
THE EFFECT OF THE LEVEL OF PHYSIOLOGICAL NEEDS ON THE EMPOWERMENT OF ORGANIZATIONAL EMPLOYEES WITH THE MEDIATING ROLE OF CITIZENSHIP BEHAVIOR

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Abstract: *EVERY YEAR, A MAJOR PART OF THE COUNTRY'S NATIONAL INCOME IS SPENT ON INVESTMENT IN CONSTRUCTION PROJECTS IN WHICH CONSTRUCTION HAS A SIGNIFICANT SHARE. THE PERFORMANCE OF THE CONSTRUCTION PROJECT RELIES ON VARIOUS ASPECTS OF PROJECT MANAGEMENT. SINCE EFFECTIVE PROJECT MANAGEMENT BEGINS WITH THE INTEGRATION OF PROCESSES AND PERFORMANCE MANAGEMENT PERFORMANCE IN THE CONSTRUCTION ORGANIZATION, INTEGRATED MANAGEMENT IS OF GREAT IMPORTANCE. THE PURPOSE OF THIS STUDY IS TO INVESTIGATE THE EFFECT OF DIFFERENT COMPONENTS OF INTEGRATION MANAGEMENT ON THE PERFORMANCE OF CONSTRUCTION PROJECT MANAGEMENT AND TO EXAMINE THE RELATIONSHIP BETWEEN THOSE COMPONENTS AND THE INTEGRATION OF MANAGEMENT INTEGRATION ON THE EMPOWERMENT OF*



MANAGERS. PROPOSED COMPONENTS OF INTEGRATION MANAGEMENT ARE THE DEVELOPMENT OF A KNOWLEDGE INTEGRATION, STAFF INTEGRATION, SUPPLY CHAIN INTEGRATION ON THE DIMENSIONS OF PROJECT MANAGEMENT PERFORMANCE MANAGEMENT, WHICH ARE QUALITY, SAFETY, AND CUSTOMER SATISFACTION ARE EFFECTIVE. AMONG THESE PEOPLE, 203 PROJECT EXPERTS WERE SELECTED BASED ON MORGAN TABLE METHOD IN PROPORTION TO THE VOLUME. THROUGH THE RESEARCH TOOL, THE QUESTIONNAIRE WAS STUDIED TO MEASURE THE VALIDITY AND RELIABILITY OF THE VARIABLES, THE CONTENT OF THE STRUCTURE WAS EXAMINED AND APPROVED, AND LISREL-SPSS SOFTWARE WAS USED TO ANALYZE THE CONFIRMATORY AND INFERENTIAL FACTOR ANALYSIS INFORMATION. INDICATES THAT EMPLOYEE INTEGRATION MANAGEMENT HAS AN EFFECT ON THE EMPOWERMENT OF MANAGERS WITH A COEFFICIENT OF 0.560, EVALUATION MANAGEMENT 0.891 AND EXECUTIVE 0.614 AND ALSO INTEGRATION MANAGEMENT HAS A POSITIVE EFFECT ON ORGANIZATIONAL PERFORMANCE MANAGEMENT OF 0.756. THIS MEANS CHANGING THE PROCESS OF PROJECT PERFORMANCE MANAGEMENT IN CONSTRUCTION COMPANIES.

Keywords: EMPLOYEE, INTEGRATION MANAGEMENT, ORGANIZATIONAL PERFORMANCE MANAGEMENT, MANAGER EMPOWERMENT, KNOWLEDGE INTEGRATION, STAFF INTEGRATION, SUPPLY CHAIN INTEGRATION, CORPORATE MANAGER, ORGANIZATIONAL PERFORMANCE

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1. Introduction

Empowerment of company managers has emerged as a global trend and has been approved in every department and type of organization. Corporate social responsibility covers a variety of topics and perspectives, including business ethics, social contract, environmental sustainability, and corporate citizenship. Today, the concept of empowering company managers is evolving and there is still no globally accepted definition of corporate social responsibility (Hart, 2016). Empowerment of corporate managers is related to the non-profit activities of companies that have been implemented for the welfare of communities beyond their economic interests. However, this has an economic value and leads to maximum profit in the long run. According to Wu & Chen, (2015), empowering corporate executives with only one ethical stance can be detrimental to the organization, especially in the early stages. Therefore, organizations not only increase profitability, but also pursue initiatives to empower managers with different motivations (Zhang, & Bartol, (2010). Empowering managers by portraying a positive image of organizations in society has become a competitive advantage for organizations that may ultimately help them retain and attract new employees and customers. Efforts, activities, policies, and initiatives to empower managers are not limited to companies, but are endorsed by government agencies in their capacity as national human resource developers and as employers (Memon, Salleh, Baharom, & Harun, 2014). Top government agencies around the world have developed strategies to



adopt or strengthen managerial empowerment activities. Organizations have three main stakeholders as they follow corporate integration management practices. Employees, customers and the community. Without any of the above stakeholders, organizations can not be sustainable (Hansen & Host, 2017). On the other hand, society and companies cannot progress and remain sustainable without organizations. By participating in employee integration management activities, organizations can have desirable, supportive, and supportive behaviors. In fact, empowerment activities of corporate managers in organizations start from employees and move to other stakeholders (Callahan, Dworkin, Fort, & Schipani, 2014). Since organizations are the drivers of organizational performance management actions, employees are considered important stakeholders (Rodrigo, & Arenas, 2008). Therefore, it is assumed that without a focus on employees, government agencies may not be able to effectively implement the activities, policies, and methods of empowering corporate executives for other stakeholders. Therefore, the purpose of this study is to investigate how employees understand the methods of employee integration in their organizations and how it affects job satisfaction (Chang & Lee, 2007). Empowering appropriate managers of the company in the eyes of customers as a leading company in the field of production and service delivery, in addition to the above, it can also bring more satisfaction to employees, and this in turn reduces the costs associated with moving waste of time. By employing and paying attention to the desired factors in observing the creation of integration management (planning, staff knowledge, supply chain, competitive advantage and technology skills) that can be comprehensive towards people, customers and even employees, the leading companies in "The world has been able to establish a stronger position in the markets than competitors and become strong leaders in that organization" (Hitt, Keats, & De Marie, 1998). Also, more attention to manager integration on manager empowerment can ensure the activities of companies in the face of many threats and competition and its effectiveness both in the production and provision of services and in creating and presenting a model that Leads to the establishment of satisfaction, stability and security in the performance management of organizations.

2. Theoretical foundations and research background

Organizations have different philosophies behind the policies and methods of empowering managers. According to Branco & Rodrigues, (2006) theory, organizations have a competitive advantage in empowering company managers. In fact, organizations participate with corporate social responsibility to show that organizational integration management activities create a resource for the organization, which in itself is a source of competitive advantage. Some organizations use corporate managers' empowerment initiatives only to further social benefits, beyond the interests of the organization. The management of such organizations believes that organizations have responsibilities to communities. They also added that organizational social responsibility also leads to product differentiation (Fornell&Larcker, 1981). Based on the above discussion, resource-based theory as a basis for activity. Empowerment of company managers in the environment of organizations is assumed. The resource-based perspective sees the company as a collection of heterogeneous resources that cannot be easily transferred from one organization to another (Freeman, 2011). Integration management may include (planning, employee knowledge, chain Supply, competitive advantage and technology skills).

These resources are valuable when they are irreplaceable, rare and irreplaceable and create a competitive advantage in organizations. From the perspective of resources based on performance management, the investment company is divided into two categories of internal and external benefits in the organization. Investing in managerial empowerment activities provides internal benefits that include knowledge, organizational culture and people related to employees, and external benefits of customer loyalty and reputation (Fullerton, 2013). The concept of managerial integration management



in relation to (planning, employee knowledge, supply chain, competitive advantage and technology skills) and management performance has been studied based on various theoretical assumptions (Galbreath, 2010). with However, there are few studies that have examined these variables in government agencies with a focus on employees, especially in a developing country such as Iran (Hofman, 2014). The increasing complexity of activities and the highly changing and volatile environment of the world Today, managers face difficulties that the slightest negligence of issues will have irreparable consequences. In recent years, rapid urbanization has led to an increase in construction projects. These projects are usually very complex (Sotoudeh Beidakhti& Bahrami,2015).

Understanding the complexity of large projects in the dynamic and complex world today is not easy. Due to lack of relevant knowledge, these projects are usually pursued with low efficiency and lead to problems such as high costs and program delays. Measuring complexity is an important issue in managing the construction of large projects. Assessing the complexity of a particular project can provide a resource for relevant decision makers and managers. Previous studies in this field are very limited and most of them have focused on conceptual structures of complexity and rarely these studies have provided models to evaluate the complexity of a construction project in a quantitative way; In particular, these cases have not occurred in major Iranian projects (Mandičák, Mesároš, &Tkáč, 2018) is one of the newest construction information management tools that construction companies today use as one of the competitive tools to increase project management capacity. Integrated management system in a short time Its application is going on, it has been able to bring positive and significant results. The main approach of the International Organization for Standardization in editing and revising standards, especially in recent years, has been to make these management standards more compatible with each other (Stumpf, 2014).

The performance of the construction organization relies on various aspects of project management. Integration management is of great importance because effective project management begins with integrating the processes and people involved in the construction project. This study examines the impact of several components of integration management on the performance of construction project management and identifies the relationship between these components and integration management. Today, most organizations use management systems to target and direct the organization's activities in various fields (Babaei, 2016). Integrated management systems with the aim of combining the three standards of quality management, environmental management and occupational health and safety management that can affect planning, staff knowledge, supply chain, competitive advantage, skills and technology (Babaei, 2016).

Integrated management systems with the aim of combining the three standards of quality management, environmental management and occupational health and safety management that can affect planning, staff knowledge, supply chain, competitive advantage, skills and technology. When we start a project, we know that all the steps and processes are in line with achieving an ultimate goal (Baker, 2015). Our choices about resource allocation, options and communication comparisons, risk-taking, and scheduling should overlap each other. Project integration management actually includes the activities that are needed to identify, define, combine and coordinate these processes. Mehdiabadi et al. (2022) discussed the implication of industry 5.0 considering the emergence of innovative technologies in recent years.

The most important tasks that the project manager has to ensure the integrity of the steps which are, in short:

1. Determining project requirements in Supply chain
2. Planning for different stages of work
3. Managing the team to achieve the goal and knowledge of employees



4. Budgeting and determining the final cost of each stage of the project and competitive advantage

5. Skills and technology

6. Competitive advantage that is the ultimate goal.

Organizations nurture the empowerment of managers in order to establish integration management in order to achieve a comprehensive management system. In fact, many similarities between these management systems can be seen in the structure of these systems; A common feature in these systems is the process approach based on the cycle of executive management and evaluation (Svejvig& Andersen, 2015). Creating compatibility is to create an integrated management system. At this level, there are separate and specific procedures for each system according to the nature and complexity of the organization and a series of general methods are created jointly for all three systems. In organizations where a quality management system is in place, it is often recommended to integrate to establish a new management system to reduce costs and prevent duplication. Today, organizations pay special attention to supply chain and its management, among which supply chain integration is one of the necessities of an efficient chain(Kazemi, 2016). Many organizations suffer a lot of losses due to the lack of strategic alignment between the chain partners, which is apparently impossible to diagnose, but from the perspective of strategic management, it is possible to achieve strategic lack of integration in the chain. It is considered strategic. In evaluating chain performance, not only the performance of the parent company is evaluated, but also a network of relationships between chain partners. Strategic supply chain integration is a very broad concept that can include information integration, goal integration, resource integration, and relationship integration. Strategic supply chain integration includes the success and strategic development between the customer and the supplier with the aim of collaborating strategic efforts.

The task of supply chain management is to integrate the process along the chain and to coordinate the flows of materials, information and finance in order to meet customer demand and with the aim of improving competitiveness in the supply chain. What has transformed supply chain management into a new management philosophy is addressing the supply chain as a whole and creating an intelligent alliance between chain members to deliver a high quality, low cost product, or rather to create the highest value for satisfaction. The customer is in a competitive environment. One of the advantages of sustainable competition for countries and companies is to make supply chain activities more efficient and effective.

3. Research background

Bezaati (2017) in his article entitled "Study of the impact of integration management system on the financial management performance of the General Administration of Roads and Urban Development of Khorasan Razavi using the EFQM model", argued that comprehensive systems and management integration and self-efficacy performance are key elements of success. Managers in organizations know that they can provide the necessary grounds for creating comprehensive quality management and improving activities. Birau et al. (2014) highlighted the importance of liquidity in order to avoid functional perturbations which cause certain extreme events such as financial crises. For instance, Birau et al. (2021) examined the impact of customer relationship management (CRM) implementation in the banking system in Iran considering the Sharia laws and islamic finance framework. The driving force behind these systems is the many benefits that come from their effective deployment, including time and cost savings, increased productivity, customer orientation, and reduced document size. Ullal et al. (2022) investigated the implications of artificial intelligence on service industry in India.



On the other hand, the organizational performance evaluation system determines the direction of managers' activities to improve performance and identify strengths and areas for improvement, and provides the necessary basis for achieving goals and increasing the quality of outputs and self-efficacy performance. This descriptive cross-sectional study was conducted in 2012. Managers and experts of the General Department of Roads and Urban Development of Khorasan Razavi constitute the study population. The statistical sample includes 100 people who have been selected purposefully and judiciously. The data collection tool is the standard performance evaluation questionnaire based on the organization excellence model and the collected data have been analyzed according to the research objectives. Based on the findings, the average score of self-assessment of performance of Khorasan Razavi General Administration of Roads and Urban Development, 74 points out of 100 points in leadership, 55.4 out of 80 points in policies and strategies, 55 out of 90 points in staff. In terms of partnership and resources, 109 out of 90 points, in terms of processes, 67.8 out of 140 points, in terms of customer results, 39 out of 200 points, in terms of employee results, 22 out of 90 points, percentage of results Society, 28 out of a total of 60 points, and in terms of key performance results, is 47 out of a total of 150 points, and 36% of 100% points.

Kazemi, (2016), in his article entitled "Study of the effectiveness of integration and model evaluation of the complexity of large construction projects in Iran - Fuzzy ANP approach", argued that construction projects are always complex. As the complexity of large construction projects increases, so do the problems associated with implementing them. Understanding the complexity of these types of projects and evaluating them is of considerable importance. Assessing the complexity of the project can provide a resource for decision makers and relevant managers to use in integration. The process of fuzzy network analysis is a logical and systematic approach to identification, evaluation and ranking. This method allows the analysis of complex systems and the determination of the complexity of project systems. In this research, using fuzzy network analysis process, effective indicators in creating complexity of projects related to large constructions in Iran have been identified and prioritized. The results showed that the indicators of socio-political complexity, project dependency complexity and technical complexity and integration have the first to third priorities. Also, three large commercial-office projects, a hospital and tall towers were compared in terms of complexity, and the hospital project was evaluated as the most complex project. This model will be useful for professionals in managing large projects.

Babaei, (2016), in his article entitled "Study and study of integration management components and evaluation management in Isfahan", suggested the multiplicity of management and inconsistency of public and private organizations and institutions in charge of urban affairs is one of the basic issues in the field of urban management. Who has studied integration management and evaluation management; Today, optimal city management is not possible without urban integration management, the purpose of research is to study and study the components of integration management and evaluation management in the city of Isfahan; For this purpose, the components of integrated urban management have been identified and explained; In the following, using the tools of a researcher-made questionnaire, these components have been studied in Isfahan. The statistical population of the study is the most important executive agencies in the field of urban management that perform similar and overlapping activities in the field of urban management, including: Water and sewage, gas and regional electricity distribution company. Descriptive and inferential statistical tests were used to analyze the data.

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Hwang & Ng (2013), in his article "Project Management Knowledge and Skills for Green Construction in Integration Management: Solving Challenges," is the right project manager for project success. While many studies have examined the qualifications of project managers, only a few studies on green construction in integration management have been conducted. Therefore, this study aimed to identify the challenges of project managers who carry out green construction projects and determine the areas of critical knowledge and skills needed to respond to these challenges. This study, by reviewing the research background, surveys and interviews with project managers, has created a knowledge base for project managers to implement sustainable projects in a competitive and effective way in integration management.

Hatem, (2018), in his paper entitled "Integrating Transportation Management Systems and Operations Integration and Self-Efficiency into Project Lifecycle Planning for Construction: A Synthesis of Best Practice", suggested that the Federal Highway (FHWA) is involved in implementing transportation systems management and operations programs. Integration management systems are traditionally managed by traffic engineers who focus on optimizing performance and operations in a particular corridor using common techniques such as scheduling and access changes. Due to the move to maximize current infrastructure, integration management can be applied to all units and disciplines in a single transport unit to increase productivity. One of the main reasons for integration management is the lack of policies that can support the integration of self-efficacy strategies in the planning or design stages. Implementing strategies provides integration from the planning stage to the construction stage of each public transport project. The project cycle process integration and self-efficacy developed the precise structure for potential interactions between the stages of a project and the staff of the department as a key to ensuring that the program offers the highest level of optimization. This continuous evaluation should be performed by the organization to ensure that the system performance is at the desired level.

Sively, (2017), in his article entitled "The Impact of Integrity Management on Construction Project Management Performance", relies on different dimensions of project management. Since effective project management begins with the integration of processes and people into the construction project, integrated management is of paramount importance. This study examines the impact of different components of integration management on the performance of construction project management and examines the relationship between those components and integrated management. Proposed components of integration management include the development of a project charter, knowledge integration, process integration, employee integration, supply chain integration, and integration; While the dimensions of project management performance are time, cost, quality, safety, and customer satisfaction. A questionnaire was designed and implemented for construction professionals and was analyzed from 121 projects using structural equation modeling. Data were



analyzed using software called SPSS-AMOS. Research findings show that integration management has a strong impact on project management performance. This research helps the knowledge management body to create a conceptual framework consisting of specific components for integration management, reveal the impact of integration management on performance, and several tools and strategies to enable effective integration throughout the project life cycle. Offers industry professionals may benefit from the framework developed by examining the proposed components and proposed strategies for the construction phases. In fact, according to what was stated in this study, the following hypotheses are raised:

- H1. Integration management (planning integration, employee knowledge integration, supply chain integration, competitive advantage, skills and technology) has a positive effect on organizational performance management.
- H2. Employee integration management has a positive effect on managers' empowerment.
- H3 Employee integration management has a positive effect on executive management.
- H4 Employee integration management has a positive impact on evaluation management.
- H5. Empowering managers has a positive effect on executive management.
- H6. Empowering managers has a positive effect on evaluation management.
- H7. Executive management has a positive effect on the performance management of the organization.
- H8. Evaluation management has a positive effect on the performance management of the organization.

4. Research purposes

The main purpose of this study is to investigate the application of the impact of staff integration management and managerial empowerment on the performance management of organizations in the study of Qom development projects. The present study aims to achieve the following objectives:

A. Investigating the current situation of entrepreneurs in the objectives of the relationship between the application of the impact of staff integration management and empowerment of managers on the performance management of organizations in the study of Qom development projects

B. Investigating the Impact and Reflection of Using the Impact of Employee Integration Management (Planning, Employee Knowledge, Supply Chain, Sustainable Competitive Advantage, Skills and Technology) on Organizational Performance Management

5. Conceptual model of research:

In this research, considering the combination of two innovations of two articles, we will examine the implementation of integration management just before concluding the contract; In such a way that the merging organization can on the first day to examine the factors integrating its operations to advance organizational performance. The organization must clearly formulate a strategy for which of the current systems should be maintained for some time, which should be changed, and which data should be transferred to the destination system. In fact, employee integration management with respect to human resource systems such as (planning, knowledge integration, staffing, supply chain, competitive advantage and technology skills) that are necessary to maintain business flow and ensure compliance with the developed strategy, these strategies are usually They are self-efficiently connected to the running system and evaluated. In this way, the organization can value the integration and empowerment of its managers for the performance of organizational management in order to innovate in goals. The model is the relationship between theoretical design (theory) and the work of collecting and analyzing information. In the social sciences, models include signs and symbols, that is, the characteristics of some experimental phenomena (including components and their relationship) are logically expressed through related concepts. Thus, the model reflects reality and certain aspects of They visualize the real world in relation to the problem under study.

It clarifies the main relationships between the aspects and finally provides the possibility of experimental experiments according to the nature of these relationships. (Khaki, 2011) The research is designed and compiled in the form of Figure (1).



Figure 1. Conceptual Model

And by examining these dimensions, questions about the impact of employee integration management and managerial empowerment on the performance management of organizations are raised, which we answer in this study:

The main research question:

Do the goals of the relationship between employee integration management and managerial empowerment affect the performance management of organizations?

6. Research methodology

In terms of data collection, in addition to research with a confirmatory approach, a descriptive monitoring scheme (correlational type) has been used and in terms of purpose is considered as a basic research to examine the impact of staff integration management and manager empowerment on Manage the performance of organizations and how their use can affect or affect employee integration, and how they can be used to enhance the empowerment of managers. Morgan Table A statistical sample consisting of 203 managers from the contracting department. We concluded that 20 contracting companies that were engaged in research in November 1998 were introduced.

Names of companies: (ASP, Ab AndishZangan, Abad Band Bana, Abad Pai Tehran, Abad Pardazan Bahar, Mofasar Jahan, Abad Rah-e Saz Shams, Abad Bar Omran, Abad Banna, Abadrahan Pars, Abadgar Peyman, Abadgaran Refahbakhsh, Abad Garan Navandish Samaa, Abangah Sazeh, Abriz, Abad Shekan Saz) in each company 6 managers and contractors were the main members were

selected based on simple random sampling method. The reason for their selection was that this empowerment of managers who were studying the management performance of the organization and also were aware of the technological integration processes in their organization. Also, the respondents were those who at least 10 years of active participation in management research. Have had civil engineering in Qom. Preliminary and confirmatory studies used pre-descriptive designs to enable the collection of information for clarification, summarization, presentation and interpretation. The method used to collect data is the standard questionnaire of Pebterkochel 2017. The questionnaires were distributed in person to the managers of civil research in Qom in the first month of autumn 1398. In the questionnaire, various dimensions were examined, which are mentioned in Table (1) for details of validity and reliability.

Table 1

Components and dimensions of research and reliability figures of research content and tools

Cronbach's alpha	Variables	
0.732	planning	
0.765	Staff knowledge	
0.746	supply chain	Integration management
0.761	Competitive	
0.770	Skills and technology	
0.785	Project management self-efficacy	
0.713	Executive Management	
0.761	Evaluation management	
0.782	Project performance management	
0.799	Cronbach's alpha	

The Likert five-choice spectrum was used in the questionnaire. As can be seen in Table (1), to ensure the reliability of the instrument at the level of reflective dimensions, Cronbach's alpha method (at least 0.7) was used. It is acceptable. SPSS software has been used for data analysis.

7. Data analysis

Here, first, in order to analyze the data obtained from the implementation of the questionnaire, we analyze the content and also the inferential statistics of the factor load factor were used. Using SPSS-Lisrel software, the data were organized and interpreted in accordance with the objectives. The results of the research inferential statistics analysis show that all the main hypotheses of the research have been confirmed

8. Research findings

The highest path coefficient among the research hypotheses is the first hypothesis of the intensity of the relationship between integration management factors and project performance management 0.756 (planning integration 0.641, staff knowledge integration, 0.511 supply chain claim 0.621, competitive advantage 0.746, Skills and technology is 0.845) Our hypothesis is confirmed. The higher the amount of integration management relationships, the more it affects the project performance management, and this in itself changes the trend of construction projects in Qom. The second hypothesis is the intensity of the relationship between integration management factors and self-efficacy. Project Management 0.560, the third hypothesis of the intensity of the relationship between integration management factors on executive management 0.614, the fourth hypothesis of the intensity of the relationship between integration management factors on evaluation management 0.891, the fifth

hypothesis of the intensity relationship between project management efficiency factors on executive management 0.691 The sixth hypothesis is the intensity of the relationship between project management self-efficacy factors on evaluation management 0.788, the seventh hypothesis is the intensity of the relationship between executive management factors on project performance 0.771, the eighth hypothesis is the intensity of the relationship between evaluation management factors on project performance 0.890.

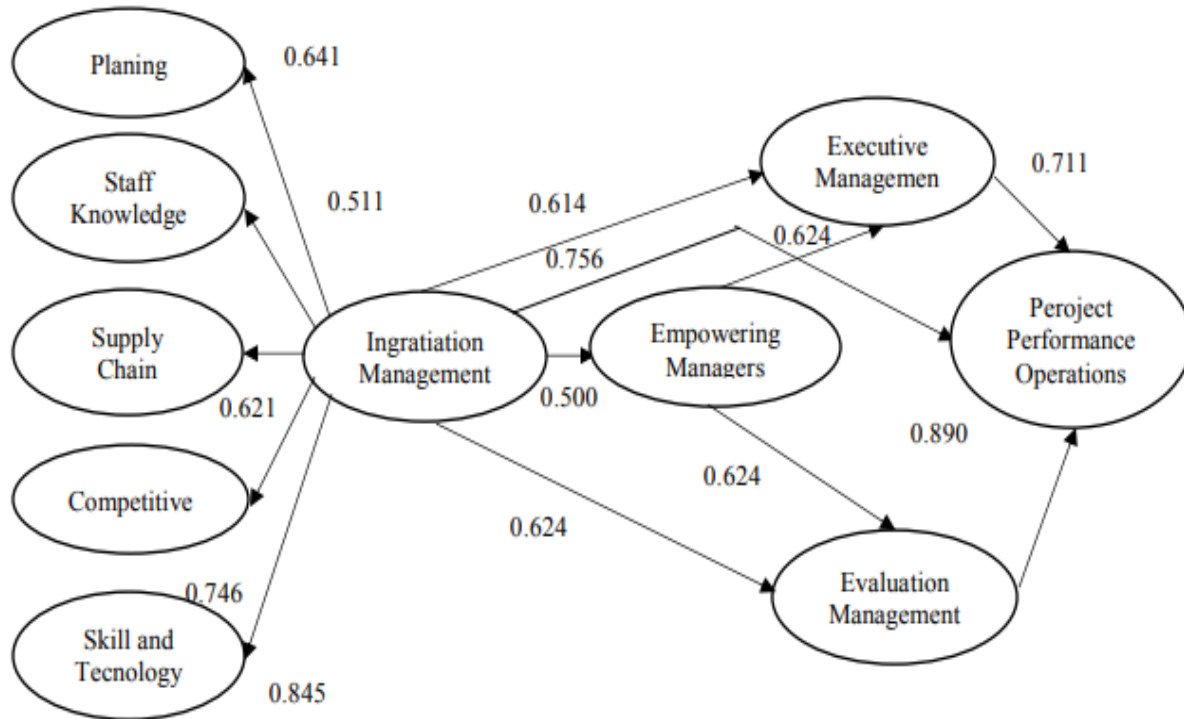


Figure 2. Path coefficient to study the impact of employee integration management and manager empowerment on performance management of organizations

Table 3
Examining the results of research hypotheses

Factor load	t-value	Major H
0.756	5.990	H1. Employee integration management (planning integration, employee knowledge integration, supply chain integration, competitive advantage, skills and technology) has a positive effect on organizational performance management
0.560	4.236	.H2 Employee integration management has a positive effect on managers' empowerment.
0.614	7.566	H3 Employee integration management has a positive effect on executive management.
0.891	6.148	H4 Management Employee integration has a positive effect on evaluation management.



0.619	4.260	H5. Empowering managers has a positive effect on executive management.
0.788	3.599	H6. Empowering managers has a positive effect on evaluation management.
0.771	7.269	H7. Executive management has a positive effect on the performance management of the organization.
0.890	8.478	H8. Evaluation management has a positive effect on the performance management of the organization

9. Conclusions and suggestions

To conclude, this article discusses the impact of perceived values of employee integration on the empowerment of managers and performance management in the specific field of construction projects in Tehran. If any organization wants to develop organizational jobs among its employees, it is a fundamental way to participate in the integration activities of managers. Organizations may be the main driver of empowering corporate executives, not only because of the role of capacity building among national human resources, but also in dealing with stakeholders. To change the strengths of the organization's performance, policies must be changed at the national level. In addition, Iran, as a developing country with economic challenges, can optimize the overall success of empowering managers by creating the best synergy between organizational resources and the need for training. Employee job satisfaction can be increased by fulfilling the most legal and ethical responsibilities. The findings of this paper not only help organizations and management improve performance by focusing on managerial empowerment activities, but also provide employees and researchers with a better understanding of managerial empowerment from the perspective of developing countries. Employee integration management has been considered by researchers and stakeholders. However, most studies have been conducted in developed countries. Managing the performance of companies and their impact varies across the country. This study may be the basis for guiding and assisting scientists and practitioners to study this phenomenon in different sectors and cultures, especially in developing countries. This helps organizations achieve the sustainability and ethical goals of companies in achieving managers. This article can guide similar organizations, especially new and private organizations, to better design activities to develop a better reputation and good relationships with all stakeholders, including employees, government, customers and the community. Understanding and practicing such organizations can add new insights to empowering company managers.

Findings of this study may help senior management of universities and other organizations to perform the responsibilities of empowering managers and integrating staff to attract, improve morale, increase productivity and retain trainees of project managers and ultimately improve the performance of the organization. And provide a competitive aspect. This study has potential limitations. At first, only twenty different construction companies were selected in the country. The size and location of the institution may affect the results. Second, due to limited time and budget, convenience sampling is used to approach participants and study results. Construction managers by DOING active policies in the field of employee integration management over performance management, construction managers can anticipate the identification and understanding of any problems that hinder the planned and accurate construction that occurs by employers in each department and through Consult with employees and contractors for the benefit of the project to increase the knowledge of employees more than before. As the quality of information provided by the empowerment of construction managers in the project increases, this will increase the speed of interaction and security in the construction system.



Employers and contractors are advised to consider the benefits of government construction laws regarding management of employee integration management to empower managers, which is one of the most important external pressures of any project, which is a policy on human resource management performance in the project. General textual rules and regulations of the society should be educated about the factors (social, economic), which in turn makes construction companies more purposeful in advancing their goals.

Regarding the management of staff integration over executive management, it is recommended to project managers for financial reports that contain financial information to ensure the expansion of management and business concepts, construction managers to look at all stakeholders and major changes in Business Methods, Capital Generation Methods and Business Activities Provide integrated reporting through which contractors and employers are required to strategically plan financial reporting for step-by-step project implementation. Regarding the management of staff integration on the evaluation management, the contractors and employers in each period should review and evaluate the correct construction of the project and the work process entrusted to each group and be informed about the safety and security of the structure. Pursue their goals accurately and correctly and face less damage in the project. Regarding empowerment management over executive management, contractors and employers are recommended to train in each department a person who performs his duties accurately without the need for anyone and does not need the approval of any part of the work, and this in itself causes every technical worker can be an executive director in his department.



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