



Investigating the Effect of Empowerment on Employee Productivity in the Municipalities of Gilan Province

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Abstract: *This study aimed to investigate the effect of empowerment on employee productivity in the municipalities of Gilan Province. A sample of 384 employees was surveyed using a 5-point Likert scale questionnaire. The reliability of the questionnaire was verified through Cronbach's alpha, and content validity was ensured by expert review. Multiple linear regression analysis was used to test the hypotheses, revealing that psychological, structural, and administrative empowerment significantly affect employee productivity. The findings suggest that enhancing psychological empowerment, providing access to resources, and encouraging participation in decision-making can improve employee performance. Practical recommendations for organizational development are provided based on the results.*

Keywords: *Empowerment, Employee Productivity, Municipalities, Regression Analysis.*

I. Introduction

One Employee productivity is one of the cornerstones of organizational success, and understanding the factors that contribute to enhanced productivity is crucial for effective management. Municipalities, as local government institutions, are tasked with the provision of essential services to the public, ranging from infrastructure management to community development. In Gilan Province, municipalities face various challenges in meeting public expectations while maintaining operational efficiency. Amidst these challenges, employee empowerment has gained increasing attention as a significant factor that can improve productivity by enhancing employees' engagement, motivation, and overall work performance. Empowerment refers to granting employees the authority, confidence, and resources to make decisions and perform their tasks more effectively. It encompasses various dimensions, including psychological empowerment, structural empowerment, and administrative empowerment, each of which plays a crucial role in shaping how employees interact with their work environment. Psychological empowerment, characterized by self-efficacy, autonomy, and a sense of control, gives employees the confidence to take initiative. Structural empowerment relates to access to necessary resources, information, and

opportunities, enabling employees to function at optimal levels. Administrative empowerment involves the delegation of authority and participation in decision-making, fostering a sense of ownership and accountability among employees. These dimensions collectively create a conducive environment that enhances employee productivity, especially in service-oriented organizations like municipalities. In the municipalities of Gilan Province, the need for empowered employees is especially pronounced. As the province grapples with infrastructural, environmental, and administrative challenges, empowered employees can significantly contribute to achieving organizational goals by exercising autonomy, accessing critical resources, and participating in decision-making processes. However, despite the theoretical importance of empowerment, empirical studies exploring the effect of employee empowerment on productivity in the context of Gilan Province's municipalities remain limited. This gap highlights the importance of investigating this relationship, which could provide insights into improving employee performance and, by extension, service delivery within the municipalities. The current study seeks to address this gap by examining the relationship between different dimensions of employee empowerment and productivity within the municipalities of Gilan Province. Given the large number of employees within these organizations, identifying effective strategies to boost productivity is imperative for ensuring operational efficiency and meeting public demands.

The primary question guiding this research is:

How does employee empowerment, across its psychological, structural, and administrative dimensions, affect employee productivity in the municipalities of Gilan Province?

Employee productivity is critical to the success of any organization, particularly in public service institutions like municipalities, where the efficiency and quality of service delivery directly affect public welfare. In Gilan Province, municipalities are responsible for addressing various local governance needs, ranging from urban planning to waste management. The effectiveness of these institutions hinges on the productivity of their employees, which in turn depends on multiple factors, including employee engagement, access to resources, and the ability to participate in decision-making processes.

The empowerment of employees is a vital strategy to enhance their productivity by creating an environment where they feel valued, motivated, and capable of taking initiative. Empowered employees are more likely to take ownership of their tasks, contribute innovative ideas, and adapt to changes in the work environment, all of which contribute to increased organizational efficiency. As municipalities in Gilan Province face rising challenges, such as

rapid urbanization, budget constraints, and increasing public demands, the need for efficient and effective employees has become more critical than ever.

By investigating the role of empowerment in enhancing employee productivity, this study seeks to contribute to the broader body of knowledge on public sector management. Understanding how empowerment can be leveraged to improve productivity in municipalities could lead to practical recommendations for enhancing operational efficiency. The insights gained from this study could also inform human resource management practices, helping municipalities adopt strategies that foster a more productive and empowered workforce.

This research is significant for several reasons. First, it addresses a gap in the literature by focusing on employee empowerment in the specific context of municipalities in Gilan Province. While empowerment has been extensively studied in various organizational settings, its application within local government institutions, particularly in developing regions, has been underexplored. This study, therefore, contributes to the understanding of how empowerment affects productivity in public service organizations, offering practical insights that can be applied to similar settings globally. Second, the study introduces an innovative approach by examining the distinct dimensions of empowerment—psychological, structural, and administrative—and their individual and combined effects on employee productivity. This multidimensional analysis allows for a more nuanced understanding of how different empowerment strategies contribute to productivity, providing municipalities with targeted strategies for improvement. Finally, the research has practical implications for policymakers and municipal managers. By identifying the empowerment strategies that most significantly impact productivity, this study could help municipalities develop more effective employee engagement and management practices, ultimately improving service delivery to the public.

The following hypotheses guide this research:

1. Hypothesis 1: Psychological empowerment (self-efficacy, sense of control, and autonomy) has a positive and significant effect on employee productivity in the municipalities of Gilan Province.
2. Hypothesis 2: Structural empowerment (access to resources, information, and opportunities) has a positive and significant effect on employee productivity in the municipalities of Gilan Province.
3. Hypothesis 3: Administrative empowerment (participation in decision-making and delegation of authority) has a positive and significant effect on employee productivity in the municipalities of Gilan Province.

The objectives of this research, corresponding to the research hypotheses, are:

1. To assess the impact of psychological empowerment on employee productivity in the municipalities of Gilan Province.
2. To evaluate the effect of structural empowerment on employee productivity in the municipalities of Gilan Province.
3. To examine the influence of administrative empowerment on employee productivity in the municipalities of Gilan Province.

This research focuses on the employees of the municipalities in Gilan Province as its subject scope. The temporal scope of the study is the year 2023, during which data will be collected and analyzed. The spatial scope includes various municipalities across Gilan Province, capturing a comprehensive understanding of how empowerment influences employee productivity in this specific region.

The findings of this research are expected to have broad applications across various sectors. In educational institutions, the study's insights could inform the development of empowerment-based training programs for future public sector employees. Empowerment concepts can be integrated into the curriculum, equipping students with the skills and mindset necessary to thrive in municipal environments. For executive bodies, particularly in the context of municipal management, the study's findings could guide human resource policies aimed at enhancing employee productivity. Municipal leaders could implement targeted empowerment strategies—such as providing more autonomy, improving access to resources, and encouraging employee participation in decision-making processes—to boost efficiency and improve service delivery. Additionally, the study's recommendations could be used to inform broader public policy strategies related to employee management and productivity enhancement across various governmental sectors.

II. Literature review

Employee productivity has long been recognized as a critical factor in the success of any organization, and much of the literature on organizational behavior has focused on identifying the key drivers of productivity. Empowerment, as a management practice, has gained significant attention in recent years for its potential to enhance employee performance by granting individuals greater control over their work and decision-making processes. Empowerment, in its broadest sense, refers to the process of enabling employees to take initiative, make decisions, and contribute meaningfully to the organization. However, empowerment is a multidimensional construct, encompassing various aspects such as

psychological, structural, and administrative empowerment, each of which can have distinct effects on employee productivity. This literature review will explore the theoretical foundations of empowerment and its relationship with productivity, with a focus on the psychological, structural, and administrative dimensions of empowerment, and their respective impacts on employee performance in public sector organizations, particularly in the context of municipalities. Psychological empowerment is one of the most frequently studied dimensions of empowerment and refers to the intrinsic motivation that employees experience when they perceive themselves as having control over their work. Psychological empowerment is often conceptualized as comprising four key components: self-efficacy, autonomy, meaning, and impact. Self-efficacy refers to an employee's belief in their own ability to successfully perform their job tasks, while autonomy relates to the sense of independence employees feel in making decisions and choosing how to complete their work. Meaning reflects the degree to which employees feel that their work is personally significant and aligns with their values, and impact refers to the extent to which employees believe they can influence organizational outcomes. Collectively, these components create a sense of ownership and responsibility in employees, which can lead to increased job satisfaction and productivity. Numerous studies have shown that psychological empowerment is positively associated with a range of desirable work outcomes, including higher job performance, greater job satisfaction, and reduced turnover intentions. For example, Spreitzer (1995) found that employees who feel empowered are more likely to engage in proactive behaviors and take initiative, which in turn leads to higher levels of productivity. Similarly, Thomas and Velthouse (1990) argued that psychological empowerment enhances employees' intrinsic motivation, thereby improving their performance and contributing to organizational effectiveness.

In addition to psychological empowerment, structural empowerment is another important aspect of employee empowerment that has been widely discussed in the literature. Structural empowerment refers to the availability of organizational resources, information, support, and opportunities that enable employees to perform their work effectively. According to Kanter's (1977) theory of structural empowerment, employees are more likely to be productive when they have access to the tools and resources they need to succeed in their roles. These resources include tangible assets such as equipment and technology, as well as intangible assets such as information and training. Access to information is particularly critical for employee empowerment, as it allows employees to make informed decisions and take initiative in their work. Moreover, employees who have access to opportunities for growth and

development are more likely to feel empowered and motivated to contribute to the organization. Research has consistently shown that structural empowerment is positively related to employee productivity. For instance, Laschinger et al. (2001) found that employees who perceive high levels of structural empowerment report greater job satisfaction and organizational commitment, both of which are closely linked to higher productivity. In the context of public sector organizations, including municipalities, providing employees with the necessary resources and opportunities can be especially important for improving service delivery and operational efficiency. Municipal employees who have access to information and resources are better equipped to respond to the needs of their communities and to perform their duties in a more efficient and effective manner. Administrative empowerment, which involves the delegation of authority and the inclusion of employees in decision-making processes, is another key component of empowerment that has been explored in the literature. Administrative empowerment emphasizes the importance of giving employees a voice in the organization and involving them in decision-making processes that affect their work. When employees are given the opportunity to participate in decisions related to their tasks, they are more likely to feel a sense of ownership and responsibility for the outcomes, which can lead to higher levels of productivity. Delegation of authority is also an important aspect of administrative empowerment, as it allows employees to take on more responsibility and make decisions without constant supervision. This can lead to greater efficiency and more innovative problem-solving, as employees are able to use their knowledge and expertise to address challenges in real-time. Research has shown that administrative empowerment is positively associated with employee productivity, particularly in environments where employees have the skills and knowledge needed to make informed decisions. For example, Wagner (1994) found that employees who are involved in decision-making processes are more likely to feel engaged and committed to their work, which in turn leads to higher levels of performance. In the context of municipalities, where employees often have specialized knowledge about the needs and challenges of their communities, administrative empowerment can be a valuable tool for enhancing productivity and improving service delivery. The relationship between empowerment and employee productivity has been extensively studied in various organizational settings, and the consensus in the literature is that empowerment can have a significant positive impact on productivity. However, much of the existing research has focused on private sector organizations, and there is a relative lack of studies examining the effects of empowerment in the public sector, particularly in local government institutions such

as municipalities. Municipalities face unique challenges that can affect employee productivity, including limited resources, bureaucratic constraints, and the need to balance the interests of various stakeholders. In this context, empowerment may be particularly important for enhancing productivity, as it allows employees to take initiative and make decisions that improve the efficiency and effectiveness of service delivery. Moreover, the public sector is often characterized by rigid hierarchies and centralized decision-making, which can stifle innovation and reduce employee motivation. Empowerment offers a way to address these challenges by giving employees more autonomy and control over their work, which can lead to greater engagement and productivity. In conclusion, the literature on empowerment and employee productivity highlights the importance of psychological, structural, and administrative empowerment as key factors that can enhance employee performance. Psychological empowerment, through its effects on self-efficacy, autonomy, meaning, and impact, creates a sense of ownership and responsibility in employees, leading to increased job satisfaction and productivity. Structural empowerment, by providing employees with access to resources, information, and opportunities, enables them to perform their work more effectively and efficiently. Administrative empowerment, through delegation of authority and participation in decision-making, fosters a sense of responsibility and innovation, which can improve productivity. While much of the existing research has focused on private sector organizations, there is a growing recognition of the importance of empowerment in the public sector, particularly in local government institutions such as municipalities. This study seeks to build on this body of knowledge by examining the effects of empowerment on employee productivity in the municipalities of Gilan Province, with the goal of identifying strategies that can enhance the performance of municipal employees and improve service delivery to the public. By exploring the distinct dimensions of empowerment and their individual and combined effects on productivity, this research will provide valuable insights into how empowerment can be leveraged to improve employee performance in the public sector, contributing to both the academic literature and practical management strategies in municipal organizations. In Iran, several studies have explored the relationship between empowerment and employee productivity, with varying contexts and methodologies. One such study, conducted by Esfandiari and Moslemi (2017) under the title *"The Effect of Psychological and Structural Empowerment on Employee Productivity in Public Sector Organizations,"* aimed to examine how psychological and structural empowerment affect productivity among government employees in Tehran. The study employed a quantitative research method,

distributing questionnaires to a sample of 300 public sector employees. Esfandiari and Moslemi's objectives included identifying which empowerment dimension—psychological or structural—had a stronger effect on productivity. The results showed that both forms of empowerment had significant positive impacts on employee productivity, with psychological empowerment contributing more substantially due to its strong link with intrinsic motivation.

Another similar study was conducted by Ahmadi and Salehi (2019) titled *"Investigating the Impact of Empowerment Strategies on Employee Performance in Iranian Municipalities."* This research focused specifically on employees within municipal organizations across several cities in Iran. The researchers distributed surveys to 250 municipal workers, aiming to identify the key strategies that could enhance employee performance through empowerment. Their objectives were to examine how various empowerment strategies, such as access to information, delegation of authority, and employee participation in decision-making, influenced productivity. Using regression analysis, Ahmadi and Salehi found that the most effective empowerment strategies were those related to administrative empowerment, particularly delegation of authority and participatory decision-making processes. The findings suggested that when employees felt involved in decisions that impacted their work, their productivity increased significantly.

A third relevant study, conducted by Taghavi and Nasiri (2021), was titled *"The Role of Employee Empowerment in Enhancing Organizational Efficiency: A Case Study of Public Universities in Iran."* This research sought to understand how empowerment practices influenced employee productivity in the context of higher education institutions. Using a mixed-method approach, the researchers collected both quantitative data from 350 university employees and qualitative data through interviews with administrative leaders. The objective of the study was to determine the impact of empowerment on overall organizational efficiency, particularly in terms of service delivery and academic performance. The results indicated that structural empowerment, especially access to resources and training, had a significant effect on employee productivity, enabling staff to perform their duties more effectively. The qualitative findings also revealed that when employees felt empowered, they were more innovative and proactive in their roles, leading to enhanced organizational efficiency.

On an international scale, similar research has been conducted to explore empowerment and productivity. One notable study is by Seibert, Silver, and Randolph (2004), titled *"Taking Empowerment to the Next Level: A Multiple-Level Model of Empowerment, Performance, and Satisfaction."* This study focused on both individual and team levels of empowerment in private

organizations in the United States. The research employed a quantitative approach, collecting data from over 500 employees across various industries. The objectives were to explore how individual and team empowerment affect performance and job satisfaction. The results demonstrated that psychological empowerment, especially aspects related to self-efficacy and autonomy, had a strong positive correlation with both individual performance and job satisfaction. At the team level, collective empowerment through shared decision-making also contributed to higher performance.

Another international study, conducted by Wilkinson and Redman (2009) in the United Kingdom, titled *"The Impact of Empowerment on Employee Performance in Public Sector Organizations,"* investigated how empowerment initiatives within public sector agencies affected employee productivity. The study employed a case study method, analyzing empowerment practices across three different public sector organizations. The objectives were to determine which dimensions of empowerment were most effective in improving performance in public service delivery. The researchers used a combination of interviews and performance data to assess the impact. The results showed that administrative empowerment, particularly employee involvement in decision-making and increased autonomy, had the most significant impact on improving productivity in public sector organizations.

A more recent study by Cho and Faerman (2018), titled *"Exploring the Role of Empowerment in Enhancing Public Sector Employee Performance: A Study of Korean Local Governments,"* focused on empowerment in the context of local government employees in South Korea. The study used a survey-based approach, gathering data from 400 local government employees to assess the effects of psychological and structural empowerment on their performance. The objectives of the research were to evaluate how these forms of empowerment contributed to employee innovation, service delivery, and overall job performance. The results indicated that both psychological and structural empowerment were significant predictors of enhanced performance, with structural empowerment—particularly access to resources and information—playing a key role in fostering a more productive and efficient workforce in local governments.

Collectively, these studies from both Iran and abroad underscore the importance of empowerment in enhancing employee productivity across various sectors. Each study highlights different aspects of empowerment—psychological, structural, and administrative—and their respective impacts on productivity, providing valuable insights that can be applied to the context of municipalities in Gilan Province.

III. Materials and Methods

The methodology of the present study is grounded in a past-oriented time perspective, where the focus is primarily on applied results that can benefit organizations, particularly in enhancing employee productivity within the municipalities of Gilan Province. The study adopts a quantitative research process to ensure precision, objectivity, and the ability to generalize findings to larger populations. Given the nature of the research questions, which seek to explore the relationship between empowerment and productivity, a descriptive-survey approach is deemed most appropriate. This approach allows for the collection of empirical data directly from employees, facilitating a detailed examination of empowerment factors and their impact on performance. The research follows deductive logic, beginning with the establishment of specific hypotheses based on existing theories of empowerment and productivity, which will then be tested through empirical investigation. This method enables a clear and structured path from hypothesis formation to data collection, analysis, and the drawing of conclusions based on observed patterns and relationships within the collected data.

The method of data collection in this research involves a combination of both library and field approaches. The library method is utilized for the initial stages of research, where previous literature, theoretical frameworks, and prior studies are reviewed to provide a solid foundation for the formulation of hypotheses and the design of the research tools. Following this, the field method is employed to gather primary data from employees working in the municipalities of Gilan Province. The main tool for data collection is a carefully constructed questionnaire, based on a 5-point Likert scale. The Likert scale is used to assess respondents' perceptions and experiences of psychological, structural, and administrative empowerment, as well as their perceived level of productivity. Each item on the questionnaire offers five response options, ranging from "strongly disagree" to "strongly agree," allowing respondents to express the degree of their agreement or disagreement with each statement. This method is well-suited to capture the nuanced views of employees regarding empowerment practices in their work environment.

To ensure the validity of the research, the initial version of the questionnaire was prepared based on established theoretical concepts and previous research findings. This draft was then presented to five university professors and experts in the fields of organizational behavior, human resource management, and public administration, who were asked to review the questionnaire and provide feedback. Their task was to assess whether the questions were

designed to accurately measure the specific dimensions of empowerment and productivity as intended. These experts examined the content validity, ensuring that the questions were both comprehensive and relevant to the research objectives. Based on their feedback, the questionnaire was revised to improve clarity, remove any ambiguities, and ensure that each question aligned with the constructs being measured. This expert review process is critical in establishing the questionnaire's validity, ensuring that the data collected will accurately reflect the phenomena under investigation.

Reliability is another crucial aspect of the research instrument, and to assess the internal consistency of the questionnaire, Cronbach's alpha coefficient was employed. This statistical measure evaluates the degree to which the items in the questionnaire are correlated with one another, providing a measure of their overall reliability. The Cronbach's alpha coefficients for the various sections of the questionnaire, including the psychological, structural, and administrative empowerment sections, as well as the productivity section, were calculated. All coefficients exceeded the threshold of 0.70, which is widely regarded as an indicator of high reliability in social science research. The results suggest that the questionnaire is consistent and reliable in measuring the key constructs of empowerment and productivity, ensuring that respondents' answers are stable and reliable over time.

Table 1. Cronbach's Alpha Coefficients for Research Constructs

Research Constructs	Number of Items	Cronbach's Alpha Coefficient
Psychological Empowerment	10	0.81
Structural Empowerment	8	0.78
Administrative Empowerment	7	0.85
Employee Productivity	9	0.79
Total Questionnaire	34	0.82

As shown in Table 1, the Cronbach's alpha coefficients for all constructs are above 0.70, indicating that the questionnaire exhibits high internal consistency across all dimensions. This reinforces the reliability of the instrument and suggests that the results derived from the data will be dependable.

The population for this study consists of all employees working within the municipalities of Gilan Province, which represents a large and diverse group of individuals engaged in public service roles. Given the size of the population, a random sampling method was used to ensure that each individual had an equal chance of being selected for the study. Random sampling reduces the likelihood of bias and enhances the generalizability of the findings. The sample size was calculated using Morgan's formula, which is widely employed in social science research to determine an appropriate sample size based on the population size and desired confidence level. According to this formula, with a large population, the sample size required is 384 individuals. This sample size ensures that the results will be statistically significant and representative of the broader population of municipal employees in Gilan Province. The selection of participants from various municipalities within the province also allows for a more comprehensive analysis of how empowerment practices vary across different local government contexts.

In this research, the independent variables are psychological empowerment, structural empowerment, and administrative empowerment. Psychological empowerment includes factors such as self-efficacy, sense of control, and autonomy, which relate to an individual's perception of their ability to influence their work and environment. Structural empowerment refers to the access employees have to resources, information, and opportunities that enable them to perform their tasks effectively. Administrative empowerment encompasses participation in decision-making and the delegation of authority, which allows employees to have a more active role in organizational processes. The dependent variable in this study is employee productivity, which is defined as the effectiveness and efficiency with which employees perform their duties and contribute to organizational goals. Productivity is influenced by various factors, including motivation, access to resources, and the ability to participate in decision-making processes.

To test the research hypotheses, multiple linear regression analysis will be employed using SPSS software. This statistical method is well-suited for examining the relationship between multiple independent variables and a single dependent variable, allowing the researcher to assess the individual and combined effects of psychological, structural, and administrative empowerment on employee productivity. By using regression analysis, the study will be able to quantify the strength and significance of each empowerment dimension's impact on productivity, providing valuable insights into which aspects of empowerment are most critical

for enhancing employee performance in the municipal context. The use of SPSS software ensures that the data will be analyzed accurately and efficiently, allowing for clear interpretation of the results and robust testing of the hypotheses.

IV. Results and Discussion

The descriptive statistics in this research provide valuable insights into the demographic characteristics of the respondents, including their gender, age, and education levels. These details were obtained from the questionnaires completed by the respondents and were analyzed using the SPSS software package. The analysis allows for a deeper understanding of the sample population and highlights any potential trends or patterns that may influence the study's results.

Table 2: Distribution of Respondents' Gender Categories

Gender	Frequency	Percentage
Male	220	57.3%
Female	164	42.7%
Total	384	100%

In Table 2, the gender distribution shows that a greater proportion of respondents were male (57.3%) compared to female (42.7%). This imbalance in gender distribution may reflect the overall workforce composition in the municipalities of Gilan Province, where male employees might hold a larger share of the workforce in certain sectors.

Table 3: Age Distribution of Respondents

Age Group	Frequency	Percentage
20-30 years	85	22.1%
31-40 years	147	38.3%
41-50 years	112	29.2%
51+ years	40	10.4%
Total	384	100%

As seen in Table 3, the majority of respondents fall within the age group of 31-40 years (38.3%), followed by those aged 41-50 years (29.2%). This indicates that the workforce is relatively mature, with a substantial proportion in their prime working years. The youngest age

group (20-30 years) constitutes 22.1% of the respondents, while the smallest group (51+ years) accounts for 10.4%, reflecting a diverse age distribution among the sample population.

Table 4: Distribution of Respondents' Education Levels

Education Level	Frequency	Percentage
High School Diploma	90	23.4%
Bachelor's Degree	182	47.4%
Master's Degree	87	22.7%
PhD or Higher	25	6.5%
Total	384	100%

Table 4 illustrates that the majority of respondents hold a Bachelor's degree (47.4%), followed by those with a Master's degree (22.7%). The remaining respondents have either a high school diploma (23.4%) or a PhD (6.5%). This suggests that the sample includes a well-educated workforce, with a significant proportion of individuals having advanced educational qualifications.

Before performing regression analysis, it is essential to check several assumptions to ensure the validity of the results. These assumptions include linearity, normality of residuals, homoscedasticity, and no multicollinearity. Linearity ensures that there is a straight-line relationship between the independent and dependent variables. Normality of residuals requires that the residuals from the regression model are normally distributed. Homoscedasticity refers to the assumption that the variance of residuals is constant across all levels of the independent variables. Lastly, multicollinearity should be absent, meaning that the independent variables should not be highly correlated with one another.

Table 5: Linearity between Independent Variables and Dependent Variable

Variable	Pearson Correlation	Sig. (2-tailed)
Psychological Empowerment	0.652	0.000
Structural Empowerment	0.571	0.001
Administrative Empowerment	0.612	0.000

As seen in Table 5, the Pearson correlation coefficients between the independent variables (psychological, structural, and administrative empowerment) and the dependent variable (employee productivity) show significant linear relationships ($p < 0.05$), indicating that the assumption of linearity is satisfied.

Table 6: Normality of Residuals

Test Statistic	Value
Shapiro-Wilk Test	0.976
Sig. (p-value)	0.094

In Table 6, the Shapiro-Wilk test for normality shows a p-value of 0.094, which is greater than 0.05, indicating that the residuals are normally distributed, thus fulfilling the assumption of normality.

Table 7: Test of Homoscedasticity

Variable	Levene's Test	Sig. (p-value)
Psychological Empowerment	1.342	0.245
Structural Empowerment	1.102	0.311
Administrative Empowerment	1.246	0.262

Table 7 demonstrates that the p-values from Levene's test are greater than 0.05, indicating homoscedasticity, meaning the variance of residuals is constant across the levels of the independent variables.

Table 8: Multicollinearity Test

Variable	VIF
Psychological Empowerment	1.512
Structural Empowerment	1.673
Administrative Empowerment	1.389

Table 8 presents the variance inflation factors (VIF), all of which are below 10, indicating no multicollinearity among the independent variables, thereby satisfying the assumption.

Table 9: Multiple Regression Model Estimation

Variable	B	Beta	t	Sig. (p-value)
Psychological Empowerment	0.421	0.378	5.213	0.000
Structural Empowerment	0.345	0.305	4.897	0.001
Administrative Empowerment	0.367	0.342	5.004	0.000

In Table 9, the multiple regression model shows that all three independent variables (psychological, structural, and administrative empowerment) have a positive and significant effect on employee productivity ($p < 0.05$). The standardized Beta values indicate that psychological empowerment has the strongest effect on productivity, followed by administrative and structural empowerment.

Based on these results, the hypotheses are confirmed as follows:

Hypothesis 1, which states that psychological empowerment has a significant effect on employee productivity, is supported.

Hypothesis 2, which posits that structural empowerment has a significant effect on productivity, is also validated.

Hypothesis 3, suggesting that administrative empowerment positively influences productivity, is confirmed by the regression analysis.

V. Conclusion

The main purpose of this research was to investigate the effect of empowerment on employee productivity in the municipalities of Gilan Province. Data was collected through a well-validated 5-point Likert scale questionnaire, distributed to a sample of 384 employees. The reliability of the research instrument was confirmed using Cronbach's alpha, with coefficients exceeding 0.70 for all variables, ensuring high internal consistency. Content validity was established through expert review by university professors, further enhancing the credibility of the questionnaire. The descriptive statistics reveal that the sample population comprises a higher proportion of male respondents, predominantly within the 31-40 age group, and many hold a Bachelor's degree. These insights provide a snapshot of the workforce, which is relatively well-educated and experienced. The hypothesis testing, conducted using multiple

linear regression, revealed that psychological, structural, and administrative empowerment all have a significant positive effect on employee productivity. Psychological empowerment emerged as the most influential factor, followed by administrative and structural empowerment. The practical implications of this research suggest that to improve productivity, organizations, especially municipalities, should focus on enhancing employees' psychological empowerment by fostering a sense of control and self-efficacy. Additionally, providing access to resources and information (structural empowerment) and promoting employee participation in decision-making (administrative empowerment) are essential strategies for boosting performance.

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