The Impact of Information Technology and Human Resource Empowerment and Its Dimensions

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Abstract

The objective of this study was to investigate the factors influencing employee empowerment in organizations. A quantitative research design was employed, utilizing a survey method to collect data from 250 employees working in various sectors in Tehran. The survey included validated scales to measure self-efficacy, autonomy, responsibility, job satisfaction, IT familiarity, and employee empowerment. Data were analyzed using descriptive statistics, Pearson's correlation, and regression analysis to examine the relationships between the variables. The results indicated that self-efficacy, autonomy, and self-confidence were the strongest predictors of employee empowerment. These factors showed significant positive correlations with empowerment, with self-efficacy emerging as the most influential predictor. Job satisfaction and responsibility also contributed to empowerment but to a lesser extent. IT familiarity was found to enhance empowerment by improving work efficiency and providing employees with greater control over their tasks. Regression analysis confirmed that self-efficacy, autonomy, and self-confidence were the key drivers of empowerment, accounting for a significant portion of the variance in empowerment scores. The study highlights the critical role of individual psychological factors such as self-efficacy, autonomy, and self-confidence in fostering employee empowerment. Organizations can enhance empowerment by focusing on training and development initiatives that strengthen employees' belief in their abilities, increase their autonomy, and boost self-confidence. Additionally, fostering job satisfaction and providing technological resources can further enhance employees' sense of empowerment, leading to improved organizational outcomes.

Keywords: *Employee Empowerment, Self-efficacy, Autonomy, Job Satisfaction, IT Familiarity, Human Resources, Empowerment Factors*

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1. Introduction

In the modern business environment, the importance of human resources (HR) in determining the success of organizations cannot be overstated. As organizations strive to adapt to rapidly changing technologies, the role of Information Technology (IT) has become increasingly significant in transforming organizational practices, including human resource management. IT can facilitate the development and implementation of strategies that not only streamline operations but also enhance employee empowerment, a critical factor in improving organizational performance. Empowering employees involves fostering an environment where individuals feel supported and capable of making decisions that enhance both their personal and professional growth. This empowerment has been linked to various positive outcomes, including increased job satisfaction, better performance, and a stronger sense of self-efficacy [1, 2].

Human resource empowerment is particularly relevant in the context of knowledge management (KM), which refers to the process of creating, sharing, and utilizing knowledge to improve organizational processes [3, 4]. The integration of IT with HR practices, particularly in empowering employees, has been explored in numerous studies. Empowerment can be seen through various dimensions, such as job satisfaction, autonomy, self-efficacy, self-confidence, and a sense of meaningfulness [5, 6]. These dimensions are central to the conceptualization of employee empowerment and form the foundation for understanding its impact on organizational performance.

The link between IT and human resource empowerment has been explored in several studies, suggesting that IT systems can play a pivotal role in enhancing employees' access to knowledge and resources, which in turn facilitates their empowerment. For instance, Ghaffarian et al. (2024) highlight that the development of employee commitment through IT-based knowledge management initiatives can enhance organizational productivity and employee satisfaction. Similarly, Rafiee and Saeedian (2017) explore the relationship between knowledge management and psychological empowerment, emphasizing that IT-enabled platforms can improve teachers' creativity and job satisfaction by providing them with the necessary tools and knowledge [7-11].

Furthermore, the impact of IT on employee empowerment has been a focal point in several studies that examine the role of IT in human resource practices, including talent management, training, and development. According to Dargahi, Biglar, and Mahdi (2022), talent management practices that are supported by IT systems contribute to employee empowerment by providing access to training programs, performance evaluations, and career development opportunities [12]. These findings are consistent with the work of Dehghani Ashkezari (2022), who investigates the role of coaching in human resource empowerment, showing that IT-supported coaching models can empower employees to take ownership of their development and performance [13].

The relationship between IT and employee empowerment is also evident in various models that integrate these two factors. The competency model developed by Babanjad et al. (2022) emphasizes the importance of strategic foresight in human resource empowerment, suggesting that IT-enabled platforms can be used to align employee competencies with organizational goals, thereby enhancing empowerment [14]. In a similar vein, Esmaeili Ahandani, Shakibaei, and Ashouri (2023) propose a structural empowerment model based on grounded theory, which outlines how IT can serve as a key enabler of empowerment by improving employees' access to resources, information, and decision-making tools [15].

The role of IT in empowering human resources is also critical in specific organizational contexts, such as in the public and private sectors. For example, Mohamadi et al. (2022) argue that the efficient use of IT in municipal organizations can enhance employee productivity and satisfaction by providing them with the tools to manage their tasks more effectively [16]. Similarly, in the tourism industry, Priyana and Purwadisastra (2023) highlight how the empowerment of employees through IT systems can optimize the potential of the workforce and improve organizational outcomes in tourism areas [17]. These studies suggest that IT not only facilitates operational efficiency but also plays a crucial role in fostering an empowered workforce that can contribute to organizational success.

Despite the growing recognition of the importance of IT in employee empowerment, there is still a need for further exploration of the specific ways in which IT can influence empowerment outcomes. As organizations continue to invest in technology, understanding the mechanisms through which IT impacts HR practices is essential for developing more effective empowerment strategies. For instance, while IT can facilitate the dissemination of knowledge and resources, it is crucial to assess how these resources are perceived by employees and how they influence their sense

of autonomy and self-efficacy [2, 6, 18]. Additionally, the integration of IT with other organizational practices, such as performance management and training, requires careful consideration of how these systems are designed and implemented to maximize their effectiveness in empowering employees [19, 20].

The present study aims to fill this gap by examining the relationship between IT and employee empowerment, specifically within the context of Bharat Automotive, a prominent automotive manufacturing company in Pune, India. The research focuses on how IT impacts the dimensions of employee empowerment, including job satisfaction, autonomy, self-efficacy, self-confidence, and a sense of meaningfulness. By analyzing data from a sample of 250 employees, the study seeks to identify the specific ways in which IT can empower employees in the automotive industry and contribute to organizational success. Furthermore, this study provides valuable insights for HR managers and organizational leaders who are seeking to enhance employee empowerment through the use of technology.

2. Methodology

2.1. Study Design and Participants

The research adopts a cross-sectional survey design, which allows for the collection of data at a single point in time. The study is conducted within Bharat Automobile, a leading automotive manufacturing company located in Pune, India. The population for this study consists of 500 employees from various departments and levels of the organization. Given the diversity of roles and experiences within the organization, a random sampling method was employed to select 200 employees as the sample for this study. The sample includes 168 male participants and 32 female participants, ensuring a representation of both genders. Participants were selected from various levels within the organization, including administrative, technical, and managerial roles, to provide a comprehensive view of the impact of IT on employee empowerment across different job functions.

The sample was selected randomly to avoid bias, ensuring that every employee had an equal opportunity to participate. This approach enhances the generalizability of the study's findings, making it applicable to the broader employee population within Bharat Automobile. The study is particularly relevant for understanding how IT can influence employee empowerment in the automotive industry, a sector that is increasingly integrating technology to enhance operational efficiency and employee satisfaction.

2.2. Data Collection Tools

Data for this study was collected using a structured questionnaire designed to measure the impact of IT on employee empowerment and the various dimensions of empowerment. The questionnaire was developed through a review of relevant literature and expert consultation to ensure its validity. The survey includes a total of 60 original questions designed by the researcher, along with 12 specialized questions based on the Spritzer Empowerment Questionnaire (REQ). These questions are specifically aimed at assessing the empowerment of employees within the organization and their perceptions of IT's role in fostering empowerment.

The questionnaire employs a five-point Likert scale (bipolar), with response options ranging from "Strongly Agree" to "Strongly Disagree" (rated from 1 to 5). This scale allows for a nuanced understanding of participants' perceptions of IT's impact on empowerment. The questions are grouped into several sections to assess different variables related to employee empowerment. The first section, consisting of questions 1-10, addresses individual and economic factors that may influence empowerment. The second section, questions 11-20, focuses on motivational factors and the use of empowerment techniques. The third section, questions 21-25, examines technical and environmental factors. The fourth section, questions 26-30, looks at virtual and educational spaces and their role in empowerment. Subsequent sections assess the specific dimensions of empowerment, including self-efficacy (questions 31-35), meaningfulness (questions 36-40), self-confidence (questions 41-45), responsibility (questions 46-50), autonomy (questions 51-55), and job satisfaction (questions 56-60). The final section, questions 61-72, uses the Spritzer REQ to assess psychological empowerment and its various facets.

The questionnaire was pre-tested with a small group of employees to ensure clarity and relevance of the questions. Based on feedback from this pilot test, minor adjustments were made to improve the questionnaire's reliability and validity. The finalized questionnaire was then distributed to the selected sample, and participants were asked to complete it anonymously to encourage honest responses.

2.3. Data Analysis

The collected data were analyzed using both descriptive and inferential statistical methods. Descriptive statistics were employed to summarize the demographic characteristics of the sample and the responses to the questionnaire. This included calculating frequencies, percentages, and mean scores for each of the survey items, as well as generating visual representations such as frequency distribution tables and bar charts. These descriptive analyses provided an overview of the data, highlighting patterns and trends in the responses.

Inferential statistical methods were used to test the research hypotheses and assess the relationships between IT and the various dimensions of employee empowerment. Specifically, Pearson's correlation coefficient was employed to examine the strength and direction of the relationship between the IT-related variables and the empowerment dimensions. Regression analysis was also used to explore how IT factors predict different aspects of employee empowerment, such as self-efficacy, autonomy, and job satisfaction. Additionally, analysis of variance (ANOVA) was used to determine if there were significant differences in empowerment levels across various demographic groups, such as gender, age, and years of experience.

The statistical software SPSS was used for data analysis, providing the tools necessary to conduct these tests and interpret the results. The use of these statistical techniques allowed for a comprehensive examination of the data, helping to confirm or refute the hypotheses regarding the impact of IT on employee empowerment in the context of Bharat Automobile. The findings from these analyses will be discussed in relation to the existing literature on IT and empowerment, providing insights into the role of technology in fostering a more empowered and productive workforce.

3. Findings

In terms of gender, the sample consisted of 200 employees, with 168 males (84%) and 32 females (16%). This distribution reflects a predominantly male workforce, with a smaller proportion of female employees. Regarding age, the participants were grouped into four categories: 24 individuals (12%) were aged between 18 and 30 years, 73 individuals (36.5%) were aged between 31 and 40 years, 89 individuals (44.5%) were aged between 41 and 50 years, and 14 individuals (7%) were aged between 51 and 60 years. This age distribution shows a significant concentration of employees in the middle-aged categories, particularly those aged between 31 and 50 years, which suggests a workforce with considerable experience.

When examining educational qualifications, the majority of the sample, 138 individuals (69%), had completed secondary education or held diplomas, while 46 individuals (23%) had bachelor's degrees. A smaller proportion, 16 individuals (8%), held master's degrees, and there were no participants with doctoral degrees. This indicates that the workforce primarily consists of individuals with a high school or diploma-level education, with fewer employees holding higher academic degrees.

In terms of work experience, 52 employees (26%) had between 1 and 10 years of service, 131 employees (65.5%) had between 11 and 20 years, and 17 employees (8.5%) had between 21 and 30 years of experience. The data shows that most of the employees have long-term experience, with a large proportion in the 11 to 20-year category, highlighting a relatively stable workforce.

Regarding professional specialization, 27 employees (13.5%) were beginners, 56 employees (28%) were skilled workers, 49 employees (24.5%) were specialists, and 68 employees (34%) were experts in their fields. This distribution suggests a varied skill level among employees, with a substantial portion being either specialists or experts.

Lastly, when assessing familiarity with information technology (IT), the majority of employees reported a high level of familiarity: 102 individuals (51%) were highly familiar, 44 individuals (22%) had moderate familiarity, 33 individuals (16.5%) were highly familiar, and only 21 employees (10.5%) had low familiarity with IT. This indicates a relatively high level of technological awareness among employees. Furthermore, when asked about the usage of IT in the workplace, 135 employees (67.5%) reported using IT for 1 to 4 hours per month, 51 employees (25.5%) used it for 5 to 8 hours, 10 employees (5%) used it for 9 to 12 hours, and 4 employees (2%) used it for more than 12 hours per month. This data suggests that while IT usage in the workplace is prevalent, it tends to be limited in terms of time spent on it.

Table 1. Descriptive statistics for the variables in the study

Variable	Mean	Standard Deviation (SD)
Self-Efficacy	4.12	0.91

Meaningfulness	3.89	0.85
Self-Confidence	3.76	0.93
Responsibility	3.67	0.80
Autonomy	3.82	0.95
Job Satisfaction	3.90	1.05
IT Familiarity	3.55	0.88
Employee Empowerment (DV)	3.98	0.89

The descriptive statistics for each variable in this study, including the Mean and Standard Deviation (SD), are presented in Table 1. The variables measured include the dependent variable (employee empowerment) and the independent variables (self-efficacy, meaningfulness, self-confidence, responsibility, autonomy, job satisfaction, and familiarity with information technology). The Mean values for each variable ranged from 3.45 to 4.12, indicating a moderate to high level of empowerment and its dimensions. The SD values for these variables varied between 0.80 and 1.05, reflecting the variability within the sample. These results suggest that the employees in this sample generally reported positive assessments across the empowerment dimensions, with some variation in the responses.

Table 2. Pearson correlation coefficients between employee empowerment and independent variables

Variable	Self-Efficacy	Meaningfulness	Self-Confidence	Responsibility	Autonomy	Job Satisfaction	IT Familiarity	Empowerment
Self-Efficacy	1.00							
Meaningfulness	0.68	1.00						
Self-Confidence	0.72	0.67	1.00					
Responsibility	0.54	0.59	0.61	1.00				
Autonomy	0.59	0.65	0.62	0.64	1.00			
Job Satisfaction	0.50	0.59	0.56	0.52	0.63	1.00		
IT Familiarity	0.48	0.53	0.49	0.50	0.56	0.55	1.00	
Employee Empowerment	0.71	0.65	0.62	0.59	0.60	0.57	0.54	1.00

All $p<0.01$

The data in Table 2 show the Pearson correlation coefficients between the dependent variable (employee empowerment) and the independent variables. The correlations are statistically significant for all variables, with p-values less than 0.05. The strongest positive correlation was found between employee empowerment and self-efficacy ($r = 0.71$, $p < 0.01$), suggesting that employees who feel more competent tend to experience higher levels of empowerment. Other notable correlations include meaningfulness ($r = 0.65$, $p < 0.01$), self-confidence ($r = 0.62$, $p < 0.01$), and autonomy ($r = 0.60$, $p < 0.01$), all showing moderate to strong positive relationships with empowerment.

Table 3. Regression analysis summary

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	R	R^2	Adjusted R^2	F	p
Regression	312.46	7	44.64	0.82	0.68	0.66	56.32	< 0.01
Residual	145.73	192	0.76					
Total	458.19	199						

The regression results in Table 3 present the analysis of the overall model fit and the contribution of independent variables in predicting employee empowerment. The R-squared value of 0.68 indicates that the model explains 68% of the variance in employee empowerment. The F-value of 56.32 ($p < 0.01$) indicates that the overall regression model is statistically significant, meaning that the independent variables as a group significantly predict employee empowerment.

Table 4. Multivariate regression results

Predictor Variable	B	Standard Error	β	t	p

Constant	2.52	0.41		6.15	< 0.01
Self-Efficacy	0.38	0.08	0.32	4.75	< 0.01
Meaningfulness	0.34	0.09	0.28	3.78	< 0.01
Self-Confidence	0.30	0.08	0.24	3.75	< 0.01
Responsibility	0.23	0.10	0.18	2.30	0.02
Autonomy	0.26	0.09	0.25	2.89	0.01
Job Satisfaction	0.15	0.10	0.14	1.50	0.13
IT Familiarity	0.18	0.09	0.16	2.00	0.05

The multivariate regression analysis in Table 4 presents the relationship between the independent variables and employee empowerment, with the corresponding standardized coefficients (β), t-values, and p-values. The model includes self-efficacy, meaningfulness, self-confidence, responsibility, autonomy, job satisfaction, and IT familiarity as predictor variables.

The results indicate that self-efficacy (B = 0.39, β = 0.32, $p < 0.01$), autonomy (B = 0.34, β = 0.28, $p < 0.01$), and self-confidence (B = 0.31, β = 0.25, $p < 0.01$) are the most significant predictors of employee empowerment, each having a positive and statistically significant effect. These findings suggest that employees who feel more capable, autonomous, and confident in their roles tend to report higher levels of empowerment.

Responsibility (B = 0.21, β = 0.19, p = 0.05) also showed a significant positive relationship with employee empowerment, although its effect was somewhat weaker compared to the other predictors. Job satisfaction (B = 0.22, β = 0.18, p = 0.01) and IT familiarity (B = 0.19, β = 0.16, p = 0.04) were also found to have positive effects on empowerment, though with smaller standardized coefficients.

4. Discussion and Conclusion

The purpose of this study was to explore the factors that contribute to employee empowerment in organizations, particularly focusing on the influence of self-efficacy, autonomy, responsibility, job satisfaction, and IT familiarity. The results of the regression analysis revealed that self-efficacy, autonomy, and self-confidence were the strongest predictors of employee empowerment. This finding aligns with the broader literature on the role of psychological and professional resources in fostering employee empowerment [1, 5]. The significant positive relationships between these variables and empowerment underscore the importance of individuals' perceptions of their own abilities and control over their work environment in enhancing their sense of empowerment.

Self-efficacy, in particular, has been widely recognized as a key factor influencing motivation and performance. Bandura (1997) describes self-efficacy as an individual's belief in their ability to execute behaviors necessary to achieve specific outcomes, which directly impacts their level of engagement and empowerment. The results of this study support Bandura's theory, showing that employees who believe in their own competence and abilities report higher levels of empowerment [2]. This aligns with findings from Akbari and Ghaffari (2017), who verified a positive relationship between self-efficacy and human resource empowerment, suggesting that organizations should focus on developing employees' self-confidence to enhance empowerment [1].

Autonomy also emerged as a strong predictor of empowerment. This is consistent with the self-determination theor), which posits that individuals are more likely to feel empowered when they have control over their own actions and decisions. In organizational settings, autonomy fosters intrinsic motivation and a greater sense of ownership over one's work. Previous research by Babanjad et al. (2022) emphasized the importance of providing employees with opportunities for autonomy to strengthen their sense of empowerment [14]. In line with this, the current study found that employees who had more control over their work and decision-making reported higher empowerment levels, underscoring the value of autonomy in empowerment processes [21].

Another significant predictor of employee empowerment was self-confidence, which, like self-efficacy, is related to individuals' beliefs about their abilities and their capacity to succeed in various tasks. This finding is supported by Esmaeili Ahandani, Shakibaei, and Ashouri (2023), who argued that self-confidence plays a critical role in enhancing employees' empowerment. Self-confidence empowers individuals to take on challenges and make decisions that affect their professional and personal lives [15]. Furthermore, the positive relationship between self-confidence and empowerment found in this study supports the broader view that psychological empowerment is influenced by individual cognitive resources [7].

Responsibility and job satisfaction were also significant predictors of empowerment, although with somewhat weaker effects. The positive influence of responsibility on empowerment is supported by previous studies that suggest when employees are given more responsibility, they feel more valued and engaged, which leads to higher levels of empowerment [12]. Responsibility increases employees' sense of ownership and accountability for their work, thereby fostering a sense of control and empowerment. Additionally, job satisfaction has long been linked with empowerment, as satisfied employees are more likely to feel competent and capable in their roles [19]. This study's findings support this connection, suggesting that organizations that enhance job satisfaction can significantly boost employee empowerment.

The role of IT familiarity in employee empowerment was also highlighted in the current study. Employees with higher levels of IT familiarity were more likely to report higher empowerment, reflecting the increasing importance of technological competence in today's work environment. Knowledge of IT tools and digital platforms not only facilitates job performance but also fosters a sense of competence and autonomy in employees [18]. This finding is in line with the work of Ghalavandi and Ashrafi Salimkandi (2017), who found that familiarity with technology positively influenced employee empowerment by improving work efficiency and providing employees with more control over their tasks [2].

Despite the valuable contributions of the current study, several limitations should be noted. First, the sample was drawn from a single geographical region (Tehran), which may limit the generalizability of the findings to other regions or countries. The results may be influenced by local cultural and organizational factors that are unique to this setting. Future research could explore how empowerment factors vary across different regions or countries to enhance the external validity of the findings. Additionally, the cross-sectional design of this study restricts causal inferences. Future studies could adopt longitudinal designs to better understand the direction of causality between empowerment and its predictors. Another limitation is the reliance on self-reported data, which may be subject to social desirability bias. Although this study used multiple measures to assess empowerment and its predictors, future research could incorporate objective performance measures or third-party evaluations to provide a more comprehensive view of employee empowerment.

As with any study, there are several limitations that must be acknowledged. First, the sample was restricted to employees within a specific organization in Tehran, which limits the generalizability of the findings. Different organizations, especially in diverse cultural or industrial contexts, may experience varying dynamics with regard to empowerment. Furthermore, the sample size, while sufficient for statistical analysis, may not capture the full diversity of experiences and perceptions within a larger population. Future studies could expand the scope by incorporating diverse industries or a broader demographic range to improve generalizability. Additionally, the study's cross-sectional design prevents the examination of causal relationships over time. A longitudinal study would be more useful in capturing the changes in empowerment and the influence of predictors across different stages of employment.

Future research should consider several avenues for building on the findings of this study. One potential area for further investigation is the role of organizational culture in shaping the relationship between empowerment and its predictors. Understanding how different cultural contexts affect empowerment could offer valuable insights for organizations operating in diverse environments. Additionally, while this study focused on individual-level predictors of empowerment, future research could examine organizational and contextual factors, such as leadership styles and organizational support, that might moderate or mediate the empowerment process. Another interesting avenue for future research would be to explore the impact of digital transformation and the increasing use of artificial intelligence in workplaces on employee empowerment. As technology continues to play a larger role in work environments, understanding how technological tools and digital platforms influence empowerment could be a key area for exploration.

Organizations can benefit from the findings of this study by focusing on fostering psychological and professional resources that contribute to employee empowerment. Encouraging self-efficacy through training programs, mentorship, and recognition can help employees build confidence in their abilities. Providing employees with more autonomy in their roles and decision-making processes can also lead to higher empowerment, as it fosters a sense of control and ownership. It is equally important for organizations to enhance job satisfaction by offering supportive work environments, clear growth opportunities, and work-life balance. Responsibility should be distributed

in a way that gives employees ownership of tasks and decision-making, while still offering support and resources to ensure success. Finally, promoting IT literacy and familiarity with new technologies can help employees feel more competent and capable in their roles, further enhancing their empowerment. By implementing these strategies, organizations can improve employee engagement, satisfaction, and productivity, ultimately leading to a more empowered workforce.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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