

Provide a Comprehensive Model of Human Resource Empowerment for the Social Security Organization

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Abstract

Purpose: The purpose of this study was to present a comprehensive model of empowerment in the Social Security Organization.

Methodology: This research was based on the applied purpose and in terms of quantitative and qualitative research method (mixed) and in terms of data collection was descriptive-survey. The statistical population of the study consisted of two groups of experts and thinkers. The first group consisted of university professors whose field of study and field of study was related to the field of research and the second group included organizational experts with a master's degree or higher with managerial and experimental backgrounds related to human resources in the qualitative section after counting the criteria and indicators extracted. From the theoretical foundations, a researcher-made questionnaire based on the Looshe and Likert spectrum was prepared and after passing the Delphi survey, a conceptual model was extracted. Then, in the quantitative part, exploratory factor analysis method was used to identify the model factors and confirmatory factor analysis method was used to fit the model. In order to check the validity of the questions, purposive sampling method was used among organizational and academic experts, of which 15 people were included as a statistical sample. In the second and third stages of validity of the questions, to strengthen the screening process, the snowball method was used to compile the sample, which after saturating the data of 32 final experts for the exploration section and building a conceptual model participated. Statistical analysis was performed using SPSS software to cluster the indicators and create research components and Smart PLS software to confirm the research model.

Findings: The results of this study identified 11 components and 37 indicators as the most important factors of comprehensive empowerment and showed that individuals will be empowered individually when intra-individual intelligence, creativity-oriented education, psychological self-knowledge, internal performance, knowledge-based decision making and individual self-efficacy. Together, they will be empowered in the collective, team, and organizational spheres when the culture of bureaucracy, internal reward, fundamental self-efficacy, and interactive policy come together.

Conclusion: After exploratory factor analysis and component classification, the fit of the model obtained from the previous step was investigated and confirmed with a good fit.

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1. Introduction

Humans are still the most important and adaptable resources of the organization. In today's stressful business environment, organizations face many challenges that can be managed only by relying on the core assets of the organization, namely "human resources" (Gharib Navaz, Fathi Vajargah, 2019). The strategic value of human resources stems from the fact that apart from other resources (land, capital, technology, etc.) that are passive, it has decision-making power and has a competitive advantage over other resources (Ilelah A, Saidu, 2019). Environmental change and increasing global competitiveness, in order to deal with global pressures and threats, has put the issue of employee empowerment in the focus of managers, because empowerment is the healthiest way to share power with other employees. This method creates a sense of trust, double energy; pride, commitment and self-reliance in people, and an increased sense of participation in organizational affairs will ultimately lead to improved performance (Mohammadi, Sohrabi, 2017). Empowerment is a developmental process that enables employees to solve the problem of promoting employees' political, social, and cultural insights and enabling them to identify and control environmental factors (Cartwright, Cartwright, 2002).

The theory shows that although many writings and researches have been presented on the subject of empowerment in different fields, but in general, each of these researches has dealt with one dimension of empowerment, such as: women, employees, organization, team and community, etc. and existing models. They have not yet been able to meet the expectations and goals of the organizations. Understanding the current situation of the Social Security Organization, the challenges and dangers facing this organization due to its wide range in terms of population covered and the importance and role it plays in promoting the development and establishment of social justice has a special place in this organization. Complicated studies have shown that due to the entanglement and complexity of the roles and specific gender of the organization's mission, issues related to human resource empowerment such as reduced motivation, lack of productivity among the workforce and low quality of working life are still priorities in the organization. (Nilipour Tabatabai, Ghafouri, 2015).

Therefore, it is necessary to design an innovative and comprehensive model in terms of the new structure of the Social Security Organization as a socio-economic organization with insurance coverage of 43 million people; Unlike traditional structures, it requires a creative mindset in the transition from hierarchical methods for employees to take the initiative in the form of self-governing teams in the face of emerging issues (Amundsen, Martinsen, 2014). Therefore, in this research, a comprehensive model has been tried to be prepared and presented with a comprehensive approach based on the real needs of this organization. In terms of exploratory studies, this article has been looking for a model based on various approaches such as cognitive, process and psychological empowerment at both individual and collective levels. Given the issues raised and the lack of an optimal model of empowerment in this organization, the present study seeks to answer the question of what elements the comprehensive model of appropriate empowerment in the Social Security Organization has used and what is the relationship between these elements?

Empowerment as an idea related to the performance of organizations has its most obvious roots in McGregor's theory x, y in *The Human Face of the Organization*. This theory is based on creating the conditions for people to move towards achieving goals instead of supervising and directing their efforts. The history of the first definition of the term empowerment dates back to 1788, when empowerment was seen as the delegation of authority in their organizational role that authority should be granted to the individual or seen in his organizational role. Empowerment meant a person's desire to take responsibility, a word that was first formally interpreted to mean accountability. Huffer has a history of using the term in the management literature since the early 1980s, but he believes the term found a special place in executive management texts and corporate dictionaries in the mid-1980s. Empowerment includes legal delegation, delegation, empowerment, and empowerment (Grove, 1971).

Recognizes and points out those allowing activities to move beyond sharing, sharing, and refining experiences, thinking, seeing, and talking are key components of empowerment (Lee, 2001). Another definition of empowerment includes removing barriers to growth, encouraging commitment to goals, encouraging risk-taking, creativity and innovation, and enabling people to solve problems, increase responsibility, and eliminate fear. In short, empowerment is the end of everything that stops growth, freedom of action, self-confidence, participation and cooperation (Aghlmand, Akbari, 2005). Empowerment means the desire of individuals to experience self-control, self-importance and self-freedom (Abdullahi and grandson of Ibrahim, 2006). Empowerment is defined as the process of transferring power and authority from the manager to the employees along with responsibility and accountability (Ajit, 2013). Empowerment means that employees can understand their duties well before being told what to do (Ozaralli, 2015).

Empowerment means empowering and helping people in the organization to improve their sense of self-confidence. Overcome their inability and helplessness and motivate people to be active and motivate them to do their job (Johnson, 2017). Kleiner believes that the most important source of competitive advantage in organizations is committed, motivated and conscientious employees. For this reason, for most organizations, the best strategy to address these challenges is employee empowerment (Beck, Kleiner, 2015). In other words, during the empowerment process, a change that is usually facilitated by others in the workplace occurs beyond personal feeling. Some experts extend the concept of empowerment to any situation that gives people a sense of competence and control over things, provides the workforce needed to take action, and keeps them steadfast in meaningful endeavors. Empowerment is a completely individual and multifaceted motivational force that can be evoked from within the individual or through co-workers or managers. Here empowerment is manifested through changes in one's perceptions as well as in the behaviors of others (Sandra, Karlsson, 2014). In another definition, empowerment is defined as a motivational construct that in several cognitive states is meaningful, competence, self-decision, effectiveness and trust appears. Together, these psychological states lead to an active orientation toward work (Spritzer, Kiziols, Nason, 2007).

Hajizadeh, Hafezian (2019) in a study entitled "Identifying the components of empowerment of women managers in education and providing an appropriate model" concluded that the components of empowerment of women managers include economic, social, political and psychological dimensions. In the economic dimension, the component of years and service history, in the political dimension, the component of striving for equal rights, in the social dimension, the component of job experience, and in the psychological dimension, the component of trust and intimacy between people were of the highest importance.

Jalali et al (2017) in a study sought to identify the dimensions and components of the empowerment model of naval managers. This study achieved a model in relation to empowerment of managers whose components included "management effectiveness, knowledge and skills, risk acceptance, access to information, participation in decision making, organizational culture and faith." Jamshidian (2017) in a study entitled "The effect of job security and employee empowerment on job satisfaction in the General Directorate of Roads and Urban Development of Markazi Province" states that employee empowerment acts as a strong antidote to employee dissatisfaction and while improving quality Employee performance will prevent employees from leaving the organization.

Gracia, Córcoles, Peiró (2019) in a study entitled "Leadership Capacity, Conscious and Accurate Organization, Performance Safety at a Nuclear Power Plant" concluded that precise organization is effective as a complete mediator between leadership competence and safety maintenance. Baykal, Zehir, Kole (2018) in their study entitled "The Impact of Servant Leadership on Empowerment and Innovation" concluded that servant leadership has a positive effect on understanding empowerment and appreciation of followers and these feelings in turn affect organizational initiative and performance. It is a transition. The results of

Hanaysha (2016) research have shown that employee empowerment has a positive effect on organizational commitment. Another finding of this study was the effect of teamwork on organizational commitment. The researcher emphasizes that focusing on staff empowerment, training and teamwork will provide useful suggestions for management in higher education.

Jayawardena, Pathirage (2011) in a study focusing on the collective view of empowerment, introduces the dimensions of team empowerment as "level of responsibility, power and authority, motivation, recognition, group culture and potential". Cattaneo, Chapman (2010) in a study entitled "Empowerment Process" concluded that "self-efficacy, significance and goals based on power, knowledge, competence, action and effectiveness" have a significant impact on empowerment. Tilakaratna (2006) in her research entitled "The effect of micro-loans on family welfare" continuously enumerates the empowerment dimensions of Sri Lankan rural community consisting of components such as "confidence, inclusiveness, organization, cooperation and power of influence". The study of articles in the field of employee empowerment by the authors indicates that most of the research has paid attention to individual or group dimensions and a comprehensive model of empowerment in the individual and collective field has not been found. Therefore, the present study, considering the mentioned gap and the special context of the Social Security Organization, seeks to design a comprehensive model to meet the needs and problems of this organization.

2. Methodology

Since this study sought to identify the dimensions and components of the comprehensive empowerment model in the Social Security Organization and due to its applicability in this organization and similar organizations, so in terms of purpose, the development of knowledge in the field of empowerment and the type of purpose was practical. The approach of this research was mixed and was based on the philosophical approach of pragmatism. In this study, after preparing theoretical foundations and collecting information from various sources such as the articles mentioned in the previous section and surveys in the form of open and closed questionnaires from organizational and academic experts, the indicators were collected. The statistical comprehensive of the study consisted of two groups of experts and thinkers. The first group consisted of university professors whose academic field and teaching field were related to the field of research and the second group included organizational experts with a master's degree or higher and with managerial and experimental backgrounds related to human resources. In the first step, to check the validity of the questions, purposive sampling method was used among organizational and academic experts, in which 15 people were included as a statistical sample. In the second and third stages of validity of the questions, to strengthen the screening process, the snowball method was used to compile the sample, which after saturating the data of 32 final experts for the exploration section and the construction of a conceptual model participated. Statistical analysis was performed using Spss software to cluster the indicators and create research components and Smart PLS software to confirm the research model. In this study, the validity of the questionnaires was confirmed through consultation with respected professors and experts.

3. Findings

In this study, after collecting information through library resources and articles related to the subject, 547 criteria and factors affecting empowerment were identified. After removing the duplicate factors that were generally mentioned in several articles, the number of criteria was finally reduced to 216 factors. Then, without any prejudice regarding the dimensions of the base and initial model, all metrics were exposed to expert opinion polls. The Delphi method based on a researcher-made questionnaire was used to refine and select the items and metrics that affect the design of the model. The Delphi method is a structured process for collecting and classifying the knowledge available to a group of experts and experts,

which is done by distributing questionnaires among these people and controlled feedback on the answers and comments received. And distributed among the experts and the results of each selection step again among the distributed experts and this process were repeated three times to achieve sufficient comprehensiveness. The following research process is described in order:

Survey of the first stage: In this stage, based on studies and theoretical foundations, items and measures were extracted and a 216-item researcher-made questionnaire was distributed among experts. The research sample includes a total of 32 experts from the university whose field of study corresponds to the subject under study and the organization, which has a master's degree or higher with a background in human resources management, who have been selected by snowball sampling method. It is worth noting; Snowball sampling is one of the non-random (non-random) targeted sampling methods, ie sequential sampling. In sequential sampling, instead of selecting a fixed sample, the sample size is increased until it is sufficient. Consecutive sampling method is divided into four methods of theoretical sampling of confirmation and rejection cases, opportunistic sampling and snowball sampling. This type of sampling is an unlikely method. When there is research about a particular group that is not easily identifiable, this method helps the researcher to identify one or more members of the group and identify other members of the group through them. (Goodman, 1961) In this method, the researcher first identifies people and after receiving information from them, asks them to introduce another person to him. This method is also used to identify experts in a particular field (McNee, McCobb, 2008).

To analyse the results and evaluate the validity of the content of the questionnaire and select the selected criteria, the Lawshe content validity ratio has been used. In order to calculate this ratio, the opinions of experts in the field of test content have been used. This ratio has been designed by Lawshe. In this method, by explaining the objectives of the test to them and providing them with operational definitions related to the content of the questions, they are asked to ask each question based on the Likert three-part spectrum "item is necessary", "item is useful but not necessary" and Categorize "item is not necessary". According to the number of experts, this value for each measure should be above 0.31 to achieve the validity of the question and in this study, after calculating the above index for each of the indicators, 100 indicators with a value above 0.31 were obtained, ie approved by experts They were placed to continue the research.

Survey of the second stage: In this stage, after extracting the results and metrics of the first stage, a questionnaire based on the extracted indicators was prepared as a researcher-made 100 items and distributed among the experts. In this study, the researcher designed the questionnaire to check the structural validity of the questionnaire by consulting with respected professors and experts, and by consulting with the elite, obtained the formal and apparent validity of the questionnaire. After collecting the comments and calculating the average comments, the values whose values were higher than the average score of 5.504 were removed from the questions to prepare the third stage questionnaire and the values whose values were lower than the average. Finally, 63 items were used as stage output. The second Delphi has been extracted. At this stage, research has been done on the dimensions of comprehensive empowerment and the researcher's proposed option.

Third stage survey: The third stage of the survey was collected and analysed among the experts according to the output of the second stage, and like the second stage, in which the values below the average score of 5.502 were removed and 37 indicators were used as items The final is considered. Exploratory factor analysis: Then, according to theoretical studies and the use of experts (two-way questionnaires according to the type of index and the importance of that index in empowerment), indicators are divided into individual and collective dimensions and sometimes according to the nature and application of the index, individual and collective. Of these, 32 indicators are in the individual dimension and 23 indicators are in the collective dimension, and then using SPSS software and heuristic factor analysis method, the indicators were classified and classified into clusters by supervisors and theoretical and previous

studies on The subject of the discussion was lettering, the output of which consisted of 6 components for individual dimension and 5 components for collective dimension. At this stage, because there were two groups of questions, one group for individual dimension and the other for collective dimension, so from two factor analyses Exploratory has been used for clustering. The value (sample adequacy test) for individual dimension analysis was 0.755, which was acceptable, so the sample size was sufficient for factor analysis. Also, according to the relationship between each of the extracted factors and the indicators, based on the theoretical and experimental bases in this field and using the opinions of professors and experts who have the necessary expertise in this field, the factors have been extracted and related indicators have been named.

Table1. Factors extracted from individual indicators

Individual self-efficacy	Knowledge-based decision making	Internal performance	Psychological autobiography	Creativity-oriented training	Intrapersonal intelligence
Self-efficacy (competence)	Transparency in decision making	Trust in superior performance	Self-Knowledge	Education	social intelligence
Self Confidence	Knowledge	Job value	To be meaningful	Creative tension	connections
		reward	Staff belief	Creativity	Autonomy
Motivation	Mutual trust between employee and manager	To be effective	obligation	Initiative and innovation	Material support
					Belong
					performance management

For the collective dimension, the value (sample adequacy test) is equal to 0.711, which is a relatively acceptable value.

Table2. Factors extracted from collective indicators

Participatory leadership	Interactive line	Internal reward	Fundamental self-efficacy	Culture of Adhocracy
Leadership (Management)	Policy and macro strategy	Autonomy	Self-efficacy (competence)	Organizational value (culture)
		reward	Knowledge	Free flow of information
Do teamwork	Transparency in decision making (sense of belonging)	Cooperation (participation)	connections	performance management
		Guidance and support through supervisors and managers	Initiative and innovation	Structure
			obligation	Information Technology

Confirmatory factor analysis of comprehensive empowerment dimensions: Confirmatory factor analysis technique has been used to examine the construct validity of the questionnaire. In this research, smart PLS software has been used to perform the confirmatory factor analysis technique. Factor analysis is used to measure the reliability or reliability and validity of measurement scales. In this study, the minimum factor loading value was determined to be 0.5 and the questions that had a factor loading above 0.5 remained in the analysis and the rest of the model was removed. In addition to Cronbach's alpha, the combined reliability method was used to measure reliability. In this study, if the value of the combined reliability is more than 0.7, it indicates the appropriate internal stability for the measurement models. The extracted mean variance index was used to evaluate the convergent validity. The extracted mean variance index is generally used to assess the validity of the content. This index measures the amount of variance that a hidden variable gets from its markers. Fornell and Larker stated that the critical value for the extracted mean variance is 0.5; That is, the mean value of the extracted variance above 0.5 indicates the acceptable convergent validity of the model. Highly correlated items are designed and suitable for measuring the same structure. Convergent validity has assessed the fact that the markers of a particular structure should

converge or contribute to a high proportion of the general variance. The value of this index is between 0 and 1 and higher values of this index indicate the convergent validity of the structure.

Validation of individual dimension components: Second-order factor analysis has been used to examine individual dimension components. Table 3 shows the results of confirmatory factor analysis on the components of the individual dimension and Figure 3 shows the standardized factor loads.

Table3. Results of individual factor confirmatory factor analysis

dimension	Component	Indicator	Standardized factor load	Cronbach's alpha	Combined reliability	Mean variance extracted
Individual	Individual self-efficacy	Efficacy	0/962	0/93889	0/96093	0/89131
		Self Confidence	0/925			
		Motivation	0/945			
	Knowledge-based decision making	Transparency in decision making	0/923	0/88046	0/9264	0/8077
		Knowledge	0/913			
		Mutual trust between employee and manager	0/859			
		Trust in superior performance	0/954			
	Internal performance	Job value	0/942	0/92040	0/9442	0/8095
		reward	0/878			
		To be effective	0/819			
	Psychological self-knowledge	Self-Knowledge	0/963	0/86323	0/91092	0/7275
		Meaningful	0/922			
		Staff belief	0/922			
		obligation	0/531			
	Creativity-oriented training	Education	0/957	0/90450	0/94047	0/84076
		Creativity	0/939			
		Initiative and innovation	0/851			
		social intelligence	0/945			
	Intrapersonal intelligence	connections	0/903	0/86320	0/90423	0/65961
		Autonomy	0/817			
		Belong	0/770			
		performance management	0/573			

Due to the low factor load of "creative stress" indicators, "material support" was removed from the model.

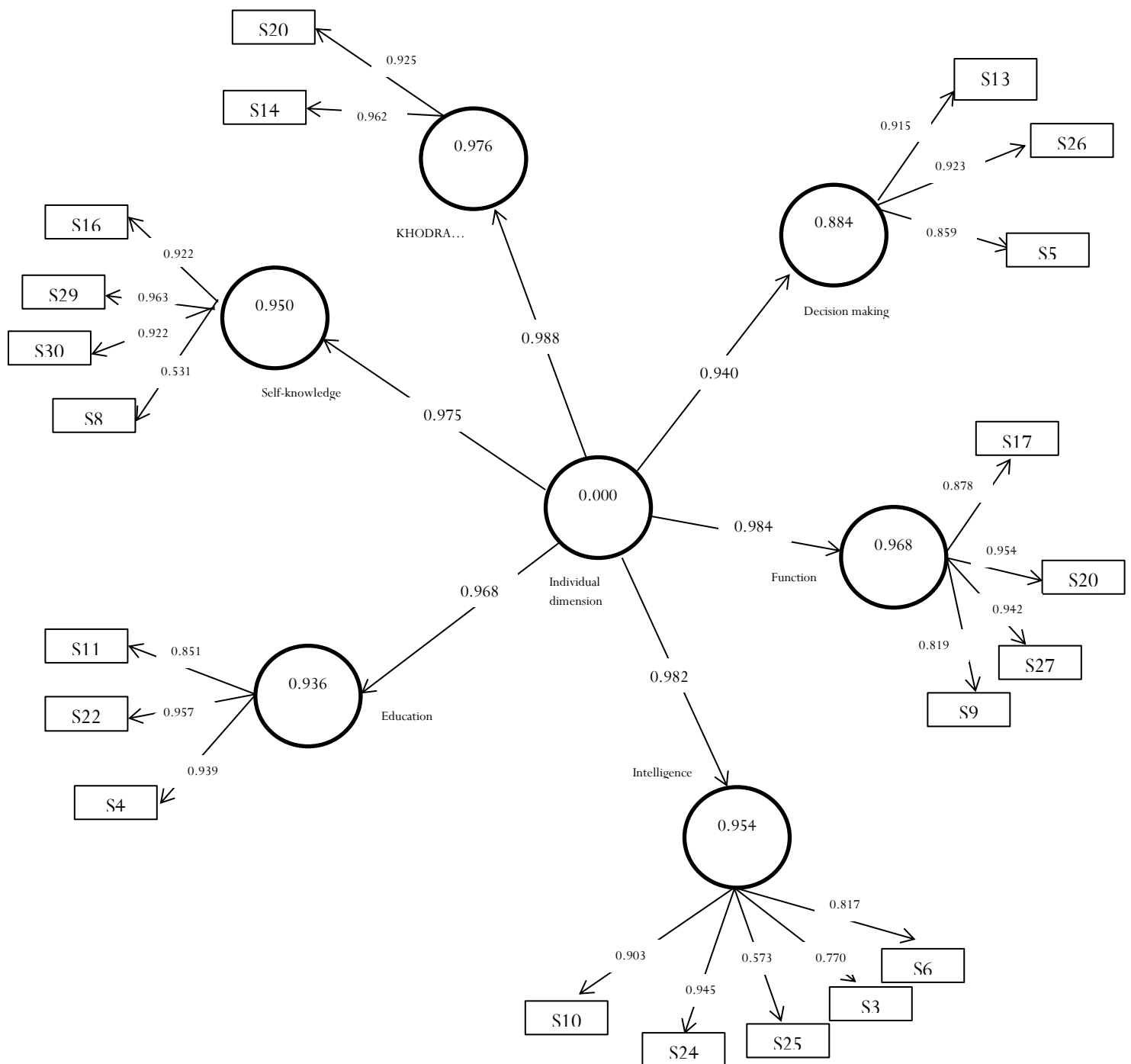


Figure1. Standardized factor loads of individual dimension

Validation of collective dimension components: To examine the components of the collective dimension, second-order factor analysis has been used. Table 4 shows the results of confirmatory factor analysis on the components of the collective dimension and Figure 4 standardized factor loads.

Table4. Results of collective dimension confirmatory factor analysis

dimension	Component	Indicator	Standardized factor load	Cronbach's alpha	Combined reliability	Mean variance extracted
Collective	Culture of Adhocracy	Organizational Culture	0/929	0/83478	0/8870	0/6244
		Free flow of information	0/923			
		Structure				
		Information Technology	0/900			
	Internal reward	Autonomy	0/924	0/7086	0/8168	0/6204
		Reward	0/914			
	Fundamental self-efficacy	Efficacy	0/874	0/867	0/9096	0/7157
		Knowledge	0/850			
		Connections	0/832			
		Obligation	0/827			
	Interactive policy line	Policy and macro strategy	0/902	0/8231	0/8946	0/7392
		Transparency in decision making	0/850			
		Sense of belonging	0/826			
	Participatory leadership	Leadership	0/973	0/9402	0/9709	0/9435
		Do teamwork	0/969			

Due to the low factor load, the indicators of "initiative and innovation", "cooperation", "performance management" and "guidance and support" were removed from the model with a factor load below 0.5.

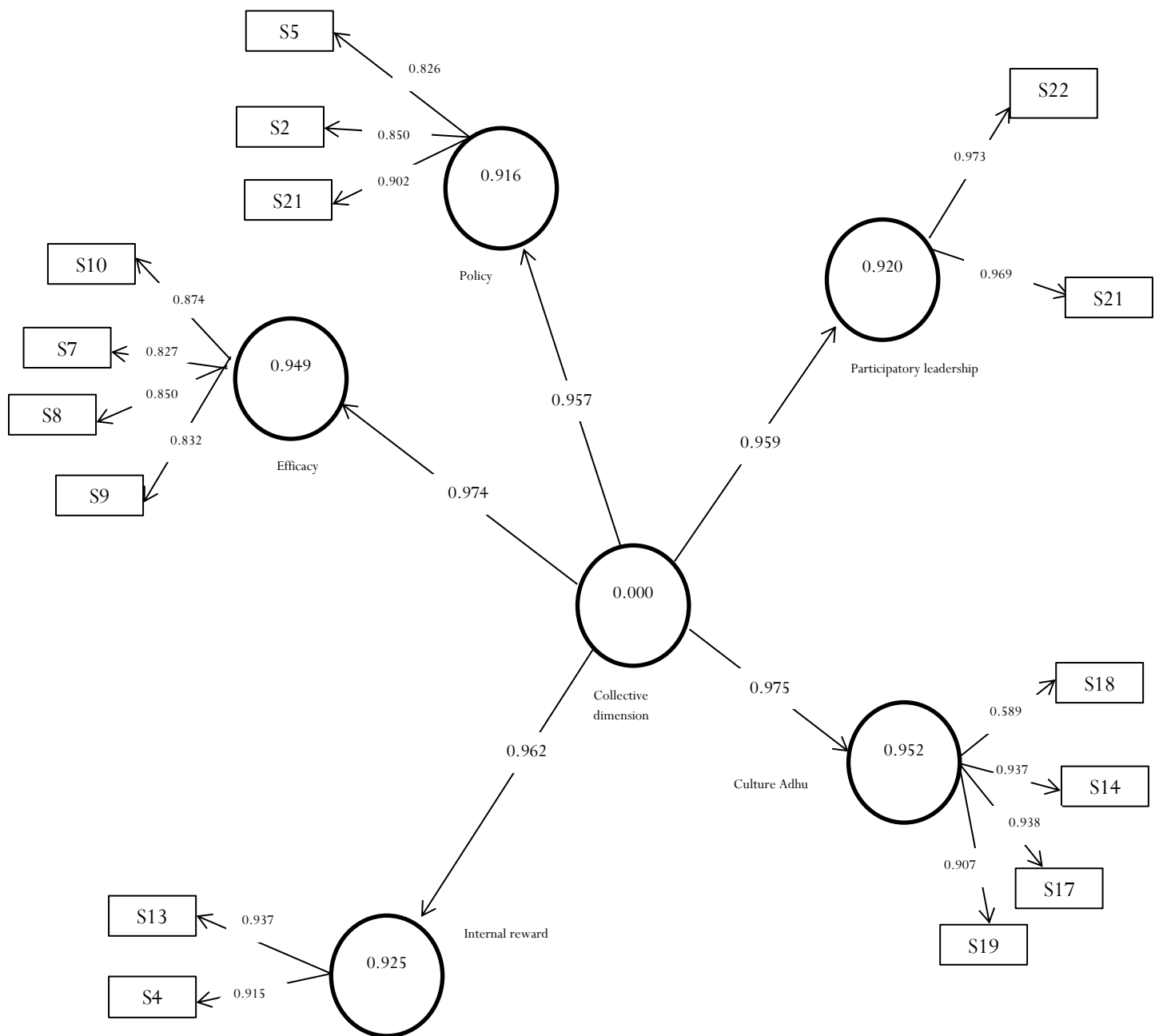


Figure2. Collective dimension standardized factor loads

The final research model is created by experts in three levels from inside to outside with two dimensions and 11 components and 37 indicators, which is shown in the figure below.

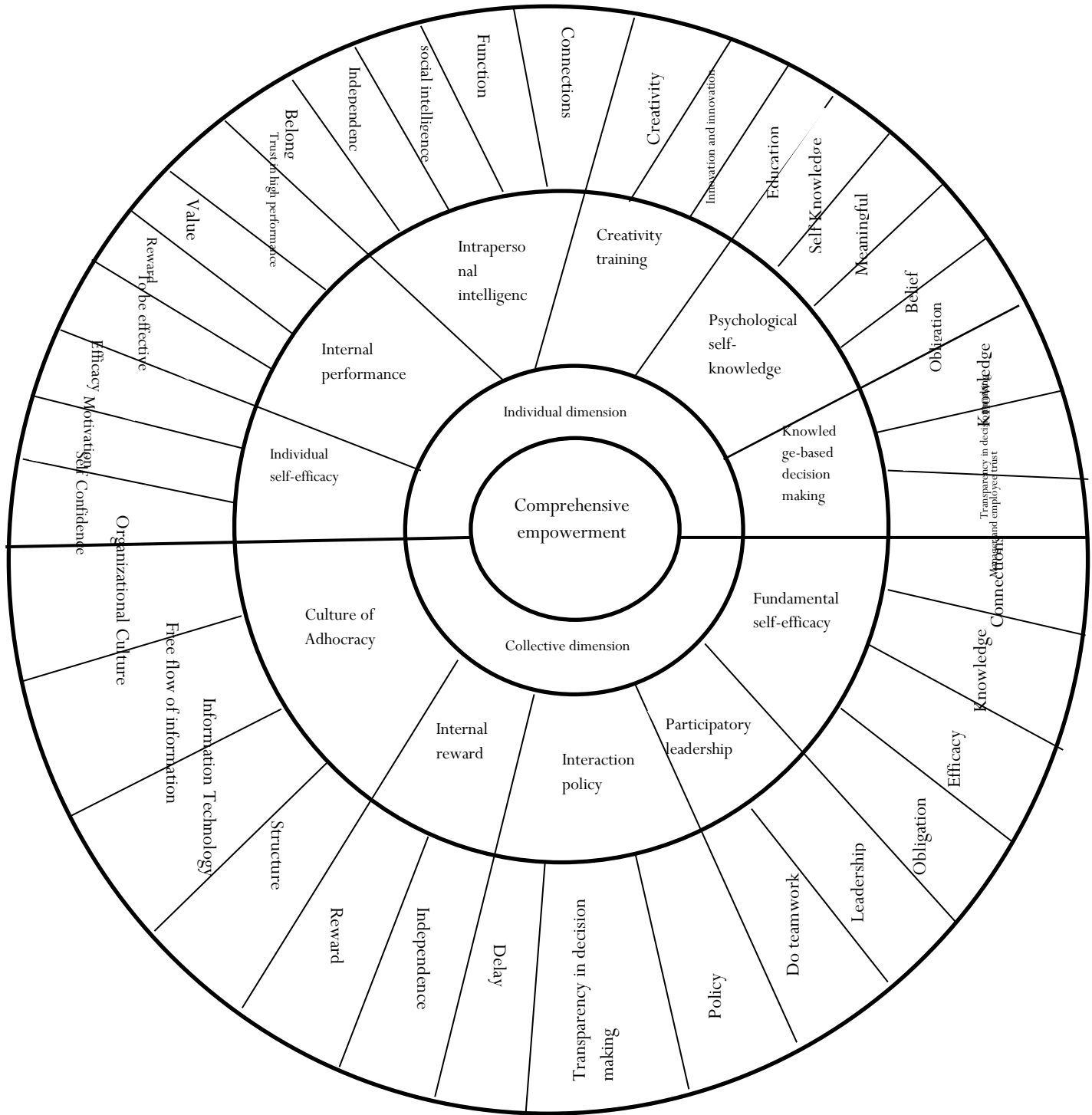


Figure3. Final research model

Examination of model fit: To evaluate the structural model, redundancy validity coefficient is used. Values above zero for this coefficient indicate that the observed values are well reconstructed and that the model has the power to predict relationships and those independent variables have the ability to predict dependent variables. An essential criterion for measuring the structural model is the coefficient of determination of endogenous latent variables. Describes the values of the coefficient of determination in the

PLS route model as significant, moderate and weak 0.67, 0.33 and 0.19, respectively. Table 7 shows the fit indicators of each dimension and component and Table 8 shows the total fit indicators.

Table5. Components of component fit

Variable	Determination coefficient index R2	Redundancy Credit Index Q2
Internal performance	0/968120	0/781541
Knowledge-based decision making	0/883693	0/699112
Creativity-oriented training	0/936285	0/775243
Individual self-efficacy	0/975908	0/852922
Psychological self-knowledge	0/949768	0/675610
Intrapersonal intelligence	0/964237	0/618737
Culture of Adhocracy	0/951529	0/674832
Fundamental self-efficacy	0/949371	0/659434
Interactive line	0/916381	0/669289
Participatory leadership	0/920093	0/853167
Internal reward	0/925431	0/789975

Table6. Fitting of the main structure

Variable	Determination coefficient index (R2)	Redundancy Credit Index (Q2)	General Fit Index (GOF)
Comprehensive empowerment	0/940074	0/581969	0/739657

According to the results, the coefficient of determination for the main structure, ie comprehensive empowerment, is 0.940, and it can be said that the coefficient of determination of the main structure was relatively high and acceptable, and independent variables were able to explain the changes of the dependent variable well. The value of the redundancy credit index for comprehensive empowerment is 0.582, which is positive and above zero, so it can be inferred that this index confirms the fit of the model. The value of the overall fit index, which measures the overall fit of the model, is 0.7397 for the research model, which indicates that the model has a very good fit.

4. Discussion

The purpose of this study was to create a comprehensive model that can express all aspects and angles of empowerment. Therefore, after reviewing sufficient evidence and resources, it was concluded that comprehensive empowerment means empowerment in all directions, ie both the individual and the group of people. Therefore, it is based on individual and collective dimensions, which are located in the individual dimension of employee, manager and client, and in the collective part, teams, organizations and communities, have been in relation to the organization. In this study, several qualitative and quantitative methods to study Comprehensive empowerment and its components have been used. In the Delphi section, which was based on a survey of experts, 37 items were selected as the final result. Then, having the number of indicators evaluated through SPSS software, the questions were categorized into individual categories, 6 categories and 24 indicators, and the collective dimension was classified into 5 components and 19 indicators, which are based on the research literature and the proximity of indicators.

With a high factor load, it was named that the individual dimension to the components of intrapersonal intelligence with 6 indicators, creativity-oriented education with 4 indicators, psychological self-knowledge with 4 indicators, internal performance with 4 indicators, knowledge-based decision making with 3 indicators and individual self-efficacy with 3 indicators In the collective dimension, the components of bureaucratic culture with 5 indicators, internal reward with 4 indicators, fundamental self-efficacy with 5 indicators, interactive policy with 3 indicators and participatory leadership with 2 indicators were

performed. After exploratory factor analysis and component classification through smart PLS software, the model fit obtained from the previous step was investigated, which was confirmed by a good fit and it was found that the individual self-efficacy component had the greatest effect in explaining the individual dimension, and is consistent with the results of research by Cataneo and Chapman (2010), so one of the things that should be considered for empowerment is self-efficacy or individual competence, followed by the components of internal performance, intra-individual intelligence, psychological self-knowledge, creativity-oriented education and decision making. It is knowledge-based and in the collective dimension, the component of technocratic culture has the most impact in explaining this dimension, which is consistent with Jayavardna (2011) research. The partnership and component of the policy are interactive.

Regarding the indicators, it can be said that the "self-knowledge" index has the highest factor load in the individual dimension which is consistent with Tilakaratna (2006) research and the "leadership or management" index has the highest factor load in the collective dimension which is consistent with Afil Baikal research (2018) and many others are consistent, which shows the importance of these indicators and the need to pay attention to these issues in comprehensive empowerment. Therefore, in general, the research results show that the need to pay attention to the categories of leadership, culture, self-knowledge and abilities of individuals can increase the level of empowerment to an acceptable level and managers and trustees in organizations need to pay more attention to empowerment components and effective indicators.

Also, regarding the final model, according to previous researches, different models and frameworks have been presented, each of which has provided different components and indicators regarding empowerment, and since in different organizations, components with This research has also presented the empowerment model in the Social Security Organization for the first time with an integrated and comprehensive approach, and according to the results, this study shows that it is in line with various researches, examples of which were mentioned, but One of the differences between this model and previous researches has been paying attention to the type of approach and classification into individuals and groups, which is innovative in this respect. In the present study, the organization is seen as individuals who should be empowered and therefore dimensions called organizational, managerial, etc. in comprehensive empowerment such as similar models have no meaning and concept. Also, in the present model, all soft and hard aspects of human beings have been considered and new concepts have been extracted due to the components composed of indicators, which have rarely been considered in previous researches. The research findings in the final model have been to pay attention to all aspects of the organization and have tried to pay attention to all departments that need empowerment with a holistic and systematic view and cover the weakness of models that have been partial and therefore managers of the organization Considering the extent and scope of the organization, special attention should be paid to the establishment of empowerment in the human resource management system to improve the productivity and performance of the organization. Organizational performance and employee productivity should be considered and emphasized. Findings show that in the individual dimension of empowerment, the components of intrapersonal intelligence, creativity-oriented education, psychological self-knowledge, internal performance, knowledge-based decision making and individual self-efficacy should be considered as the most important factors in individual empowerment, ie employee and manager. In the collective dimension, the components of bureaucratic culture, internal reward, fundamental self-efficacy, interactive policy and participatory leadership were considered as the most important factors in collective empowerment, ie customers and teams, and these factors were considered in empowerment programs.

Considering the role and importance of the Social Security Organization as one of the important pillars of insurance in order to protect the labor force in order to improve employment and increase national production, the following proposed solutions in the two sectors of insurance and treatment and at the level of components and indicators in the dimension Individual and collective are presented: a) Suggestions in terms of individual empowerment: 1- Considering the higher impact of the individual self-efficacy

component among the individual dimension components, it is suggested by institutionalizing a meritocracy culture and by creating merit programs such as the future managers of the organization, Holding medical and insurance posts and staff such as treatment management, heads of hospitals, clinics and civil centers of the Social Security Organization and branches and general departments with special attention to the motivation of employees to pay special attention.

2. Due to the high impact of self-knowledge index among individual dimension indicators, it is suggested that this index in the organization's training programs in the field of treatment and insurance, considering that self-knowledge causes self-control and inner peace and increases individual abilities and management ability on others Therefore, the Social Security Organization with 13 million main insured and 43 million subsidiary insured should be used in the insurance sector, especially in the medical sector, to manage and establish relationships with patients who have a low tolerance threshold.

B) Recommendations in terms of collective empowerment: Considering the high impact of the culture of bureaucracy and effective indicators in this million and the main insured component, it is suggested that the Social Security Organization create an organizational culture with information technology-based structures and create a free flow of information. Employees and clients in hospitals and in different occupational categories in treatment (nurse, doctor, nurse, etc.) and branches (registration, technical, pensioners, etc.) and by creating free-thinking chairs and creating autonomy and freedom of action The basis of delegation of authority, which is one of the factors of the culture of bureaucracy, leads to the establishment of this culture.

2. Considering the importance of the leadership index in this model and in the collective dimension compared to other indicators, it is suggested that by employing capable managers, they can act as leaders with the customers of the treatment department who are patients, hospitals and service shopping centers and the insurance department customers who employers and workers As the wheel of production of the country, they should establish two-way communication and make the right decisions for the efficiency and productivity of the organization and increase the credit of the organization.

3. Considering that based on the research results, comprehensive empowerment will have consequences such as productivity and increase in performance and efficiency of human resources and the organization and has always been the concern of managers in the organization, so it is recommended that managers Establish a comprehensive empowerment model as part of the human resource management system in the organization.

In the end, according to the suggestions of this research, while having practical aspects, it can be a practical guide for the administrative department of the Social Security Organization and all administrative managers of affiliated organizations, in accordance with the current and future employment needs of the country. With the integrated approach, it has provided a simple theoretical framework and differentiation from other models, and despite the entire researcher's efforts to use all possible capacities, the present study has faced limitations such as time and lack of access to managers in different departments, etc.

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