on boosting organizational learning since it is vital for competitive organization. Entities which do not keep pace are doomed to fall behind. Therefore, organizations must let go of traditional practices and seek the necessary skills, data and strategies which can help them advance and succeed in their respected area.

On the other hand, one of the most important goals of HRD is employee development. Employee development involves the growth of individual employees or

whole organization. In other words, employee management focuses on the development of individual skills and abilities which in turn results in the development of the whole organization. This way, organizational and employee performance will improve significantly. It could be said that there is a direct relation between organizational and employee performance since competent employees will be more committed to the organization and satisfied with their job and their performance will improve; The increase in employee performance will, in turn, result in organizational effectiveness.

Empowerment is an important organizational strategy when addressing external changes. This strategy has the capacity to increase employee performance as well as create a sense of trust between organization and its employees. In this situation, employees are given the chance to be involved in organizational affairs and, also, take responsibility for their efforts or there lack of. Empowerment is defined as "the involvement of employee in decision making process". In this situation, human resources and teams are distributed throughout the organization based on their capabilities and functions to reach the best possible outcome.

Higher schooling centers in Kerman area, Iran, as a developing nation, are endeavoring to find the exceptional stages of execution to continue with the set up educate of the developed nations. This will cause more press and increments contention and tasks. Based on the researcher's information of the reality of task in educate of higher instruction in Iran, its consider theme (The part of the human assets advancement techniques on faculty execution interceded by human assets strengthening) was chosen as an endeavor to appear the connection among human asset advancement procedures and strengthening of people in the educate, also the effect of these methodologies on the execution at this exceptional and troublesome period during history. To discover the results that show the nature of these instructive schooling in the period, that can also be utilized within the future to compare or plan.

The Importance of the Study

The critical significance of the research draws from the factors of the memorable profiles of educational centers and colleges. The free variable shapes; the human asset improvement procedure and strengthening as an interceding variable, that

indicates the need to study colleges to consider. The human asset is the key measurement of advancement because it shapes its logical source of mental property and the driving drive towards the overhauling and brilliance. The subordinate variable gets to be the human execution at colleges. Hence, it tries to decide about adequacy of methodologies and strengthening received by the higher instruction education in Kerman, Iran to make strides its human assets and find its effect on the representatives.

Statement of the Problem

The available body of literature points to the significant role of human resources development strategies on organizational and employee development; however, few articles have focused on human resources development issues in developing countries and the quality of services from higher education institutions. It should be noted that the literature on development strategies in developed countries is quite vast while the same issue in less-developed countries requires more research and focus. The available research in this area cover HRD from a general perspective and the role of HRD strategies on employee performance is neglected. Therefore, the present study aims to minimize this gap and provide the necessary data for understanding human resources development and HRD strategies in Kerman province, Iran.

The main objective

The main objective of this study is the role of HRD Strategies on Personnel Performance mediated by Human Resource Empowerment.

According to mentioned objectives, several related sub-objectives emerge:

- Investigating the relationship between performance management strategy and personnel performance

- Investigating the relationship between relations management strategy and personnel performance

- Investigating the relationship between education strategy and employees' function

- Investigating the relationship between organizational learning strategy and personnel performance

- Investigating the relationship between staff development strategy and personnel performance

- Identifying the relationship between performance management and empowerment

- Identifying the relationship between relations management and empowerment

- Identifying the relationship between training and empowerment

- Identifying the relationship between organizational learning and empowerment

- Identifying the relationship between staff development and empowerment

- Identifying the relationship between empowerment and personnel performance

The present study aims to investigate some hypotheses. Based on the thesis hypothesis, there is a significant correlation between:

H1. The relationship between human resource development strategies and personnel performance.

H1a. Performance management strategy and performance of human resources.

H1b. Relations management strategy and performance of human resources.

H1c. Education strategy and function of human resources.

H1d. Organizational learning strategy and the function of HR at the universities.

H1e. Staff improvement strategy and the performance of human resources.

H2. The relationship between human resource development strategies and empowerment.

H2a. Performance management and empowerment.

H2b. Relations management and empowerment.

H2c. Training and empowerment.

H2d. Organizational learning and empowerment.

H2e. Staff development and empowerment.

H3. Empowerment and performance of human resources

The main question

Has the implementation of human resource development strategies mediated by empowerment had any effects on personnel performance?

- Has performance management had any effects on personnel performance?

- Has relations management had any effects on personnel performance?

- Has training had any effects on personnel performance?

- Has organizational learning had any effects on personnel performance?

- Has staff development had any effects on personnel performance?

- Has performance management had any effects on empowerment?

- Has relations management had any effects on empowerment?

- Has training had any effects on empowerment?

- Has organizational learning had any effects on empowerment?

- Has staff development had any effects on empowerment?

- Has empowerment had any effects on personnel performance?

The Scope of the study

This study examines "the role of HRD Strategies on Personnel Performance mediated by Human Resource Empowerment: a case study of higher education institutions in Kerman province, Iran". Therefore, HRD strategies mediated by empowerment are taken into account and their influence on organizational performance is determined. Research on this topic may be influenced by various factors and variables. The present study explores some of these factors: performance management, relations management, training, organizational learning, staff development, and empowerment as a mediating variable.

Limitation of the study

This research is limited to Kerman province in Iran. Evaluating the role of human resources development strategies in personnel performance. Along with the mediating role of empowerment is prioritized.

Corona virus epidemic, lack of face to face communication with the interview and time framework for studying are other limitations.

CHAPTER II

Literature Review

Management

In the management debate, the main task is to get people to work together to achieve the goals of an organization. Management is defined as gathering people to achieve the desired goals using the available efficient and effective resources. Because we can think of organizations as a system, we can define management as a human action to design, as well as facilitate useful results. Hence, this perspective provides an opportunity for management, which is a prerequisite for managing the efforts of others (Shafter et al, 2017).

Performance Management

Performance management, which aims to measure, motivate and develop staff performance, can be defined as a set of management processes and behaviors. In performance management, the main goal is to improve and enhance the individual performance of employees so that it can ultimately affect the performance of the organization. Therefore, performance management can affect individual performance, and also human resource methods can be related to organizational performance.

In addition to performance-improvement, performance management can consider several other goals in an organization or institution, including being used as a source of information to make decisions about staff and their desired development, as well as maintaining the organization (Kubiak, 2020).

Objectives of performance management

The focal point of execution controlling incorporates components like acknowledgment, valuable input, self-awareness and vocation openings. Chan, guessed that exhibition the execution frameworks cause vital assessment and assurance objective harmoniousness. McDavid and Hawthron stated that presentation the execution management process starts and ends with details that show targets for the association. Exhibition the executives cycle ought to contain execution arranging, assessment and rating. Cestolle, believed that the goal of execution the executives are to help an association's general business objective by connecting crafted by every individual worker or administrator to the general aim of the unit. Graham, accentuated

on the requirement for clear execution assumptions for every worker to be connected to the ideal outcomes recorded in the association's essential arrangement (Samwel, 2018).

Execution evaluation is an apparatus which can be utilized by an association to look at and survey the exhibition of representatives throughout a specific timeframe. The general goal of execution evaluation is to improve the proficiency of an endeavor by endeavoring to prepare the most ideal endeavors from people utilized in it. In numerous associations, execution examinations are relied upon to satisfy various capacities, including input, instructing, objective setting, abilities advancement, pay assurance, lawful documentation, worker correlation and cutback choices. Aforo and Antwi, recommended that an execution examination framework comprises of defining objectives, providing input, investment and motivations for workers' execution. Performance evaluation is the essential method of examining and following up on the improvement of a person. Action evaluation is intended to animate representative execution just as authoritative execution. Execution assessment is an efficient course of estimating a singular's presentation in the work, in view of foreordained execution models and it adjusts itself to the association techniques and gives a connection to common and explicit human asset capacities. Robert, expressed that the standards for execution assessment is to be contributive according to the staff's perspective. Execution assessment is a course of consistent exploring one's presentation against the various components of the work (Samwel, 2018).

The performance management cycle

A presentation of function framework capacities as a persistent and self-recharging cycle is displayed in Figure 1.
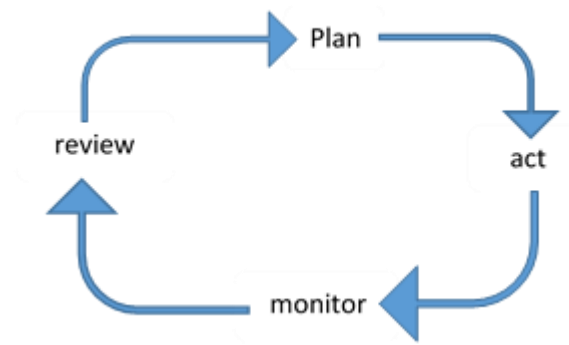
Fig 1- The Performance Management Cycle

The execution management cycle looks like the cycle for persistent improvement characterized. This isn't an occurrence. Execution management is about constant improvement and upgrade (Armstrong, 2020).

The performance management sequence

The succession of cycles completed in this cycle and the logical results are represented in Figure 2.

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                        ┌─────────────────────┐
                        │   Corporate mission │
                        │  and strategic goals│
                        └─────────────────────┘
                                   │
                                   ▼
                        ┌─────────────────────┐
                        │     Business and    │
                        │  departmental plans │
                        │      and goals      │
                        └─────────────────────┘
                                   │
                                   ▼
┌───────────────┐       ┌─────────────────────┐       ┌──────────────────────┐
│  Competency   │──────▶│   Performance and   │◀──────│  Performance measures │
│  requirements │       │ development planning│       └──────────────────────┘
└───────────────┘       └─────────────────────┘
        │                          │
        │                          ▼
        │               ┌─────────────────────┐
        │               │   Performance and   │
        │               │     development     │
        │               │      agreement      │
        │               └─────────────────────┘
        │                          │
        ▼                          ▼
┌───────────────┐       ┌─────────────────────┐       ┌──────────────────────┐
│  Competency   │◀──────│    Action – work,   │──────▶│     Performance       │
│   evidence    │       │  development and    │       │     evidence          │
└───────────────┘       │      support        │       └──────────────────────┘
        │               └─────────────────────┘
        │                          │
        │                          ▼
        │               ┌─────────────────────┐
        │──────────────▶│     Managing        │◀──────────────
        │               │    performance      │
        │               │ throughout the year │
        │               │ through continuous  │
        │               │   monitoring and    │
        │               │     feedback        │
        │               └─────────────────────┘
        │                          │
        │                          ▼
        │               ┌─────────────────────┐
        └──────────────▶│   Formal review,    │◀──────────────
                        │ feedback and joint  │
                        │   analysis and      │
                        │    assessment       │
                        └─────────────────────┘
                                   ┊
                                   ▼
                        ┌────────────────┐          ┌──────────────────────┐
                        │     Rating     │┈┈┈┈┈┈┈┈▶│   Financial reward    │
                        └────────────────┘          └──────────────────────┘
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Fig 2- The performance management sequence

It is vital for note that evaluations and monetary award are not an unavoidable piece of the arrangement. You ought to likewise remember that this sensible and direct model is probably not going to give a reasonable image of what really occurs in numerous associations. It might address the excellent plan, but since

the framework is worked by individuals, who might be untrustworthy, the fact of the matter is frequently unique (Armstrong, 2020).

Employee Relationship Management (ERM)

Creating a work environment with mutual trust, integrating into the management structure and system, work performance control and delivering sensible work while they follow orders and perform with the necessary care, employee relationship management has expressed. Therefore, about relation to the relationship between employees and management, it can be said that it is a framework for organizational justice that consists of organizational culture and managerial styles and is used as rules and order of organizational work procedure. Employee relationship management is the rules and agreements under which employees are managed both individually and as a group. In this regard, Armstrong states that employee relations are for management and the relationship between manager and employee with the overall goal of achieving the desired level of productivity in terms of goods and services as well as motivating the employee to take preventive action to solve problems that affect Work environment is negatively affected (Samwel, 2018).

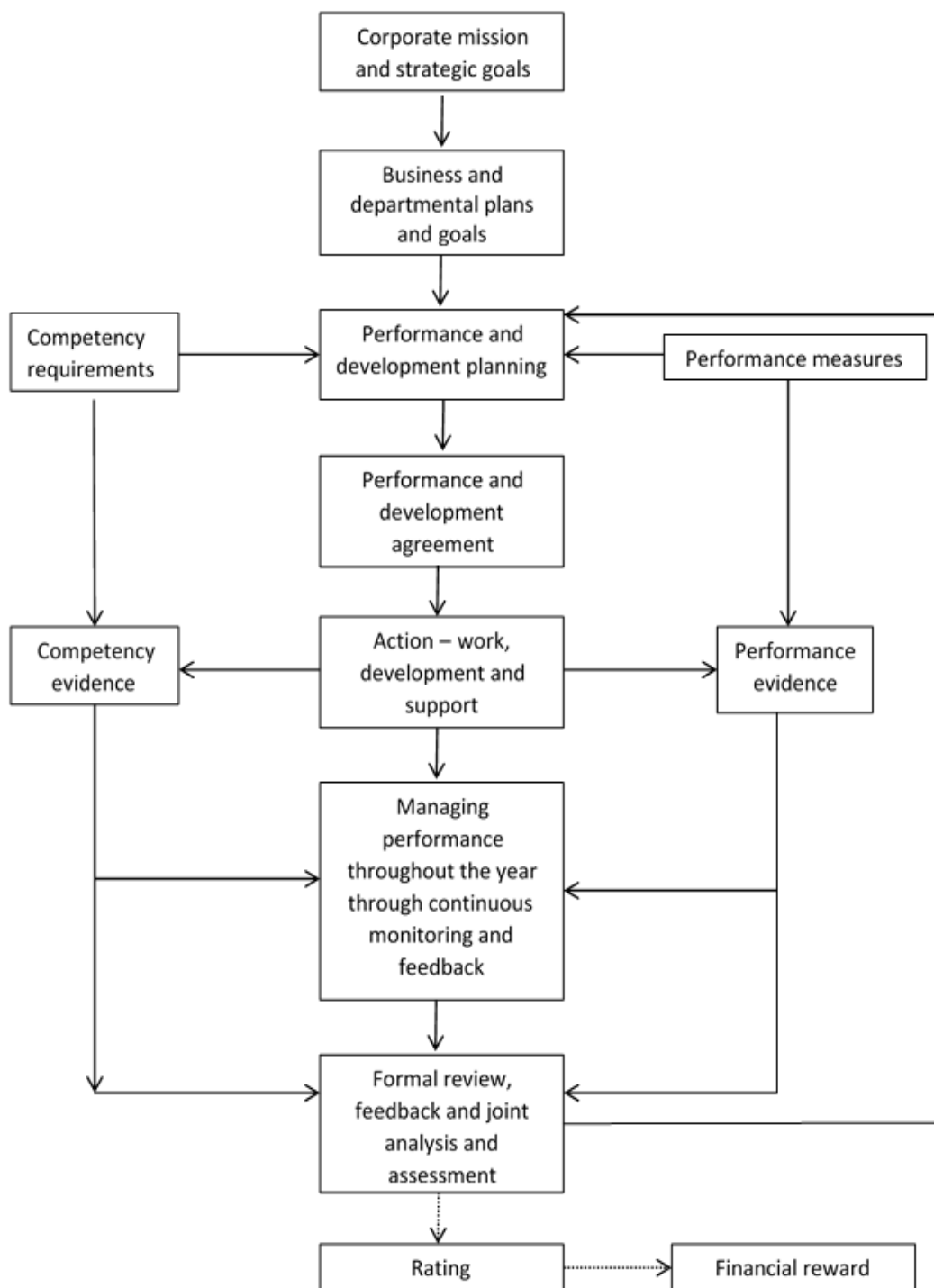**Definition of Employee Relationship Management:**

The term employee relationship management dates back to the twentieth century when it was coined to describe the relationship of commitment, rights, and management between the organization and its employees. In an organization, employee relations are greatly influenced by issues such as the economy, politics, and social and cultural issues of the community. This type of relationship deals with the internal relationship between the manager and the employee in an institution or company. Since this internal relationship emphasizes behavioural theories, therefore, we can define it as the relationship between employer and employee, which aims to create a good mood and mutual trust and a favourable work environment (Das & Maharana, 2020).

In this regard, Bergeron states that employee relationship management is a dynamic process that is used to manage the relationship between employee and manager in an organization so that employees use their knowledge to decide to exchange profits from their knowledge. Continue to reduce the damage that this can create value for a company. In general, employee relations management is mentioned

as one of the pillars of human resource management with emphasis on managing the relationship between employee and employer, which can be useful for improving employee performance and satisfaction and achieving the company's overall goals (Das & Maharana, 2020).

ERM Strategies

It is generally expected cited that 'Deal with your workers and they will deal with your clients'. Many undertakings and organizations depend on this way of thinking to upgrade their top and main concerns. Nonetheless, this doesn't imply that staff and representatives should be given extra advantages or motivators. Underneath you can observe some to be viable drives for Employee Relationship Management:

☐ Permitting the staff to choose to the greatest advantage of the association

☐ Giving independence and opportunity in their work and making them answerable for arriving at the objectives

☐ Establishing trust and straightforwardness among the partners and across offices and utilitarian regions

☐ Encouraging coordinated effort and backing between various divisions treating each other as the inside client

☐ Diminishing deferrals and wastages of assets like cash, time, and endeavors, through compelling coordination

☐ Encouraging innovative thoughts for the improvement and development through Quality Circles, SGIA, TQM

☐ straightforwardness in the job and obligations of every individual worker and designating errands as indicated by aptitude, abilities and experience

☐ Providing mentorship to the sluggish movers or new comers

☐ Treating partners as a relative and giving them moral, passionate and actual help at whatever point required.

☐ Respecting workers' protection, not interrupting into their own zone and esteeming them for their accomplishments

☐ Including representatives in friendly, social and innovative exercises to ease work environment stresses, consequently invigorating their energy and excitement

☐ Reliably dividing precise data between colleague or related divisions

☐ Regularly spreading and talking about administration approaches and plans

☐ Ensuring cleaner and more secure workplace

It is the obligation of each worker to appear the previously mentioned drives. The previously mentioned drives are the obligation of every single representative paying little mind to their work job or position. Connection between partners needs to go past the work environment to social affairs, clubs, exercise centers, and so on When holding is solid and past proficient competitions, participation and cooperation increments and errands are accomplished without pressure and strain. Then, at that point, departmental colleagues presently don't remain contenders rather they become partners (Raizada, 2019).

Employees relationship and organizational performance

Research has shown that there is a connection between certain worker relations and representative commitment in working on hierarchical execution. Authoritative execution is decidedly identified with viable relations among supervisors and representatives. Accordingly, it focused on the way that directors need to appropriately interface with their workers. Osborne and Hammoud, compactly added that a lower representative commitment in an association can be an aftereffect of the negative workplace. They thought that such circumstances cause low usefulness. Each individual wants to be regarded, valued, perceived for capacities and skill, and furthermore to have opportunity or command over the release of work. In case an association neglects to perceive these make up of human instinct, it will cause a circumstance where man-agers will treat their workers in a contempt way. It can consequently result in representatives getting demotivated and demoralized. Inspiration it isn't just with regards to monetary award yet it additionally reaches out to satisfying the mental requirements of the representatives (Arimie & Oronsaye, 2020).

Without a doubt, inspiration is viewed as a significant part of representative relations in associations. Reece (2017), expressed that inspiration gives a system to

acknowledging why individuals do the things they do. Despite the fact that there are various thought processes in human conduct, they are individualistic and dynamic and are liable to change throughout the long term. individuals are not normally mindful of the element which inspires their practices. A singular representative who is accepted to be separated in an association, may not imply that he has left the association. There are representatives who are in associations but withdrawn. He depicted these representatives as people who don't play out their obligations appropriately and don't fulfill the set time constraint in finishing their tasks. since they are insufficient roused and not fulfilled working, they do not have the excitement and the energy to add to the objectives and goals of the association, which is considered to because of absence of successful representative relations with their bosses and directors.

Positive human relations between the businesses and the workers have been considered as critical in working on the hierarchical exhibition in an association. Human relations places consideration on what level representatives are locked in with their work. This is feasible through the degree of comprehension and backing that chiefs accommodates workers. They declare that examination directed has shown that when representatives feel at ease in playing out their obligations it makes a good mental demeanor towards the association, which is inescapable in expanding worker commitment level. In this way, association should endeavor to fabricate and encourage worker commitment. This is a two-way process through which representatives are very occupied with work and the board is delicate to the necessities of its workers and putting forth purposeful attempts in satisfying their requirements (Arimie & Oronsaye, 2020).

Training

To show the advantages of utilizing vital view and impression of preparing, hierarchical technique and preparing are exceptionally fundamental, because of the way that by connecting this procedure with human asset effectively, especially on preparing and advancement, it will add to the achievement and improvement of associations. Improvement and preparing are additionally viewed as persistent further developing interaction which ought to be modern to confront the dynamic changes in work environment and to embrace preparing as an upper hand of the association (Abdelhafid, 2019).

Benefits of training

For an organization to be equipped with the knowledge, ability, and skills necessary to perform the tasks assigned to it, training and development play a key role in its development and success. For management to ensure that employees have the necessary skills for business and services, by selecting useful and desirable training and up-to-date to meet their needs, follow-up in implementing the best and newest human resource methods.

Therefore, in any organization or institution whose goal is to improve and improve performance, training and development can be very important and necessary. Therefore, the benefits of training and development can be considered the pillars and foundations of any organization because:

1- It helps a lot in eliminating the weaknesses of the employee

2- It has an effective role in improving work performance.

3- It can help to develop and improve science and knowledge and skills and abilities of people.

4- It is effective in creating and increasing job satisfaction.

5- It can be useful in improving and upgrading the vision of the organization (Ershad, 2017).

Steps involved in training

If we want to see the impact of training and development in an organization, we should not insist on its short-term aspects such as a one-minute game.

- Identify the overall purpose of the business and services. Training should be able to cover the overall goals of the organization. Hence, such training programs should be framed.
- Analyze existing gaps. Employees' current skills and performance should be identified and aligned with business and organizational goals. This makes the shortcomings and shortcomings of the staff are identified and the existing gaps are visible.

- Appropriate training methods should be selected. This in itself will be effective in helping to analyze the gap so that we can frame the budget, location, trainers, type of training, and online and face-to-face programs.
- Evaluate training programs. One can`t imagine an end to learning and participating in educational programs. Therefore, immediate and early performance of employees can`t give us accurate and complete results because training is a continuous process and we must measure it daily on an ongoing basis.
- Track actions and activities. To measure the success and progress of a training program, we must evaluate it after each training session. Therefore, in an organization or company, we must make the employee training program a part of the organization's culture (Murali, 2020).

Education and Improvement goals

The basic goal of planning and progression is to work on the productivity of agents by giving them the foremost later techniques, strategies and data in arrange for proficient execution of their assignments to be in line with the common regulatory destinations. Claiming that the primary stage within the arrangement of an instructing program is to characterize its goals and goals accurately and clearly, since these destinations offer assistance to get ready the proper arrange that leads to the accomplishment of them. Each preparing procedure contains a specific point, which is arranged to be accomplished by education. Before education starts, its objectives targets ought to be accurately characterized concurring to the preparing needs of the learners. After finishing the preparing course, the aim that the company craves to attain is alter and advancement in execution. The educational targets stated in are;

1. Guaranteeing the execution of work productively, and completing the crevices among execution benchmarks and the genuine activity of employees.

2. Propelling workers to work by creating their sense dependability and having a place to the organization, and making them realize that the increment in efficiency depends on their readiness and constancy within the execution of work.

3. Giving representatives with self-motivation in arrange for them to progress their effectiveness in quality as well as amount of their mindfulness of the destinations and

approaches of the organization as well as the significance of their task and commitment to accomplishing these objectives.

4. Progressing aptitudes and capacities of workers, and persuade them of the components that qualify them to be advanced to higher positions.

Yaghi, classified training goals into three stages based on hierarchical company:

Stage 1: Normal preparing aims which are not required to be imaginative since they concentrate on reasonable pointers from the history of the company and show the real reality of the category of people required to be trained.

stage 2: Preparing objectives pointed at finding reasonable arrangements to issues confronting the human assets, and hindering performance.

stage 3: Imaginative preparing aims which tend to improve the level of execution within the company, and reach higher levels of productivity and viability absent from the common patterns (Abdelhafid, 2019).

The hierarchical levels of training objectives are illustrated in figure 3 as follows:
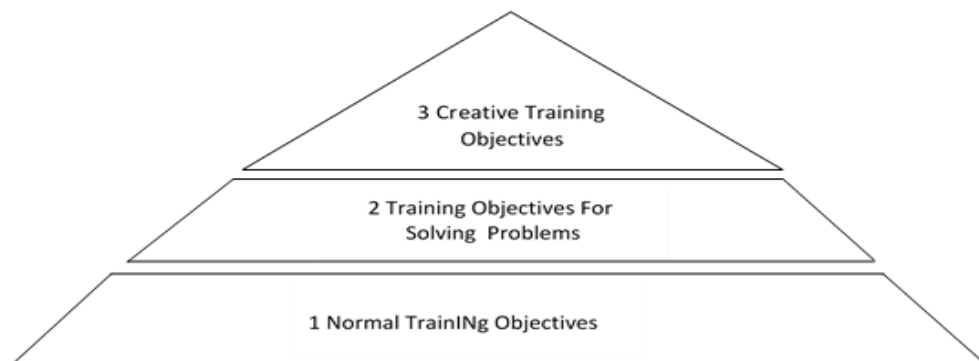
Source: Adopted from (Yaghi, 1989)

Fig 3- Stages of Training Objectives

Within the supposition of the researcher, that any company within the education of its education plan to require under consideration the authoritative targets that serves the administration at all stages to work more proficiently and accomplish the programs and approaches of development and advance wanted for the company or

establishment. Some regulatory destinations which any preparing program ought to accomplish in common are mentioned here:

1. Decreasing the burden and weight on bosses, therefore the administrator requires less time to check the botches of prepared personnel.

2. Giving directors and pioneers with reasonable aptitudes for their work and help them to perform ideally as well as changing the behavior of the people through an alter in their information, abilities and trends.

3. Cooperation with administration to find ability to relegate the right man to the proper place.

4. Giving representatives all the specified data related to the targets of the venture and its approaches and levels of execution of the task, so they can perform their assignments agreeing to the given information.

5. Planning pioneers at all stages and creating their administration capabilities according to working circumstances.

6. Changing ways: This indicates to the crave to alter what learners think. It might too cruel an alter within the states of mind of the learners and their sees as well as planning the learners to acknowledge modern suppositions or modern working circumstances.

The following picture indicates the education aims:
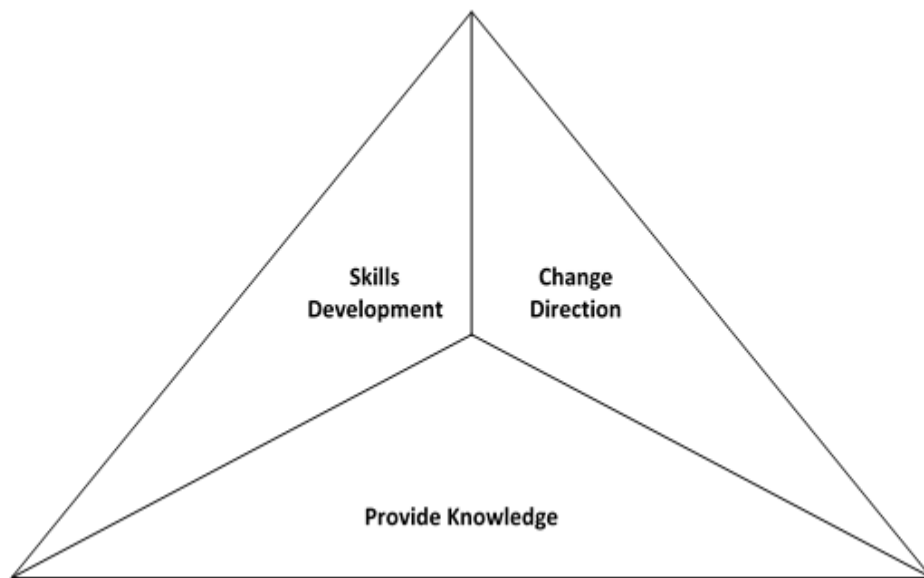
Fig 4- Training Objectives

Source: Maher, A. (1999), Human Resource Management, Alexandria: The University House for Printing.

7. Giving information: The maturing of information, the overlooking this information, and the rise of an unused information and science, legitimizing the require for preparing programs outlined to supply the most recent progresses in science.

8. Aptitudes Advancement: Learners may require particular abilities to be able to apply the picked up information fathom a few related issues, the analyst highlights the significance of characterizing preparing objectives and clarification for all parties included within the preparing action (Abdelhafid, 2019).

Effect of training on staff performance

Educators need to be aware of the relationship between staff training and the benefits that come with it. Coaches are then asked to take every opportunity to respond to their achievements and successes. Therefore, if the training used in an institution or organization is not in a principled and professional manner, it will reduce the quality of learning, which in turn will reduce the competencies of individuals and ultimately have a detrimental effect on the performance of the organization. In a world of competition, business, and economic turmoil, organizations and their managers are

acknowledging that they are looking for their problems in addressing existing challenges (Nnanna, 2020).

As a result, for companies to ensure that their employees have the skills and competencies to deal with uncertainties and make appropriate and effective decisions to maintain a competitive advantage in the market, they must invest in training programs. As we know, efficient and useful training is very important for the survival of the organization and its development at the individual and organizational levels, so that they can have a tremendous impact on the performance of the organization. Thus, company managers show that the organization is diverse for its employees and this can lead to increased motivation and enthusiasm in them. The assistance that can be provided through training to advance the goals of the organization and improve its performance is such as quality of service, productivity, customer satisfaction, morale, and business development. To achieve this goal, individual and organizational assessments must be made to identify needs and problems before planning and implementing training programs. These are important and vital issues that make an organization have the necessary knowledge and skills to consider their employees (Nnanna, 2020).

Organizational Learning (OL)

Learning means acquiring knowledge and knowledge through experience and in this activity the learner is an active element to be successful in transactions with different behavioural situations.

Different organizations adopt different learning styles based on characteristics such as industrial environment, culture, technology, and examine available resources and consider competitive constraints. In an institution or organization, different levels of learning can be applied at three levels: individual, group and organizational:

1- Individual learning: is a process in which knowledge can be acquired through the transfer of experience, which in turn indicates a change in the skill, belief and vision of the learner.

2- Group learning: refers to a process in which the group structure to produce the desired and expected results of the group are formed. In this process, the

participation of individuals, creating an open mind and creating areas for interaction between people are considered.

3- Organizational learning: This type of learning emphasizes collaborative and group activities through sharing insights, knowledge and experience (Khorasani & Zamanimanesh, 2017).

Organizational learning concept and definition

The writing of organizational idea has as of late explained on numerous terms, the foremost noteworthy of which are thoughts about science, learning and information, and can be according to the logical and informational insurgencies and electronic culture spreading, one of the foremost critical of these words was "organizational learning". Organizational learning includes procuring modern information or thoughts that can impact on the behavior (Abdelhafid, 2019).

Organizational learning as the way by which people and companies can recognize and adjust mistakes inside an organization. Hierarchical teaching can be defined as a learning cycle through friendly communications at gathering and association levels. Through progressive learning "whole affiliations or their parts alter to changing conditions by making and particularly grasping definitive plans". That suggests that definitive learning has as a result an extended degree of progressive data, which can roll out unused advancements in an affiliation. Authoritative learning makes fundamental conditions for the essential reestablishment that adjusts progression and change at the degree of association. "Restoration necessitates that associations investigate and learn new ways while simultaneously taking advantage of what they have as of now educated. Distinguishing, understanding and overseeing information abuse and investigation in a manner that lessens the pressure between them comprise an aftereffect of authoritative learning. Authoritative reestablishment could become key if the cycle could incorporate the entire association, in addition to certain gatherings or people, and the association capacities as an open framework. In fostering their hypothesis of hierarchical learning, characterize four premises:

• Premise 1: Organizational learning expects a strain between information abuse and information investigation.

• Premise2: Organizational learning is a staggered interaction (for example individual, bunch, association).

• Premise 3: The three degrees of hierarchical learning are connected through mental and social cycles: intuiting, deciphering, coordinating, and regulating (4i's).

• Premise 4: Cognition impacts activity, and activity impacts perception" (Abdelhafid, 2019).

Benefits of organizational learning

Authoritative learning prompts mechanical advancement, process upgrade and item improvement. Indeed, hierarchical learning will bring about a more elevated level of competiveness and it is viewed as a panacea for long haul authoritative achievement and development. It has been set up that there is a positive connection between the level of hierarchical disturbance and authoritative learning. It implies that the more noteworthy the progressions in the outer climate of a business association, the more prominent the requirement for authoritative learning will be. Without authoritative realizing there will be stagnation and the association can't acclimate to ecological changes. As per Senge, information creation and authoritative learning can make another methodology of constant improvement prompting the increment of hierarchical execution.

One reason why authoritative learning is significant is that, associations that have a low degree of hierarchical learning can't conform to natural changes which are a consequence of mechanical advancement. This will perpetually area the capacity of the association to remain cutthroat and it will guide the association to early demise. Subsequently, one of the essential upsides of an association lies in turning into a "learning association". These associations have an endeavor engineering that changes over the firm into a position of learning, so the association can make proper ways to deal with evolving climate (Odor, 2018).

Organizational learning and performance

The position of science and knowledge of organizations can be developed through learning and also improve the use of human resource potentials. However, organizations have always suffered from very broad concepts in this area, and research into organizational learning has struggled with aspects of organizational change. Therefore, in relation to organizational learning, an organization must continue to find

its flaws and errors during operations and activities and cause the reorganization of its structure to improve and correct the organization as a whole.

Therefore, since knowledge is a strategic component, companies process it and in order to create a competitive advantage in the market, they use it in organizational learning that can improve the performance of an organization effectively (Zhu et al, 2019).

Human resource development

Human resource development is a framework based on the concept of helping employees to develop and develop Hyde's individual and organizational skills, knowledge and abilities. Human resource development is related to components such as skills, knowledge and competencies of individuals and is a human-centred concept. As it turns out, expectations, values and needs vary from person to person. Therefore, each person in an organization should be controlled and managed in different ways and principles, so that the advantages of human resources through development programs can be expanded and improved.

Generally, increasing the performance of the individual and improving the efficiency and effectiveness of the organization is the goal of human resource development. Hence, human resource development is mentioned as an element for higher productivity, better relationships and more profit for organizations. As a result, based on what has been said, we can conclude that the concept of human resources is a tool to improve the status of employees from the current situation, which results in increased organizational performance (Arubayi et al, 2020).

Employee development

The process of staff development or specialization through development and training to enhance their performance is considered staff development. In staff development, trust is considered as a solid foundation in which organizations rely on human capabilities to form and achieve their goals, in which professionals support from the bottom of the group to the work routine and Realize trust-building in the organization. To increase their competitiveness in today's competitive world, organizations put employee training and development on their agenda, which increases the employer's investment and attention to the knowledge and skills of individuals.

In an organization, the purpose of the systematic approach to employee development should be related to the professional, personal and work development of each employee in the organization. For the managers of a company or institution, employee development exercises are of special importance because it shows that the company pays attention to its people and needs them to achieve its goals. So investing in employee development is one of the things that organizations should pay attention to (Muiruri, 2019)

Staff`s professional career development

Professional development in a more general sense is referred to as a process in which the creation of opportunities to develop the interests and skills and professional abilities of individuals is formed, which ultimately leads to their career development.

Therefore, according to the topics of knowledge and skills, 5 main functions of professional development can be mentioned:

- Development of science and knowledge: This issue can be useful and desirable in troublesome situations, especially in conceptual and abstract works.

- Experiential learning: through your observations and those of other colleagues to gain practical knowledge as well as apply new solutions to your work.

- Creating new beliefs and perspectives: Making changes in attitudes, values, rules and standards of behavior.

- Enabling the improvement and reconstruction of professional competencies: recognizing and recognizing the competencies of the employee and raising them to higher levels.

- Participate and collaborate in career development programs: Sharing staff knowledge and practical skills, mutual learning and practice (Mikołajczyk, 2021).

Employee Development and Performance Appraisal

The premise is based on the fact that in the field of staff development, the results of the performance appraisal process indicate whether it is needed or not. But the painful issue that the current literature raises is that there is no systematic action regarding the results of performance appraisal and staff development (Taiwo, 2020).

This is because in some organizations, managers and supervisors do not have the skills to develop a high level of performance among their employees in the discussion of performance appraisal. So what is perceived is that they only pay attention to the evaluation of performance at the beginning of the work and do not care about its importance during the execution of the work and at the end of the execution (Bhurtel & Adhikari, 2017).

Empowerment

Increasing the trust, commitment and efficiency and productivity of employees in an organization is possible through empowerment. Empowerment increases people's cooperation and participation in decision making, creative and effective ideas and their implementation. In human resource development discussions, it is argued that empowerment can act as an effective factor in effectiveness, efficiency, productivity and staff satisfaction. So, by giving more motivation to employees through more responsibilities, their competencies and abilities can be better developed.

In the discussion of empowerment, the focus is on sharing power and responsibility and evoking the commitment of the human workforce. As a result of empowerment, we see responsibility, job satisfaction and greater productivity in employees who are committed and loyal to the organization. Having a committed and responsible workforce leads to high motivation and sufficient satisfaction in them (Hieu, 2020).

Empowerment concept

Empowerment is often referred to as a practical concept that allows the organization's staff to make better decisions in the workplace and to continue to develop and expand their independence. Also, this element can be described as an important factor in the organization that disrupts traditional hierarchical structures. In terms of services, empowering subordinates through empowerment enables individuals to make the right decisions about customer service matters. In any organization, the task of management is to enable and enrich the independence of employees, which leads to their better participation in organizational decisions and planning, which in turn will increase the benefits of the organization (Busara, 2017).

Categories of empowerment

In relation to empowerment, four of them can be identified and categorized:

1- **Intrapersonal empowerment** refers to the individual's capacities in a given situation. The level of individual trust in order to participate is one of the basic conditions of this type of capability.

2- **Instrumental empowerment** addresses the fact that a person must have the necessary capacity and ability to influence decision-making processes.

3- **Formal empowerment** becomes apparent when organizations and institutions provide some practical mechanisms that can influence collective and public decisions. And these mechanisms must be communicated to citizens and staff. This allows them to participate in decision-making processes.

4- **Substantive empowerment** deals with decision-making capacity and the production of useful and desirable results (Cavalieri & Almeida, 2018).

The advantages of empowerment

Strengthening likewise makes the force of independent directors and autonomy at work. furthermore, opportunities in independent direction include:

- The commitment to execute strengthening in an association prompts a feeling of having a place and possession to the representatives, which requires each individual who has made a feeling of having a place in his working environment, which will bring about work fulfilment.

- Empowering representatives to make the inclination that the association's prosperity is basic to them, and they give them the inclination that can draw themselves into authoritative objectives and meddle with the advancement of the association.

- Empowerment is exceptionally viable for decreasing the expenses, further developing proficiency and expanding the viability of staff well-being a-Empowerment upgrades dynamic power in the association and proposes to improve and accelerate the conveyance of administrations, keeping up with capital and exactness in the association

- Empowerment draws into work, versatility, satisfaction and dynamic correspondence toward the advancement of the association (Khorasani & Zamanimanesh, 2017).

Staff empowerment and organizational outcomes

In the discussion of empowerment and its implementation in organizations, these are the initiatives that can lead to the career development of employees and improve the relationship between officials and employees. Employees of a company or institution who are capable are more likely to perform better than others in their work environment because of their better understanding and insight. As a result, empowering them leads to job conflict and keeping them in the organization. Hence, capable people want to share with their employer in overcoming difficult situations. Capable people can be responsible for deciding what to do and how to do it. Therefore, they tend to transform alongside their capable managers to achieve the goals of the organization. Such people are also eager to make changes in their work environment (Ngqeza & Dhanpat, 2021).

Performance

The issue execution is one of the ideas that have gotten an extensive portion of consideration and exploration in regulatory investigations overall and HR concentrates specifically, which mirror the significance of the presentation idea for the two people and associations. To investigation of execution, it is important to recognize conduct and accomplishment. Conduct is the job or works out individuals do in an affiliation; what`s coming in the next phase is because personnel stops working. execution is the association among conduct and achievement. It is the amount of conduct and results accomplished together (Abdelhafid, 2019).

Human Resource Performance

The issue execution is one of the ideas that have gotten a significant portion of consideration and examination in regulatory investigations overall and HR concentrates specifically, which mirror the significance of the presentation idea for the two people and associations. To investigation of execution, it is important to recognize conduct and accomplishment. Conduct is the work or exercises done by people in an association; and accomplishment is the impact of results after people quit working, while execution is the communication among conduct and accomplishment. The conduct and outcomes relate in a same way. (Abdelhafid, 2019).

Employee performance

Representatives are the center resources of an association and the achievement, development, and accomplishment of the association relies upon its worker execution. representative execution comprises of pointers like nature of work, the amount of work, work information, agreeable, trustworthiness, drive, and skill. Representative Performance implies worker efficiency and result because of representative turn of events. Representative execution will eventually influence the authoritative adequacy (Kareem, 2019).

Staff performance measurement

In organizations, different criteria are considered to measure the performance of employees, including quality of work, working hours, behavior, order and level of commitment. This can help managers to distinguish between strong and weak people based on performance measurements so that they can take appropriate corrective action. The overall goal of measuring the performance of an organization's employees is for officials to be able to obtain appropriate and required feedback at the organization level with the results obtained.

Therefore, evaluating and measuring performance while achieving the goals of the organization and identifying the assistance needed for people with lower levels of performance is essential. As a result, managers can meet organizational expectations by measuring the performance of their employees and their career development. All in all, performance measurement is a basic principle of human resources that can determine the capabilities and competencies of an organization's human resources to identify and evaluate continuously and effectively (Mbore & Cheruiyot, 2017).

Related Studies

Study 1, Karoubi et al. (2021) investigated the role of effective factors on application of human resources strategies. Based on this study, the levels of GOF index (0.579), which is a strong index in this area, point to the high performance of their model. Identified factors in the model were all meaningful and the relation between internal and external variables indicated the same results. The number of variables in

this study was 13 and included organizational knowledge, empowerment, networking and turning strategies into target/goals and etc.

Study 2, In 2021, Moharram Zadeh and Abedi Studied the effects of human resources strategies and organizational strategies on management and educational employees' performance (case study: educational departments of Western Azerbaijan). Results showed that defensive strategies of an organizational model and the contractual strategies of a human resources model had no significant effect on educational managements' performance. Considering other human resources strategies, most educational managers believed that these strategies (Aggressive, competitive, conservative; And paternal, committed, secondary), can affect positively on the function of managers and personnel. Overall analysis of study data pointed to the effective role of organizational and human resources strategies on increasing performance in educational settings.

Study 3, Rahman and Aqilah (2021), in their study on the effect of psychological empowerment on employee performance, showed that the relationship between empowerment and their performance was examined through four dimensions in car sales services in Malaysia. Being happy and enjoying the work has a significant impact in terms of its specific component, having inner motivation, having good experiences of understanding, determining the direction and competence. Therefore, the relationship between psychological empowerment and performance is significant.

Study 4, In another study on impacts of employee empowerment and organizational commitment on workforce sustainability by Murray and Holmes (2021) they showed that development and commitment are more sustainable through employee empowerment, especially when the desired priorities, perfection, and appropriate standards are aligned between employees and the organization. As a result, good and strong feelings and emotional perception of an organization and specific relationships are significantly associated with organizational commitment and development.

Study 5, A study by Plangger et al. (2020), entitled as investing in strategic empowerment: differences in conveying human and technical knowledge to supply partners, investigated the role of human and technical empowerment on explicit and implicit understanding of information. Based on this study, strategic empowerment

depends on how investments are integrated to reach human and technical empowerment. This form of empowerment can result in four kinds of learning environments: self-guided, collaborative, adaptive and complex.

Study 6, In 2019, Pradhan and Panda, provided a study on human resource empowerment: development and validation of a measurement tool. It was performed using SEM and through confirmatory factor analysis and was able to measure two main actions: structural empowerment and psychological empowerment which were of great importance in human resource empowerment. Also, seven related elements, including transparency, contributed to the sharing of information, meaning, competence, self-determination in relation to human resource empowerment and development.

Study 7, Bendickson and Chandler (2019) investigated the relation between human resources development plans and financial performance. Based on this study, better human resources development strategies can improve operational performance which, in turn, has a positive effect on income and the number of sell.

Study 8, In 2018, Strydom and Fourie, showed how better understanding of different factors can result in the successful implementation of strategies in an educational setting. Based on their study, there is no statistical relation between variety and strategy implementation and awareness about variety of these factors among employees is not considered as a strategic goal. Results of this study are not aligned with similar studies in this area.

Study 9, Belhaj and Tkiouat (2018) proposed a new approach for modeling the effective factors (internal and external) on strategic management of human resources. The proposed model in this study was based on ABM and this (behavioral) factor was used to modify HR structures.

Study 10, Qaderi-Sadi and Taheri (2017) studied the effect of human resource empowerment on organizational effectiveness. The results of the research pointed out that there is a direct relationship between employee empowerment and organizational effectiveness. Hence, empowerment can be a kind of predictor in the organization. Also, the findings showed that competence, trust and effectiveness are among the key factors among the dimensions of empowerment in predicting effectiveness.

CHAPTER III

Research Methodology

The most important part of this study is the method to evaluate and clarify some methods for sampling, collecting information then surveying, and the validity of data collection tool (questionnaire, quantitative method) will be evaluated in this part too.

Technique of the field study and its methods

In this part, technique, conceptual frame, sample, and data collection tools are mentioned.

The study model:

A model which clarifies the reality of the relationship between all study variables is required to achieve the study objectives, where the model as a mediating variable shows the relationship between human resource development strategies (performance management, relations managements, training, organizational learning and staff development) and empowerment and also clarifies the employee function at the evaluated colleges. Figure 5 shows this model:
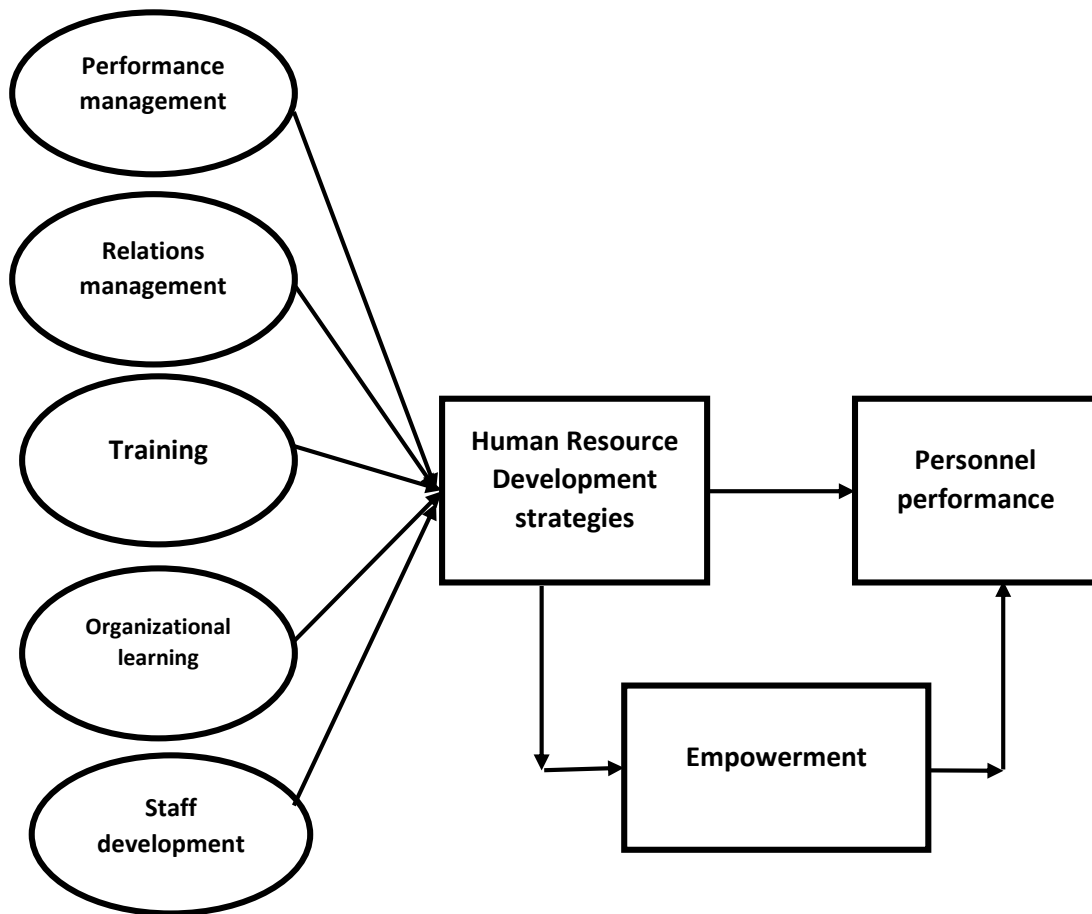
Fig 5- Conceptual model of research

Research method

This study is a descriptive study which emphasis on correlation method and also it's an applied study according to its purpose and implementation method. According to the data collecting it is a field study too.

Society and statistical sample

Statistical population is a set of people or organizations that they have at least one attribute in common. And also the sample is a part of this society which represents it. It means that the sample is a limited number of members of the statistical population that express the main parts of statistical population. selecting a specific number of people, events and objects from a society as a representative of the whole society is sampling. The statistical population includes 2881 staff and professors in 8 higher education institutions in Kerman province.

Due to the financial, human and time resources limitation, some formulas are needed to specify minimum sample size in most studies. Since the structural equation modeling approach is used in this study, the sample size was considered between 5 and 10 times the number of questions (Westland, 2019). This amount can be changed between 140 and 280 depends on mentioned amount. According to this, 273 people was considered the basis of statistical analysis.

Method and tool of data collection

Data collection method was a combination of both library and field study. Data collection tools were document review, interviews and research- made questionnaires about human resource development strategies, personal performance and human resource empowerment. Field study means that the researcher collects data by referring to individuals and organizations personally to collect the required information. Using questionnaire is the most common method to collect field information. The present study used a researcher-made questionnaire (quantitative method). These questionnaires are used as a tool for gathering and evaluating sample data obtained from libraries and interviews conducted by the researcher. Researcher-

made questionnaires are usually used to fill the gap for non-existing suitable questionnaires for a specific topic.

To design our research questionnaire, all aspects and influencing factors and indexes were identified and the identified factors were presented to two experts in the field. Their observations were considered for determining the face validity of our questionnaire objectives (this method is considered one of the basic models of determining validity). Finally, after the elimination, inclusion and edition of some questions, our researcher-made questionnaire was designed considering the Likert scale.

All in all, the process of designing our research questionnaire was as followed:

- determining the basic requirements and objectives of the study

- determining the contents of the questionnaire

- determining the order of questions

- determining validity

- drafting the final questionnaire

The questionnaire of this study includes two sections: section one gathers the demographic information of test takers and section two is about specific questionnaires which are as follow:

Human resource development strategies questionnaire, human development strategies include five sections: performance management, relations management, training, organizational learning and staff development. To measure it, we used a 28-item questionnaire and a 5-point Likert method (from 1= completely disagree to 5= completely agree).

Human resource performance questionnaire: human resource performance is measured with a 15-item questionnaire and a 5-point Likert method (from very low =1 to very high =5).

Human resource empowerment questionnaire: it was measured with a 17-item questionnaire and a 5-point Likert method (from very low=1 to very high=5).

Validity and reliability of measuring instruments

Before the final assurance on calculating tools and using them in the most important and basic part of data gathering, it is really important that the researcher according to tactical and scientific techniques be absolutely sure that the selected tool is valid and reliable. Indeed, validity and reliability are two factors that all evaluated tools like questionnaire and interview must have. It's necessary to make sure about the validity and reliability of the calculating tools, that is clarified as follow:

Validity

Validity shows how the result of the study is accurate. Validity of the result should be either external or internal. Evaluating the result accuracy is internal validity. External validity refers to the evaluating the findings depending on if they are able to be generalized. everywhere the calculations are applied, various kinds of validity are presented; face validity, that clarifies how used calculation is reasonably able to measure, convergent validity, that clarifies how used calculation is able to give the same result if it is applied in other situations and divergent validity which clarifies how a structure is differentiate from another. (Ghauri, Grønhaug, & Strange, 2020).

In this research, the validity of the human resource development strategies questionnaire with confirmatory factor analysis was 0.81, the validity of the human resources performance questionnaire was 0.78, and the validity of the human resource empowerment questionnaire was 0.80.

Reliability

Reliability shows the steadiness of the applied calculation to analyze the relations between variables (Ghauri, Grønhaug, & Strange, 2020). The items of the questionnaire were planned considering the issues about troubles and purpose of the research and related theories. And also it's accepted that the answers and result from this research are reliable.

Cronbach's alpha coefficient has been used in this study to measure the reliability. Because Cronbach's alpha coefficient indicates the credibility and internal coordination almost in all cases. So this value is measured with SPSS software. To evaluate the reliability of the questionnaire by retesting method, 30 professors and employees were taken the test. Cronbach's alpha coefficient has been used to evaluate

the reliability level of questionnaire, so the evaluated values were 0.82- 0.77-0.79, respectively.

Data analysis

SPSS (Version 23) and Amos (Version 23) statistical software have been used to collect and evaluate data in this study. The research method is descriptive correlational and structural equation modeling.

Structural Equation Modeling (SEM):

SEM is a method that uses complex and multiple variances to evaluate common models of data processing; the components include structural equation, hypothesized equation, and modeling. According to the statistical language, SEM is a comprehensive statistic model that tests the probable relation between explicit and hidden variables. It calculates 2 kinds of models basically: a calculation model to clarify the calculation of observed explicit and hidden variables the same as a structural model that clarifies the normal relation between observed (explicit) and latent (hidden) variables. This research accepts the structural model (Civelek, 2018).

CHAPTER IV

Data Analysis

Findings from this study were presented in two parts. Descriptive findings have been studied in the first part while inferential findings from data analysis and test research question are presented in the second part. Data from qualitative, descriptive and inferential studying of statistical sample is analyzed in this part according to generalities, literature and research method. The result is discovered, identified and classified by relying on data analysis.

The variables were encoded in the following way: the option of completely disagree (very little) (score 1), disagree (little) (score 2), no comment (not a lot) (score 3), agree (much) (score 4), completely agree (very much) (score 5). Each of assigned numbers are considered as their scores, so we used the addition index to make variables.

Data analysis was done with SPSS software (Version 23) and AMOS software (Version 23). In present study, 0.05 is considered as a significance level. Confirmatory factor analysis and structural equation were used to study the research questions.

Studying demographic characteristics

Frequency distribution of age

According to data analysis, 19 test takers (7.0 %) were 30 years old and less, 75 test takers (27.5%) were between 31 and 40 years old, 111 test takers (40.7%) were between 41 and 50 years old and 68 test takers (24.9%) were over 50 years old. (table and bar chart 1)

Table 1- Frequency distribution and percentage frequency of test takers according to their age.

Age	Frequency	percent
30 or less	19	7.0
31-40	75	27.5
41-50	111	40.7
51 or more	68	24.9
Total	273	100.0
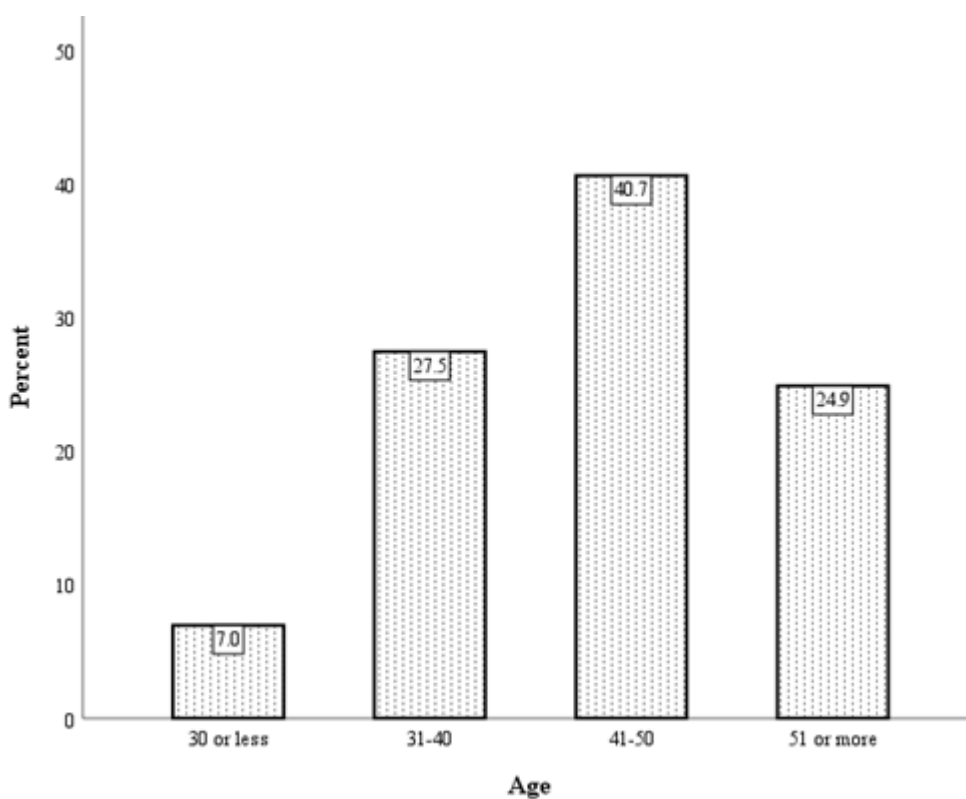
Bar chart 1- Frequency percentage of age among test takers

Distribution of population frequency

According to data analysis, 170 test takers were men (62.3%) and 103 test takers were women (37.7%). (Table and bar chart 2)

Table 2- Frequency distribution and percentage frequency of test takers according to their gender.

Gender	Frequency	percent
Male	170	62.3
Female	103	37.7
Total	273	100.0

Bar chart 2- Distribution of gender frequency among test takers.

Frequency distribution of marital status

According to data analysis, 27 test takers were single (9.9%) and 246 test takers were married (90.1%). (table and bar chart 3)

Table 3- Frequency distribution and percentage frequency of test takers according to marital status

Marital Status	Frequency	percent
Single	27	9.9

Married	246	90.1
Total	273	100.0
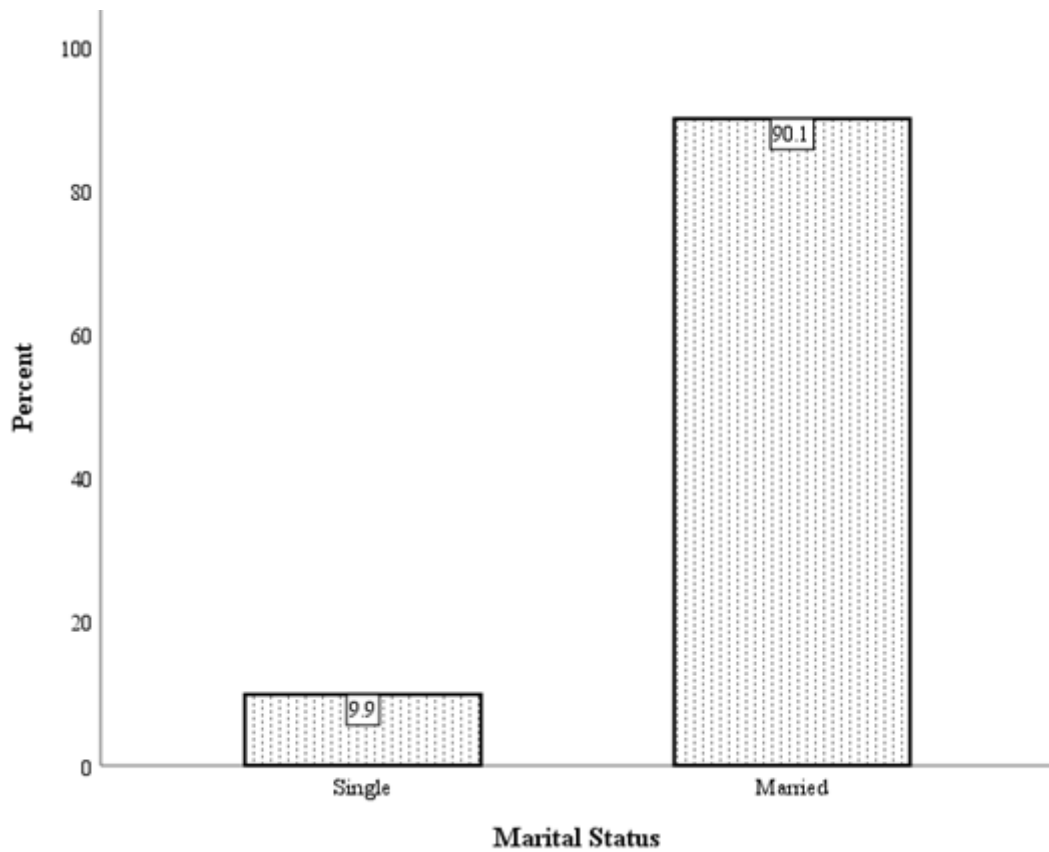
Bar chart 3- Distribution of frequency percentage of marital status among test takers

Frequency distribution of education

According to data analysis 10 test takers (3.7%) had diploma's degree, 3 test takers (1.1%) had bachelor's degree, 128 test takers (46.9%) had master's degree, 117 test takers (42.9%) had doctorate, and 15 test takers (5.5%) were in other educational groups. (table and bar chart 4)

Table 4- Frequency distribution and percentage frequency of test takers according to education

Education degrees	Frequency	percent

Diploma	10	3.7
Bachelor	3	1.1
Master	128	46.9
Doctorate	117	42.9
Other	15	5.5
Total	273	100.0
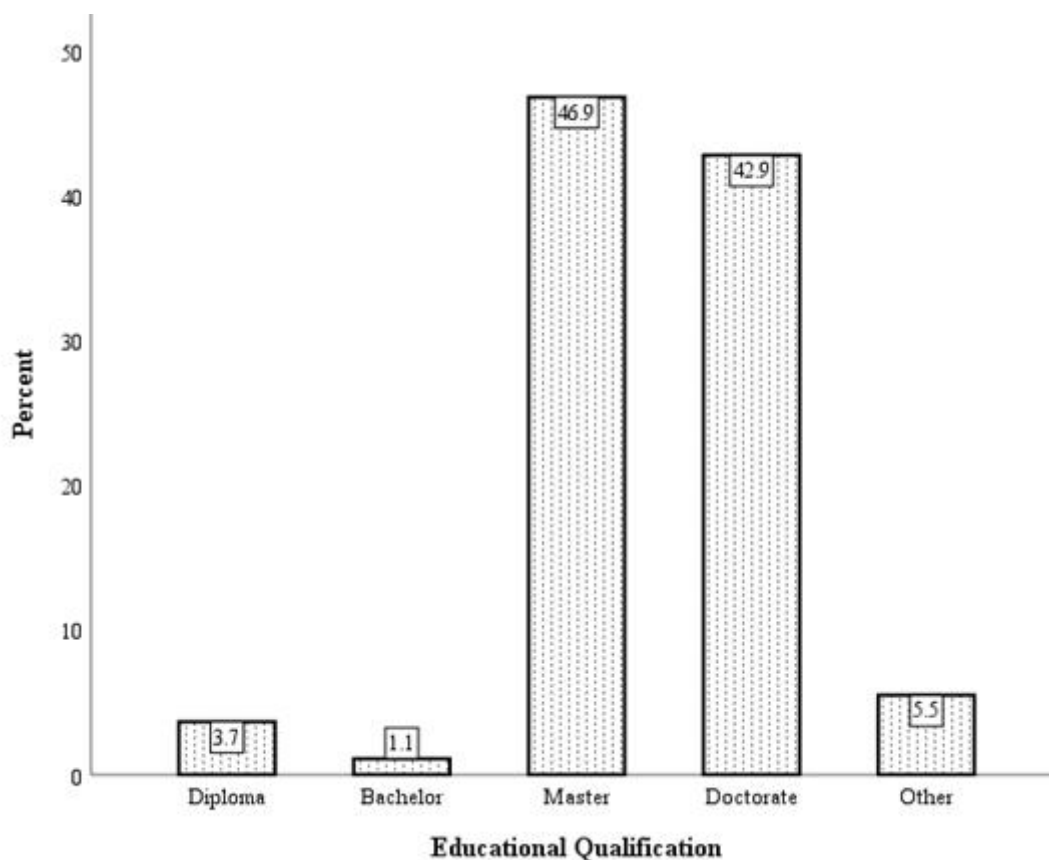
Bar chart 4-Frequncy percentage distribution of education among test takers

Frequency distribution of work experience

According to data analysis, 53 test takers (19.4%) had 10 years (or less) of work experience, 64 test takers (23.4%) had 11 to 20 years of work experience, 72 test takers (26.4%) had 21 to 30 years of work experience and 84 test takers (30.8%) had over 31 years of work experience. (table and bar chart 5)

Table 5- Frequency distribution and percentage frequency of test takers according to work experience

Experience (years)	Frequency	percent

10 or less	53	19.4
11-20	64	23.4
21-30	72	26.4
31-over	84	30.8
Total	273	100.0
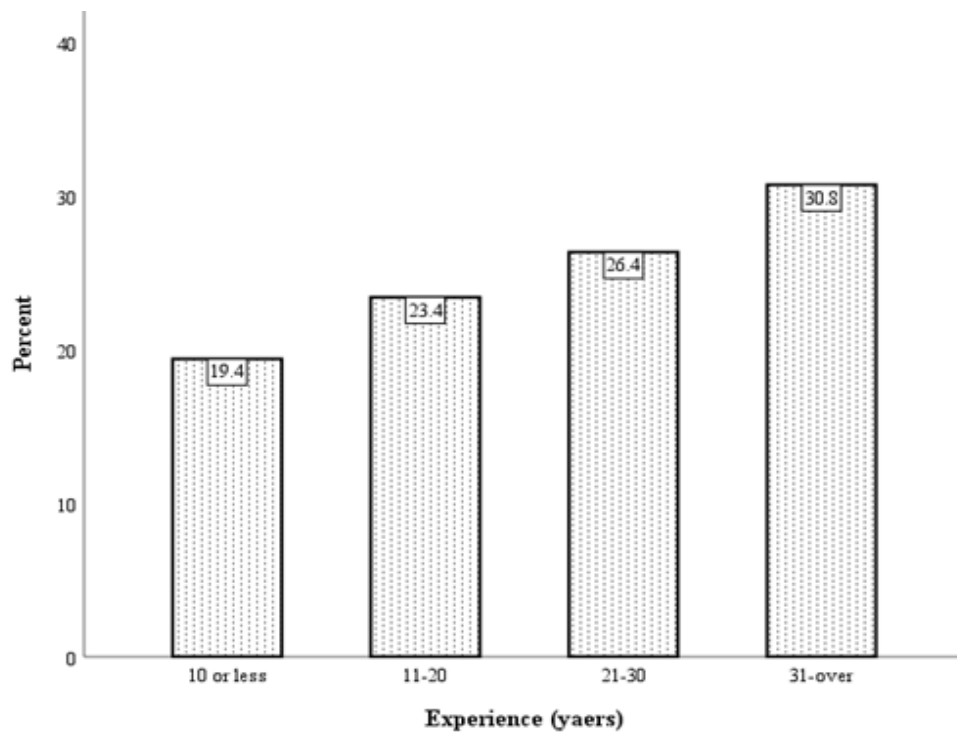
Bar chart 5- Frequency percentage distribution of work experience among test takers

Description of research variables

Table 6 shows the standard deviation average and the highest score for human resources strategy, human resources empowerment and human resources performance variables.

Table 6- Descriptive statistics of research variables among test takers

Variable	n	Mean	St.dev	Min	Max
performance management	273	3.09	0.58	1.50	4.75
relations management	273	2.92	0.76	1.00	5.00
training	273	2.92	0.68	1.43	5.00
organizational learning	273	2.94	0.72	1.20	5.00
staff development	273	2.95	0.73	1.00	5.00

human resources strategy	273	2.97	0.60	1.71	4.79
human resources performance	273	2.89	0.62	1.33	4.93
human resources empowerment	273	2.96	0.68	1.41	5.00

Finding about inferential statistics

Analysis of proposed patterns was done in this part by using structural equation modeling approach.

Structural equation modeling, is a powerful tool for researchers which helps compile principles and research theoretical framework in form of measurement and structure. Besides that, it provides the ability to test compiled pattern as a whole by using experimental data and also it helps him to correct and improve the pattern using indexes.

The general structural model follows these rules:

1-Each oval shows a hidden variable in structural equation.

2-Each rectangle shows a visible variable in structural equation.

3-There is a point of spear from each hidden variable (oval) to each visible variable (rectangle) that shows factor loading which is path coefficient.

4-Any numerical value attached to rectangles shows estimation error.

The power of relation between hidden and visible variables is shown with factor loading. The higher the amount of factor loading in relation to a specific structure, the more the index plays a role in explaining that structure. And, also, if the factor loading is negative, the index will have a negative effect on explaining the structure.

If factor loading is more than 0.6, it will be considered as a high factor loading (regardless of negative and positive signs) and if factor loading is 0.3, it will be considered as a rather high factor loading. Factor loading less than 0.3 has been ignored. A significance test must be conducted when variables are correlated. We use t-value to investigate the significance of relationship between variables. The significance will be investigated at the error level 0.05, so the relationship is not

significance if the t-statistics of observed factor loading is less than 1.96 or more than -1.96.

Structural equation hypotheses were investigated and confirmed completely before investigating the research proposed pattern which is as follows:

a) Screening data: Screening includes identifying and adjusting missing and outlier data. So, we can put aside some questionnaires which have lots of not answered questions; in this case, we use the standard scores (score z) to identify single-variable outlier data and eliminate the gap with the obtained average. Mahalanobis statistics were used to investigate multi-variable outlier data. Two presented patterns were investigated with mentioned statistics and there were no data to delete.

b) Multiple non-linearity: when the predictor variables are correlated, it means that they have multi-collinearity factor. When two or more than two predictor variables have a high correlation, multi-collinearity factor will happen. Variance factor statistics show that the intensity of multi-collinearity in regression includes normal minimum squares. If variables have a variance inflation factor of less than 10, non-linearity hypothesis is observed. According to the obtained values in table 7, we can say that multi- collinearity is not observed between research variables. So, this assumption is observed.

Table 7- Evaluating the collinearity in research variables

Variable	VIF
performance management	2.845
relations management	2.901
Training	4.919
organizational learning	3.369
staff development	3.712
human resources performance	3.439
human resources empowerment	2.159

c) Normality of data: Evaluating data distribution is one of the most important assumptions to investigate research questions and hypotheses. If data has a normal

distribution, we can use parametric tests to investigate hypotheses and if the distribution is not normal, nonparametric tests are used.

Using skewness and elongation coefficients in research is a way to investigate the distribution of data. Data will be normal if the critical ratio is within the interval of (2.58, -2.58) (Kline, 2010). As shown in the table 8, most of the coefficients are in the interval of 2.58 and -2.58. In addition to investigating the normality of single variable data, multivariate normality data was also investigated, and according to the table 8, this hypothesis is observed in single variable data and research data are normal.

Table 8- Investigating the normality of research variables

Variable	Skewness	C.R	Kurtosis	C.R
performance management	0.336	2.286	-0.318	-1.082
relations management	0.380	2.585	-0.206	-0.701
training	0.325	2.211	-0.132	-0.449
organizational learning	0.351	2.388	-0.210	-0.714
staff development	0.260	1.769	-0.298	-1.014
human resources strategy	0.280	1.905	-0.234	-0.796
human resources performance	0.332	2.259	-0.003	-0.010
human resources empowerment	0.367	2.497	0.069	0.235

d) Errors independence: Errors must be independent in this hypothesis (the difference between real value and predicting value with predictor equation). To evaluate the error independence, Durbin Watson test was used. If the statistic is between 1.5 and 2.5, it means that there is a lack of correlation among remnants. According to the statistics of Durbin Watson test for three evaluating variables, we can say that errors are not correlated.

Table 9- Evaluating errors independence

Variable	Durbin-Watson
human resources strategy	2.013
human resources performance	2.048
human resources empowerment	2.040

e) Selecting good measures about the questionnaires: We must evaluate the validity of questionnaires for selection of good measures. Confirmatory factor analysis is used to evaluate the validity and good measures of questionnaires, which are among the important elements of structural equations; it was identified that all questionnaires have high validity, considering Cronbach alpha for research variables. Analysis of human resources strategy questionnaire is shown in figure 6. According to the presented indexes in table 10, we can say that the measurement pattern of human resources strategy questionnaire is highly fitted. According to the calculated factors, three questions had a value of less than 0.5 and they were deleted from the analysis process.

Table 10- Fitting indexes of human resources strategy pattern

Index	Acceptable Range
CMIN/DF	≤ 3
GFI	≥ 0.9
AGFI	≥ 0.9
NFI	≥ 0.9
IFI	≥ 0.9
TLI	≥ 0.9
CFI	≥ 0.9
RMSEA	≤ 0.08

Table 11- Standard factor loading and t value of questions about human resources strategy

Contrast	Question	Standardized Path Coefficient	t value	p-value
performance management	a1	.398	6.535	<0.005
	a2	.514	7.764	<0.005
	a3	.546	8.209	<0.005
	a4	.755	11.019	<0.005
	a5	.380	5.784	<0.005
	a6	.613	9.135	<0.005
	a7	.492	7.439	<0.005
	a8	.681	-	-
relations management	a9	.772	10.481	<0.005
	a10	.629	8.931	<0.005
	a11	.669	9.384	<0.005
	a12	.635	-	-
Training	a13	.561	8.348	<0.005
	a14	.692	8.807	<0.005
	a15	.724	10.323	<0.005
	a16	.645	9.376	<0.005
	a17	.675	9.748	<0.005
	a18	.662	9.604	<0.005
	a19	.637	-	-
organizational learning	a20	.681	10.116	<0.005
	a21	.790	11.512	<0.005
	a22	.702	10.383	<0.005
	a23	.774	11.315	<0.005
	a24	.674	-	-
staff development	a25	.692	11.147	<0.005
	a26	.633	10.141	<0.005
	a27	.702	11.342	<0.005
	a28	.736	-	-
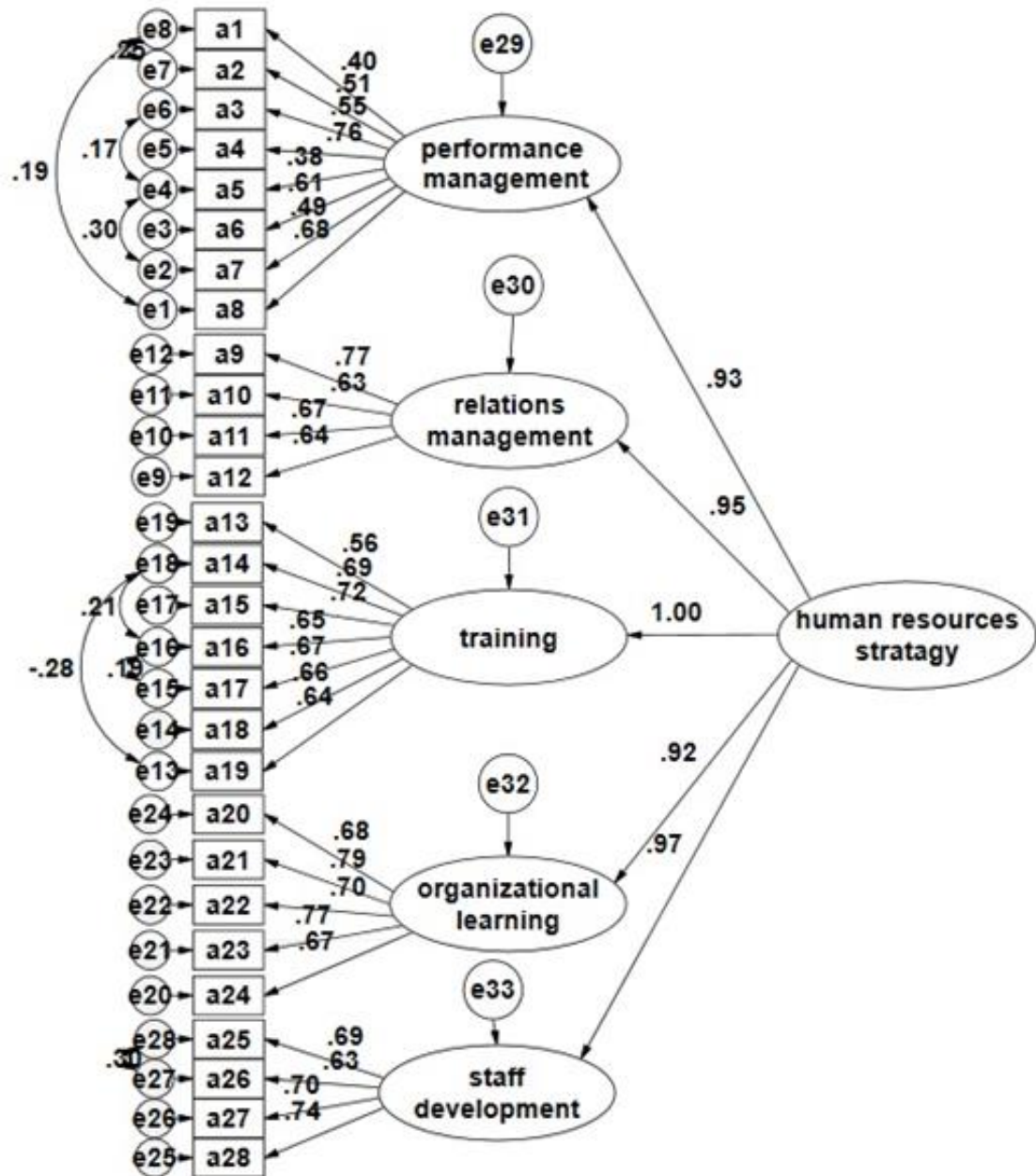
Fig 6- Confirmatory factor analysis results of human resource strategy (standardized factor loading)

The results of human resources empowerment questionnaire pattern are shown in figure 7. According to the presented indexes, measurement pattern of human resources empowerment is highly fitted. Considering the calculated factors in table 13, none of them were less than 0.5, so, it could be said that there was no question to be deleted from analysis process.

Table 12- Fitting indexes of human resources empowerment pattern

Index	Acceptable Range
CMIN/DF	≤ 3
CFI	≥ 0.9
AGFI	≥ 0.9
NFI	≥ 0.9
IFI	≥ 0.9
TLI	≥ 0.9
CFI	≥ 0.9
RMSEA	≤ 0.08

Table 13- Standard factor loading and t value of questions about human resources empowerment

| Question	Standardized Path Coefficient	t value	p-value
D1	.692	12.877	
d2	.706	13.236	<0.005
d3	.728	13.792	<0.005
d4	.723	13.686	<0.005
d5	.767	14.873	<0.005
d6	.763	14.754	<0.005
d7	.716	13.494	<0.005
d8	.747	14.330	<0.005
d9	.772	15.009	<0.005
d10	.791	15.566	<0.005
d11	.794	15.669	<0.005
d12	.727	13.786	<0.005
d13	.682	12.647	<0.005
d14	.748	14.362	<0.005
d15	.552	9.703	<0.005
d16	.732	13.933	<0.005
d17	.828	-	-
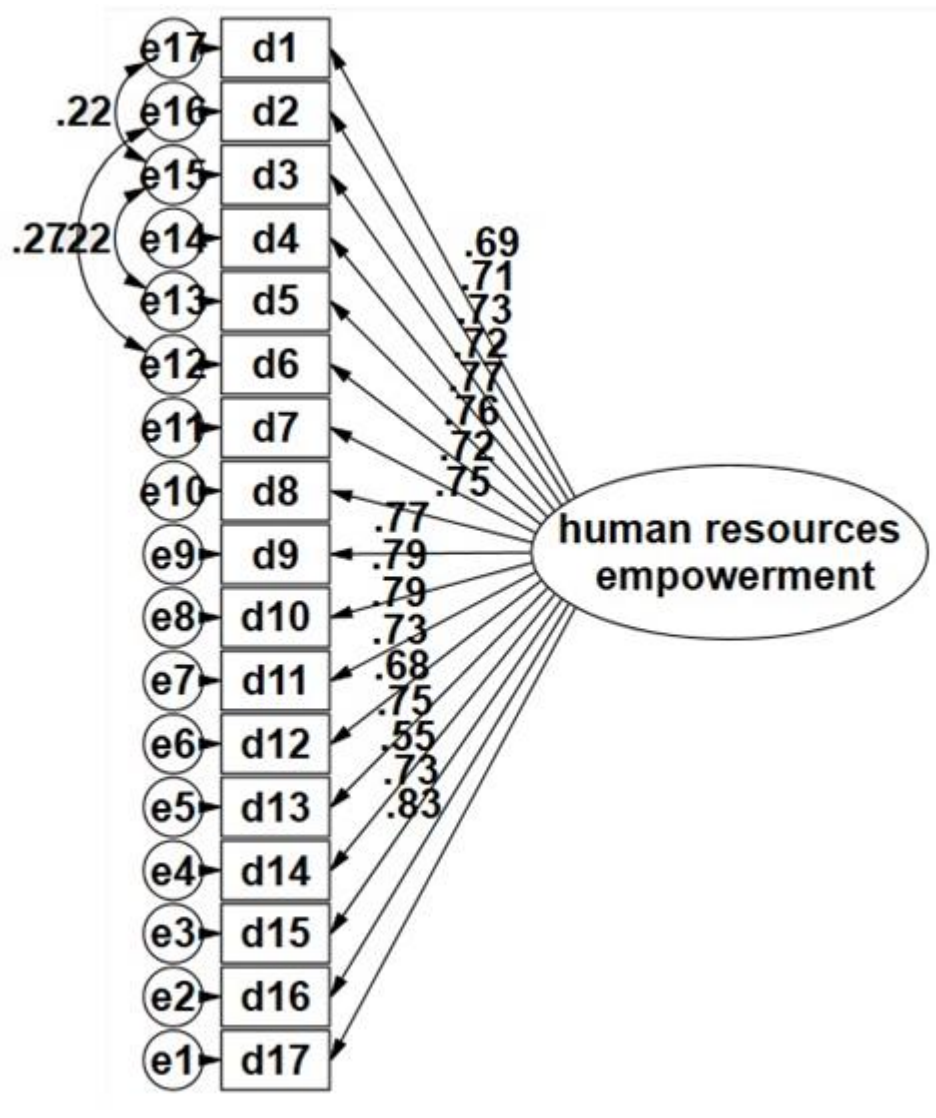
Fig 7- Confirmatory factor analysis result of human resources empowerment (standardized factor loading)

The results of human resources performance questionnaires are shown in figure 8. According to the presented indexes in table 14, we can say that the measurement pattern of human resources performance is highly fitted. According to the calculated factor loading in table 15 none of the them were less than 0.5, so there was no question to delete from analysis process.

Table 14- Fitting indexes of human resources performance pattern

Index	Acceptable Range
CMIN/DF	≤ 3
CFI	≥ 0.9
AGFI	≥ 0.9
NFI	≥ 0.9
IFI	≥ 0.9
TLI	≥ 0.9
CFI	≥ 0.9
RMSEA	≤ 0.08

Table 15- Standard factor loading and t value of questions about human resources performance

Question	Standardized Path Coefficient	t value	p-value
b1	.644	10.441	<0.005
b2	.698	11.359	<0.005
b3	.689	11.202	<0.005
b4	.694	11.280	<0.005
b5	.752	12.274	<0.005
b6	.645	10.448	<0.005
b7	.635	10.290	<0.005
b8	.650	10.544	<0.005
b9	.702	11.425	<0.005
b10	.705	11.469	<0.005
b11	.673	10.933	<0.005
b12	.668	10.837	<0.005
b13	.652	10.556	<0.005
b14	.671	10.895	<0.005
b15	.730	-	-
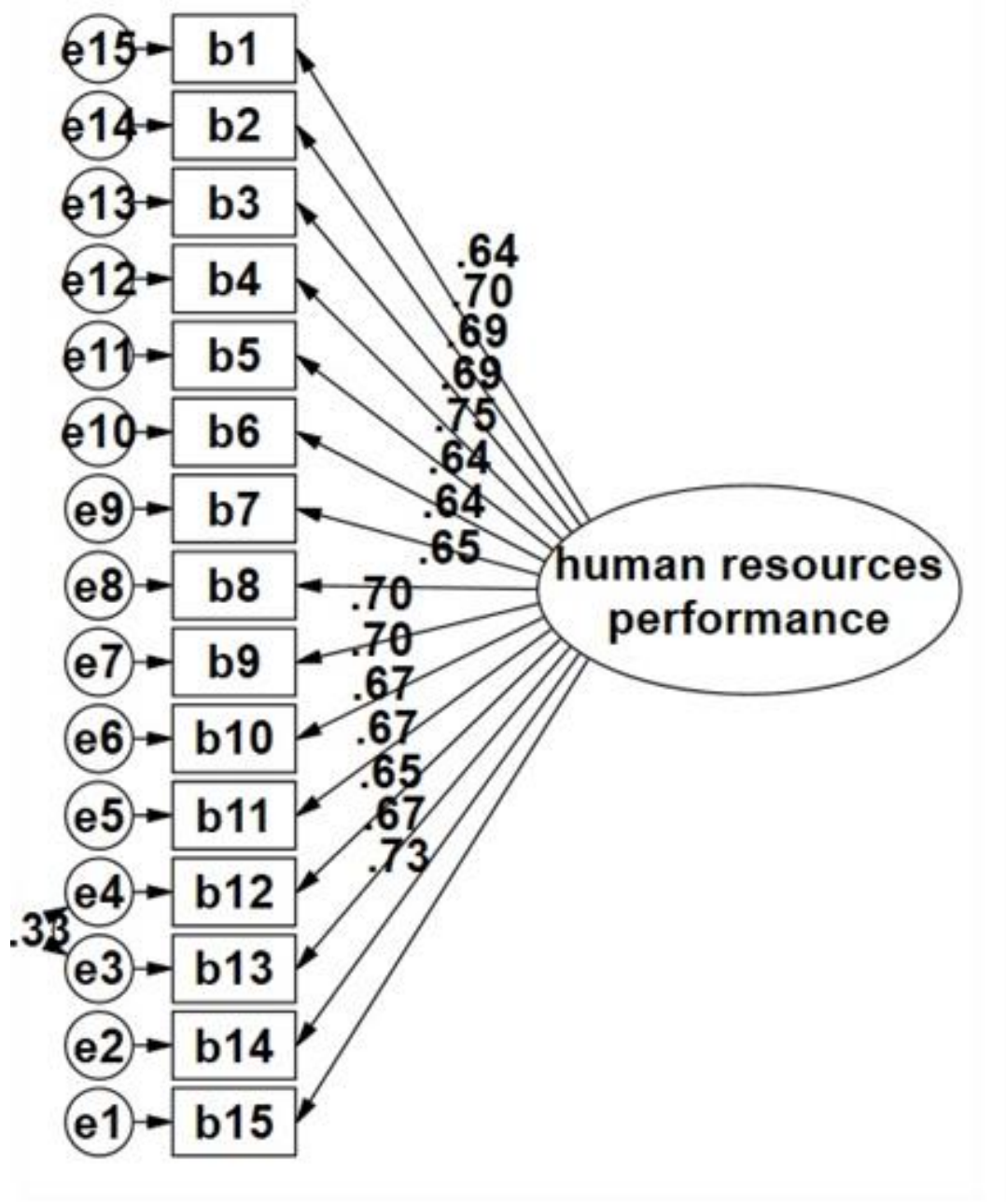
Fig 8- Confirmatory factor analysis result of human resources performance (standardized factor loading)

f) Research variables have interval measurement scale: the other structural equation hypothesis is interval measurement scale. In this study all variables which enter the model to evaluate their effects, have interval measurement scale.

 Software output shows the propriety of our proposed research pattern. Fitting indexes of research proposed pattern are shown in table 16.

Results of structural equation modeling is shown in table 17, table 18 and figure 9. Critical ratio is used to evaluate research hypotheses. If the critical ratio is more than 1.96 or less than -1.96 (in the error level less than 5) and more than 1.64 or less than -1.64, (in the error level less than 10), hypothesis will be confirmed and the relationship between two variables is significance.

Analysis of research hypothesis points to the effect of human resource strategy on human resource empowerment (p= 0.001, β= 0.699) in the significance level 5 and positive coefficients shows that these structures have an additive effect (direct) on each other.

In addition to this, the effect of human resource strategy variable on human resource performance variable (p= 0.001, β= 0.714) and the effect of human resource empowerment variable on human resource performance (p= 0.001, β=0.236), in the level 5 is a significance percentage and positive coefficient shows that these structures have additive effect (direct) on each other.

The result of table 16 shows that human resource strategy in addition to direct effect, has an indirect effect on human resource performance by human resource empowerment too.

The direct effect of human resource strategy on human resource performance is equal to 0.714 and the amount of indirect effect on human resource empowerment is equal to 0.165.

According to the calculation, a significance confidence interval was obtained from Boot Strap method to evaluate the mediator role of human resource empowerment variable (which is equal 0.269, 0.090), if the confidence interval doesn't include zero, so there will be a significance indirect effect. Thus, considering the mediator effect of human resource empowerment, the relationship between human resource strategy and human resource performance is confirmed.

Table 16- Fitting indexes of the main question proposed pattern

Index	Acceptable Range
CMIN/DF	≤3
CFI	≥0.9
AGFI	≥0.9
NFI	≥0.9
IFI	≥0.9
TLI	≥0.9
CFI	≥0.9
RMSEA	≤0.08

Table 17- Studying the relationships between variables in research hypotheses

Hypothesis	Path Coefficient	t value	p-value
human resources strategy→ human resources empowerment	.699	10.026	<0.001
human resources strategy →human resources performance	.714	9.424	<0.001
human resources empowerment →human resources performance	.236	4.251	<0.001

Table 18- Investigating the type of effects in research hypotheses

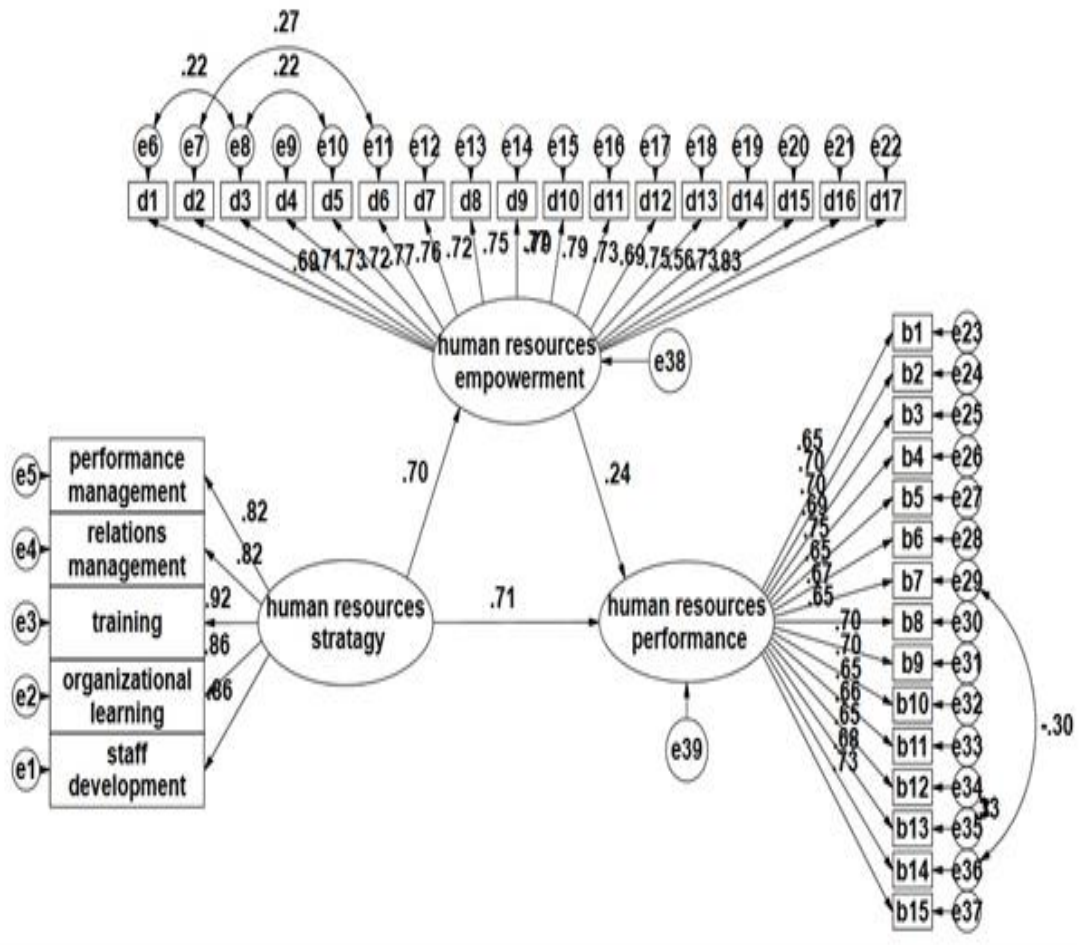| Hypothesis	Direct Effect	Indirect Effect	Total Effect
human resources strategy → human resources empowerment	.699	-	.699
human resources strategy →human resources performance	.714	.165	.879
human resources empowerment →human resources performance	.236	-	.236

Fig 9- Results of structural equations to investigate research hypotheses

Relationship between components of Human Resource Development Strategies and Human Resource Performance (HRDS & HRP)

To study this hypothesis, first, the hypotheses of structural equation have been studied and confirmed. According to the structural equation hypotheses, we studied the mentioned hypothesis that it's result is shown in figure 10.

The result from research hypothesis analysis points to the significant effect of performance management variables (p= 0.001, β= 0.168), relations management (p= 0.001, β= 0.241), organizational learning (p= 0.001, β= 0.255), training (p= 0.001, β= 0.417) and staff development (p= 0.001, 0.442 β) on human resources performance in level 5. Moreover, positive coefficient shows that these structures had an additive (direct) effect on training course. According to the calculated coefficients, the effect of staff development dimension on human resource performance is more than other studied dimensions.

Table 19- Fitting indexes of HRDS & HRP research proposed pattern

Index	Acceptable Range
CMIN/DF	≤3
CFI	≥0.9
AGFI	≥0.9
NFI	≥0.9
IFI	≥0.9
TLI	≥0.9
CFI	≥0.9
RMSEA	≤0.08

Table 20- The result of HRDS & HRP research

| Hypothesis	Path Coefficient	t value	p-value
performance management →human resources performance	.168	2.693	.007
relations management →human resources performance	.241	3.528	<0.001
Training →human resources performance	.417	5.083	<0.001
organizational learning →human resources performance	.255	3.917	<0.001
staff development →human resources performance	.442	5.503	<0.001
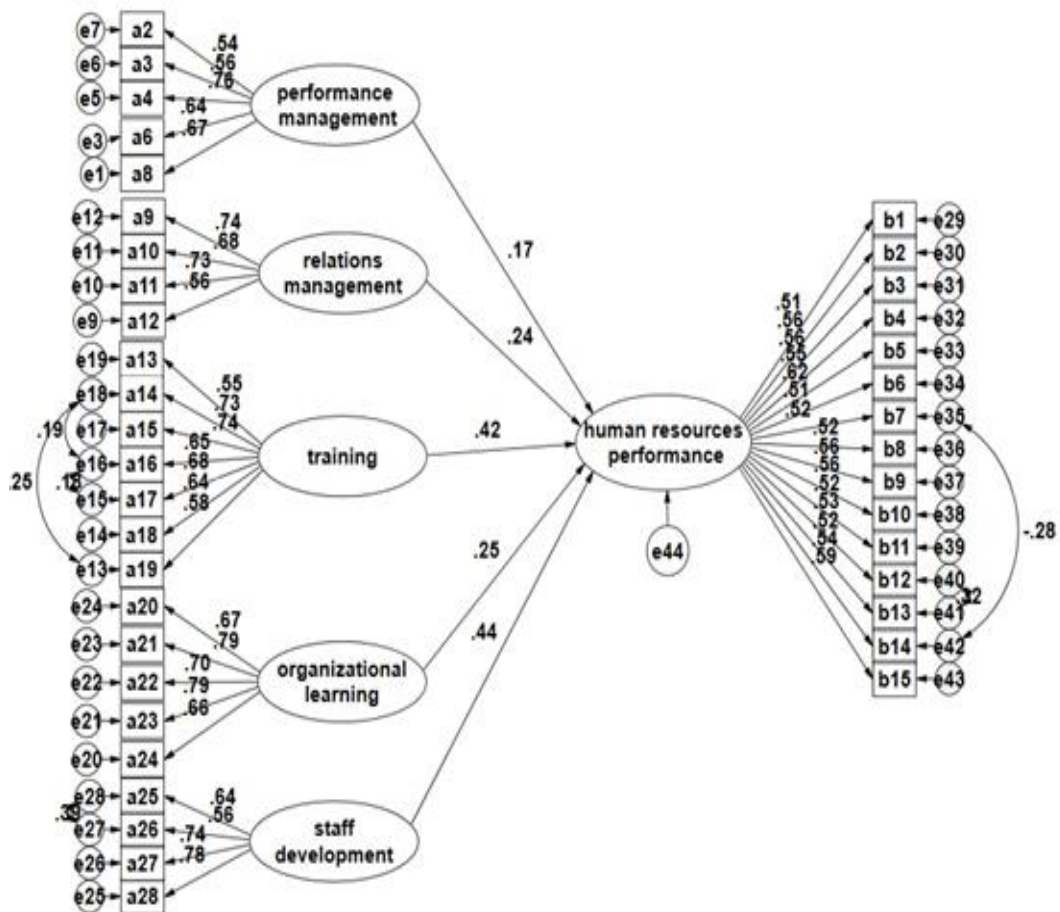
Fig 10- The result of structural equations to study HRDS & HRP

Relationship between components of Human Resource Development Strategies and Human Resource Empowerment (HRDS & HRE)

To study the mentioned hypothesis, first, structural equation hypotheses have been studied and confirmed. According to the structural equation hypotheses, the mentioned hypothesis was studied that it's result is shown in figure 11.

The result from research hypotheses shows that organizational learning did not have a significance effect on human resource empowerment (p >0.05).

And, also, the effect of performance management (p= 0.001, β= 0.130), relations management (p=0.001, β= 0.206), training (p= 0.001, β= 0.160) and staff development (p= 0.001, β= 0.558) on human resource performance in level 5 is significance and positive coefficients show that these structures have an additive effect (direct) on the training process. According to the calculated coefficients it could be

said that the effect of staff development on human resources empowerment dimensions is more than other dimensions.

Table 21- Fitting indexes of HRDS & HRE research proposed pattern

Index	Acceptable Range
CMIN/DF	≤3
CFI	≥0.9
AGFI	≥0.9
NFI	≥0.9
IFI	≥0.9
TLI	≥0.9
CFI	≥0.9
RMSEA	≤0.08

Table 22- The result of HRDS & HRE research

| Hypothesis	Path Coefficient	t value	p-value
performance management →human resources empowerment	.130	2.131	0.033
relations management →human resources empowerment	.206	3.182	<0.001
Training →human resources empowerment	.160	2.666	0.008
organizational learning →human resources empowerment	.056	.973	0.330
staff development →human resources empowerment	.558	6.943	<0.001
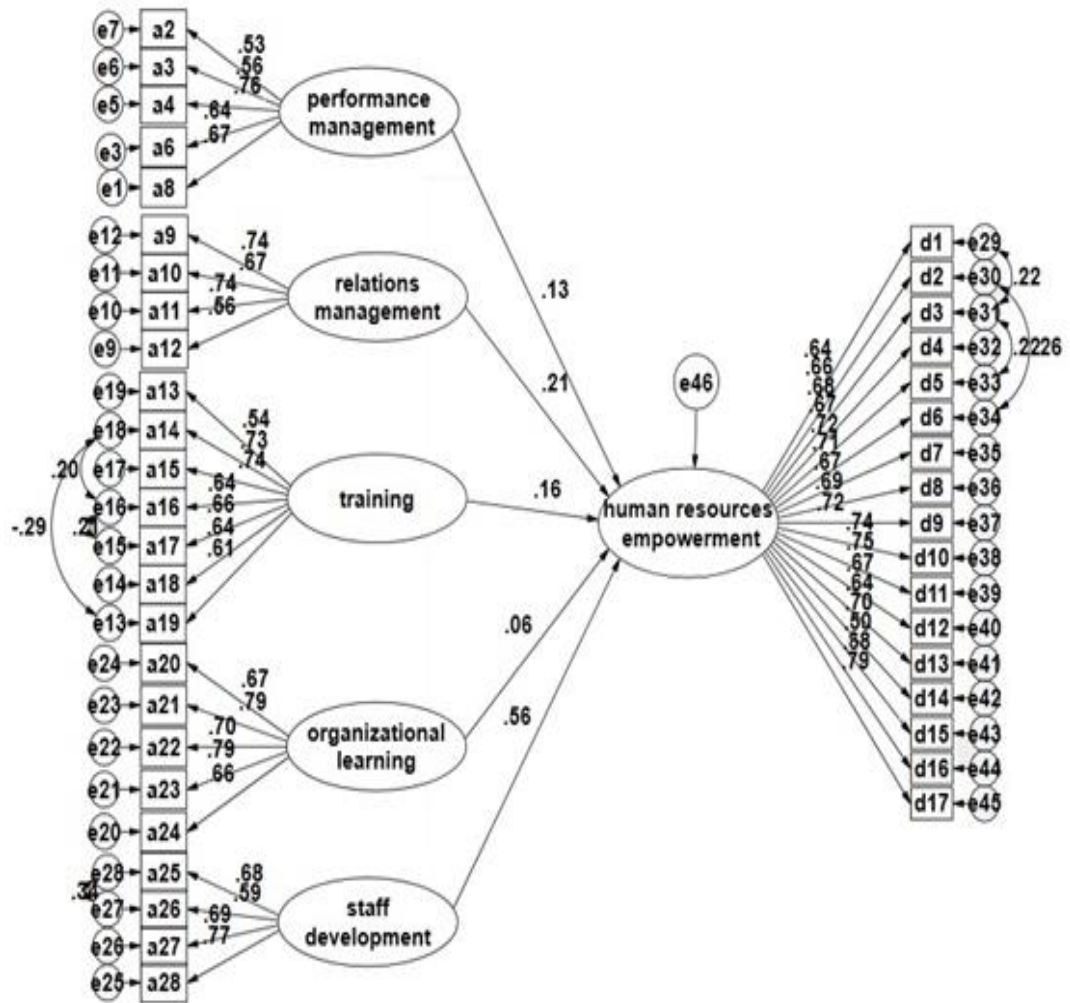
Fig 11- The result of structural equations to study HRDS & HRE

CHAPTER V

Discussion

The main objective of the present study was to investigate the strategic role of human resources development on personnel performance according to the mediating role of empowerment in higher education institutes in Kerman province, Iran. In this regard one main hypothesis and three secondary hypotheses were proposed. Findings from each of hypotheses have been evaluated in this chapter and the result has been compared with previous findings about hypotheses, then the researcher has presented his personal reasons for confirming and rejecting each of the hypotheses according to his findings; finally, he proposed some suggestions for next researchers.

The study of result

Demographic result

The data analysis has shown:

√ 19 test takers were 30 years old or less (7.0%), 75 test takers were between 31 to 40 years old (27.5%), 111 test takers were between 41 to 50 years old (40.7%) and 68 test takers were 51 years old or older (24.9%).

√ 170 test takers were men (62.3%) and 103 test takers were women (37.7%).

√ 27 test takers were single (9.9%) and 246 test takers were married (90.1%).

√ 10 test takers (3.7%) had diploma's degree, 3 test takers (1.1%) had bachelor's degree, 128 test takers (46.9%) had master's degree, 117 test takers (42.9%) had doctorate, and 15 test takers (5.5%) were in other education group.

√ 53 test takers had working experience for 10 years or less (19.4%), 64 test takers had working experience (23.4%) between 11 to 20 years, 72 test takers had working experience between 21 to 30 years (26.4%) and 84 test takers had working experience for 31 years or more (30.8%).

The result of hypotheses

The main hypothesis

Human assets improvement methodologies have an impact on faculty execution considering the interceding part of human assets strengthening.

Analysis of study hypotheses showed that the effect of human resource strategy on human resources empowerment in level 5 is significant and positive coefficients showed that structures have additive (direct) effect on each other. And, also, the influence of human assets strategy variable on HR function variable and the effect of human resources empowerment variable on human resources performance is significant in level 5 and positive coefficient showed that the structures have additive (direct) effect on each other. The result shows that human resources strategy in addition to direct effect it is also indirectly effective on human resources performance through human resources empowerment. Amount of direct effect of human resources strategy on human resources performance equals to (0.714) and the amount of indirect effect through human resources empowerment equals to (0.165). Considering the present evidence, it could be said that human resources empowerment, as a mediating factor plays an undeniable role on the relationship between human resources strategies and human resources performance.

The result obtained from the presented assumption is consistent with the all studies of Alsafadi and Altahat (2021), Anwar and Abdullah (2020), Dolani et.al (2018), Moharram Zadeh and Abedi (2021), Kareem and Hussein (2019).

Our results showed that all educational settings and organizations should allocate a significant amount of resources and insight to the empowerment of existing human resources. The human resources empowerment means increasing the level of skills, empowerment, motivation and personnel mental orientation that provides a field to increase the efficiency and exploit the empowerment of personnel in predicted planning. In fact, as Shafic and Parcel have presented, human resources strategies in addition to develop people's talents, they correct the methods and techniques of performing and lead people to learn knowledge and increase their job skills and also prevent cost wastage. The existence of these strategies can cause a change in the opinion of managers and personnel opinion about organization, make them familiar to the managing principles and help them embrace more responsibilities and

empowerment. Empowerment means motivation of people to accept new responsibilities, it was a word that was first interpreted as responsiveness. Empowerment is not just empowering the personnel, it makes personnel powerful enough to develop their skills and motivation with education. In fact, empowerment provides conditions for personnel to control their working life and improve their abilities to accept more responsibilities or long for continuous improvement. Continuous improvement will happen if personnel are informed about necessary information and managers can trust them to use their skills and abilities.

Along with the result obtained from this hypothesis, the result of Anwar and Abdullah (2020), The effect of HRM practice on organizational performance investigated and the results pointed to the positive and meaningful effect of strategic HRM on profitability and increase sales. Moreover, in another study by Alsafadi and Altahat (2021), studies showed that job satisfaction and human resources performance are tightly connected. They reached this conclusion by considering various factors such as performance management, wage management, personnel training, staff performance management, career management. In study of Dolani et.al (2018) findings show that the human resources strategies effect on staff performance, including ability, support, motivation and validity, in Urmia university libraries. In Kareem and Hussein`s (2019) the result pointed to the positive of the effect of HRD on organization execution is positive and illuminated some mechanisms to develop the organization human resources performance. In study of Moharram Zadeh and Abedi (2021) the general analysis showed that organization strategies and human resources strategies have an effect on training performance.

The first sub-hypothesis

H1. Human resources strategies have an effect on staff performance.

Results of analysis showed that the effect of H1a (performance management), H1b (relations management), H1c (training), H1d (organizational learning) and H1e (staff development) variables on human resources performance is significant in level 5 and the positive coefficients showed that these factors had a significant additive effect on training process. According to the calculated coefficients, we can say that the effect of staff development dimension on human resources performance is more pronounced than other aspects.

The result obtained from mentioned hypothesis is consistent with Sareen's study (2018), Huang (2017), Appelbaum and Oulbacha (2018), Bendickson et al (2019), and Rana and Malik (2017).

Considering this hypothesis, it could be said that human resources are the most important asset in every organization and they are the force behind organizational productivity and competitive edge. In addition, human resources planning requires an exact plan which aims to improve personnel efficiency by providing all the necessary skills, training and improvement. Note that technical and specialized training are not the only aspects of a successful human resources training/developing course; planning of a most suitable training course should be based on the concept of strategic management in human resource management. Personnel satisfaction and preventing their dissatisfaction are important efforts of each organization to maintain human resources and personnel productivity. In fact, each organization makes effort to increase productivity and efficiency of personnel and job performance has an important role in this efficiency development. In general, job performance in an organization reduces the psychological stress of personnel and ensures their physical, mental and social health. Job commitment reduces the possibility of absenteeism and prevents leaving the job. Most researchers believe that this issue has been one of the most interesting issues for researchers to study. They believe that good management can lead to beneficial outcomes such as organizational effectiveness, performance development, higher job satisfaction increasing, mobility reduction, and reducing absenteeism. Along with the results of this hypothesis, the result of Sareen's study (2018) pointed to the relationship between effective strategies of human resource management and performance management with the performance and behavior of personnel and their job satisfaction. Appelbaum and Oulbacha (2018), in increasing personnel performance: the mediating role of human resource management., understood that staff performance will not progress just by an organization's capital only. Therefore, attention to the human capital management through the strategic human resources management is suggested. Huang (2017) showed there is a direct relation between management strategies and HRM in management strategies are influenced by the organization's viewpoint and The result of Bendickson et al study (2019) showed that better human capital development planning lead to operational performance which creates better outcome and sales. Rana and Malik (2017) in their

study examined an assessment of the impact of performance management on employee and organization performance Based on the results of this study, they observed that motivation has a direct effect on organizational performance; however, motivation did not have a significant effect on the link between human resource performance and organizational performance.

The Second sub-hypothesis

H2. Human resource development strategies affect human resource empowerment.

Based on the analysis of this hypothesis, H2d (organizational learning) does not have a significant effect on human resources empowerment. Also the effect of H2a (performance management), H2b (relation management), H2c (training) and H2e (staff development) variables on human resources empowerment is significant at the level of 5% and the positive coefficients showed that these structures have an additive (direct) effect on the training process. According to the evaluated coefficients, it can be said that the effect of staff development dimension on human resources empowerment has been more than other dimensions. The result of the present hypothesis is consistent with the studies of Karroubi et al. (2021), Plangger et al. (2020), Strydom et al. (2018), Ebrahem Ahmad et al (2019). Caldwell and Anderson (2018). In clarifying the result, it can be said that in any organization, successful performance in all fields including planning, implementation and controlling organization strategies, will not be possible without management and serious attention to human resources. Therefore, the strategic approach on human resources in the form of strategic human resource management is very important. Empowerment is a concept that can benefit organizations and create a sense of ownership and pride in employees and also be effective in maintaining human resources. In other words, empowerment provides the possibility to benefit from the ability resources of experts which are not used optimally. So, powerful experts are useful for both themselves and for organization and by empowering experts, the organization also becomes empowered. In the present century, education is one of the key and important issues of governments. Undoubtedly, education system has the great responsibility of training the majority of our young generations. Organizations today need to be run in a competitive and challenging environment that is always encountering exciting development. In such situations, the managerial board will not have the opportunity to

influence and control employees and are mostly focused on identifying the external and internal environment of the organization and leave other daily tasks to employees. In this case, Employees have the chance to perform their tasks well if they have the required skills, information and ability and they are aware of the organizational objectives. The empowerment process could be considered as the medium to facilitate this situation for managers. Empowerment begins with a change in people's beliefs, thoughts, and ways of thinking. It means that human resources must believe that they have the ability and competence to perform the tasks assigned to them and feel that they are free to act and they are independence to make decisions. Considering to the result of this assumption, the result of Karoubi et al. (2021) showed that turning strategy into goals, networking, empowerment, and organizational knowledge are among the strategies affecting human resources. Plangger et al. (2020) evaluated the role of human and technical empowerment on explicit and implicit knowledge transfer; It creates a strategic empowerment investment structure which depends on a combination of investments in human and technical empowerment and it leads to four types of learning environments: self-directed, participatory, adaptive, and complicated. Strydom et al. (2018) studied the importance of understanding various factors affecting the implementation of effective strategy in a higher education institution. Based on this study, there is no significant relation between variety and strategy implementation in these institutions. In addition, they pointed to the fact that variety among employees and successful achievement of strategic goals does not affect the institution. Caldwell and Anderson (2018) showed that associable, economic, psychological restrictions and situations can influence the performance and selection of a management model. However, some models cannot be applied in complicated environments. Ebrahem Ahmad et al (2019) used a framework to facilitate the implementation of city development strategy using the scorecard. They showed that groups such as shareholders and institutions can directly affect implementation.

The third sub-hypothesis:

H3. Human resource empowerment affects staff performance.

Results of the analysis pointed to the effect of human resources empowerment variable on human resources performance which is significant at the 5% level and the positive coefficients showed that these structures have an additive

(direct) effect on each other. Results of the present hypothesis are in line with the studies of Meng and Sun (2018) Dahou and Hacini (2018), Abdollahi and Nave Ebrahim (2017), Ibua (2017) and Choi (2017) are consistent. In clarifying the result, it can be said that today, organizations consider investing in human resources and increasing the capability of employees as an important strategy and they present it as a key strategy to success. For this reason, selecting qualified employees and improving their technical skills and scientific information have become indisputable principles in the development of organizations. Lack of attention to the necessary standards in selecting employees and disregarding their expertise, experience and the efficiency of managers in selecting them for each organizational responsibility has caused many organizations in developing societies to suffer from a lack of capable human resources. In this regard, many organizations have implemented staff empowerment. Also, evaluating the performance of human resources is very important in achieving the improvement of human factors. Evaluating performance consists of a systematic review of the strengths and weaknesses of the manager performance or organization, considering their respected duties. Evaluating performance is a process that measures the performance of individuals and organizations and if this process is done properly, employees, supervisors and managers will benefit from it. Creating a competitive environment to promote employees and managers through defining appropriate criteria for measuring and evaluating performance, increases the possibility of establishing an empowerment system. Accurate and comprehensive performance evaluating system, in addition to putting employees in a competitive environment , can lead to the promotion of capable and competent employees and managers, and, also result in the continuous improvement of administrative processes; since monitoring and evaluation are also effective in the empowerment phase, therefore, it will provide the necessary contexts for the employees of the organization to use the training opportunities to learn more information and knowledge and improve their skills. Organizations always need to identify the employees and the ongoing processes in order to improve their human capital situation and thus increase the quality of their production or service delivery. In a study by Dahou and Hacini (2018), studied successful employee empowerment: major determinants in the Jordanian context. and showed that the most effective o in the stamina of any project is human resource empowerment. Meng and Sun (2018), The impact of psychological empowerment on work engagement among university faculty members. It could be said that, organizational structures and staff performance

are directly linked. Study of Abdollahi and Nave Ebrahim (2017), on empowerment of employees showed that the most effective amount of HR strategies on empowerment is the organizational extent. Choi (2017) considered employee empowerment and team performance as their main study elements. Based on this study, the four components of an empowered working team can significantly affect team performance. In Ibua (2017) study, the results indicated that implementation of empowerment schedules leads to better performance of staff and makes important and key changes in the entire firm.

CHAPTER VI

Conclusion and Recommendations

The education system is one of the largest and widest systems in each society, which determines the fate of that society in the long time. In fact, the happiness or misery of any society depends on its education. If education is designed correctly in terms of goals, structure and resources, it will guarantee the development of society in future and will be closer to effectiveness.

Successful managers in today's world know the key of their organization's success to benefit from educated people and believe that employees are valuable that give us a competitive advantage and they are people who keep us ahead of the competition. Therefore, since human resources are among the most effective factors in the success of any organization, special attention should be given to its planning, strategies, functions and implementation. If managers are trained only to plan and not to implement, the possibility of implementing strategy and positive changes in performance will become less. Therefore, managers who have sufficient theoretical knowledge about strategy implementation will have an advantage; in other words, if the managers of an organization are more skilled and knowledgeable in implementing the strategy than the managers of competing organizations, firstly their organization will have a better competitive advantage and secondly it will be more efficient.

Clear responsibilities are the basic prerequisites for successful strategy implementation success. When somebody is working, managers need to know who, what, when and why he/she is working. Therefore, the responsibilities must be clear and clarified. Organizations must have strategy support cultures. Implementing a strategy requires a successful, disciplined, and ownership-oriented culture. Poor planning of human resource strategy and organization strategy will waste human and financial resources and will lead to the failure of plans and implementation processes. Poor implementation will result in poor strategy. Information exchange, knowledge transfer and effective communication are essential for the implementation of the strategies. In order to lead strategies to increase performance and efficiency, there must be sufficient financial and human resources at the disposal of the organization. Physical, environmental and temporal conditions must be provided to the organization in order to implement the appropriate strategy and tools. Also, to make a strategy more

successful, details of how things are done must be clarified. Implementation of human resource strategies accurately will lead to better performance and employee capabilities improvement.

Study Recommendations

The researcher presents some useful suggestions according to the study:

Practical recommendations according to the study

The present study points to the direct effect of human resources strategies on human resources performance. Considering this link, the following recommendations are presented:

• Improve pre-service and in-service technical education of employees and implementation of educational programs by focusing on scientific and practical training processes.

● To improve employee performance management and, thus, increase organizational productivity and efficacy, it is recommended that the managers focus on the effective and competent use of different resources, such as capital, energy and information, as their final objective.

• It is recommended to benefit from communicative and leadership methods which are based on equality, structure, motivation and delegation. In other words, employees are assigned a part of managerial responsibilities and managers act as the supporting partners which, in turn, will result in the improved performance of staff.

● Facilitation of employee involvement and presence in technical and relevant exhibitions, creation of strong guidelines for employee development, encouragement of employees to present managers with their professional ideas and proposals and, finally, creation of organizational policies with a focus on innovation can result in the better performance of employees.

● Application of different emotional, observational, experimental and cognitive tools to manage staff behavior and performance and also benefit from a bonus system to increase motivation and production throughout the organization is recommended.

In addition to this, the present study provided evidence on the existing relationship between two factors: human resources strategies and employee empowerment. Taking this into account, we present the following recommendations:

• It is recommended that managers pay more attention to the cognitive needs and independence of their employees since it can result in their empowerment and improve productivity. In addition, employee involvement and their participation in managerial teams can improve the quality of organizational services and performance.

• It is recommended to focus on increasing employee involvement in organizational decision-making processes, such as planning and task management, to improve internal and even external relations. This can eliminate any sense of alienation and powerlessness among employees.

• Managers should be more involved in determining the educational needs and priorities of each job title and conduct the necessary research and evaluation to planning related educational courses and packages for their staff.

• Considering the meaningful effect of human resource development elements on empowerment and the fact that organizational learning is mostly focused on group activities, which are one of the weaknesses observed in our study sample (other cultures and countries may have the suitable setting for this kind of activities), it is recommended to investigate these issues in future studies and provide an unbiased and explicit perspective for all to accept.

• Different aspects of development, such as feeling competent and useful in a job, can help employees feel valuable and independent in making decisions; it is recommended that managers create a more suitable environment for employee empowerment by relying on staff development.

The result showed that there is a positive and significant relationship between human resource empowerment and human resource performance. In this regard, it is suggested:

• Managers can positively affect employee performance by considering empowerment factors, such as leadership, clarification of responsibilities, development of educational processes, technology, motivation, innovation, knowledge and personal competence. Also, they should create a flexible, trustworthy and evolving professional

environment and equip their staff with the necessary information to successfully conduct their tasks.

Research suggestions for futures researchers

● Identifying and prioritizing the factors affecting human resource empowerment

• Using multi-criteria decision-making methods to identify internal relationships between different aspects of human resource empowerment

• Conducting the same study in different settings and cities to reach a comprehensive model for human resources development.

• Investigating the impact of human resources strategies on the performance of students in different educational institutions by considering the mediating effect of entrepreneurship tendency.

Summary

In this chapter, the result of statistical analysis obtained in chapter four was analyzed and finally, while discussing the study topic, some suggestions related to the research findings were presented.

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Questionnaire

The role of HRD Strategies on Personnel Performance mediated by Human Resource Empowerment

Part one: participant's personal information

Gender:

　　　　　　　　　□Male　　　　　　　□Female

Age: (years)

　　　　　□(30 or less)　　　□(31-40)　　　□(41-50)　　　□(51or More)

Marital Status:

　　　　　□Single　　　　□Married

Educational Qualification:

　　　　　□Diploma　　　□Bachelor　　　□Master　　□Doctorate　　□Other

Experience: (years)

　　　　　□(10 or less)　　□(11-20)　　　□(21-30)　　　□(31-over)

A) Human Resources Strategy Questionnaire

No	Statement (Question)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
performance management	1. At university, the suggestions of staff and professors are very important for improving the processes.					
	2. There is an effective system in the university that it determines prioritizes processes to improve quality.					
	3. University curriculums management should be based on accurate measurements, accurate data, and thorough analysis.					
	4. The analyzed information is used in the day-to-day operations of the university.					
	5. The university analyzes its performance to supports senior management in achieving its goals.					
	6. Management always bases the activities of the university on the needs of staff and professors.					
	7. The university has methods for recognizing, understanding and predicting the current and future					

	needs and expectations of beneficiary persons.	
	8. The university has an effective educational program to familiarize members with quality management and performance management.	
Relations management	9. At university, there is a healthy and constructive connection with the authorities, outside the administrative hierarchy.	
	10. In the university, there is a tolerance for hearing opposite opinions for staff and professors to their self-creation.	
	11. At university, there is an effort to adapt existing laws and regulations with the norms of subcultures and minorities.	
	12. In the university pays attention to trying to hold formal discussion sessions on issues.	
Training	13. In the university, calling or desired education mission has been defined.	
	14. In the university, the training course has been given credit by controlling events and their causes.	
	15. At university, strategic or critical paths have been identified for staff and professors training.	
	16.In education, the university has paid attention to the study of organizational goals, resources,	

	existing internal and external pressures in the environment.
	17. The university, has paid attention to analysis of performance indicators and human resources, in education
	18. creating a perspective of individual knowledge of professors and staff in the education program is considered in the university.
	19. The university pays attention to the training process with a view to development and achieving an accessible job position in the organization.
Organizational Learning	20. In the university, people compete with each other in order to achieve the goals of the organization by presenting new ideas and opinions
	21. In the university, people are influential on the decisions of the organization by presenting their suggestions and opinions
	22. At university, people use mistakes as opportunities to learn
	23. At university, people are encouraged to come up with creative solutions and work in groups on organizational affairs.
	24. Senior management at this university strives to use the abilities of staff and professors.

		Strongly	Disagree	Neutral	Agree	Strongly agree
Staff development	25. In this university, people prepare for future educational programs of the organization					
	26. Managers at this university believe that staff and professors behavior can be changed by feedbacks					
	27. the psychological atmosphere in this university is very favorable for the development of professors and staff`s knowledge.					
	28. The values that all people should follow, Introduces in the perspective of university.					

B) Human Resources Performance Questionnaire

Question	Strongly	Disagree	Neutral	Agree	Strongly agree
1. Inspection and control play the most important role in achieving performance quality.					
2. The information collected is analyzed and used to support performance quality improvement.					
3. The quality of performance in the university is defined as education is according to the needs of staff and professors and every process in the university can and should be improved.					

4. The university has an accurate and up to date database and data and information are available for staff and professors and there are plans to grow and realize them.

5. The quality performance of standards should be revised based on the wants and needs of staff and professors.

6. At the university, the performance of staff and professors is strengthened through counseling and training.

7. The university always has effective tools to identify staff and professors' expectations and always present effective guidelines.

8. The university evaluates its planning processes and strives to improve it.

9. There is a strong commitment to quality at the university at all levels

10. The university has the necessary facilities to identify the key factors of success in the university

11. The university has a strategy consistent with the ideals, mission and concepts of university excellence.

12. All university members participate in process improvement and customer satisfaction.

13. Senior management should appreciate on time the efforts of members at all levels.

14. The knowledge and competence of the members correspond to the needs of university in the field of education and research.

15. Processes are provided to inform university members about the guideline and strategy.

C) Human Resources Empowerment Questionnaire

Question	Strongly ...	Disagree	Neutral	Agree	Strongly agree
1. The managers of university encourage personnel to retell day-to-day problems they face in their work and professional lives.					
2. A good atmosphere has been created in this university and people are valued to be able to retell the challenges and problems they have experienced in their working life.					
3. From time to time, the staff and professors of this university are obliged to explain the problems they have encountered in their jobs to the managers and other staff.					
4. University administrators strive to be open-minded in listening to employees and professors and their challenges in relation to their work.					
5. One of the strategies adopted by university administrators is to oblige staff and professors to define the problems they have faced in the past week or month and to explain how to solve those problems.					
6. University administrators create group people into small groups to listen to each other and explain all the problems that have occurred to them in their professional lives.					
7. Appropriate training courses for problem solving skills have been held at the university					
8. In my opinion, the university has made a worthy effort to teach problem-solving skills to its staff and professors					

9. The university's approach has always been to help staff and professors to resolve issues they face in their jobs.

10. University staff and professors are trained how to find appropriate and possible solutions to their work and professional problems.

11. The effort of this organization is to equip staff and professors with skills that can solve work and job problems

12. I have rarely seen the administrators of this university want to shield their staff and professors and blame them for all the mistakes or faults.

13. Staff and professors are given the confidence to be able to maintain and support themselves in any situation.

14. This spirit has been created in the staff and professors who are sure of the correctness of their work and behavior and know that their efforts will be held in respect.

15. There are good rules and regulations in support of university staff and professors, which I think are encouraging and motivating.

16. In my opinion, everyone at this university can progress as much as they can

17. All the efforts of the university officials are to convey their sense of support to the staff and professors.

NAER EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

07.12.2021

Dear Peiman Pedram

Your application titled "The role of HRD Strategies on Personnel Performance mediated by Human Resource Empowerment" with the application number NEU/ES/2021/758 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.