

Relationship Between Employee's Empowerment Dimensions and Creativity Improvement in Educational Organizations

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Abstract: The subject of this research is about studying of relationship between the dimensions of empowerment and creativity improvement in educational organization of North khorasan. This research has one major hypothesis and five minor ones. The main purpose of this research is exploring the relationship between the dimensions of empowerment and creativity improvement in educational organization of North khorasan. The method of the study is descriptive and is performed by measurement. The statistical population in this research covers 130 employees of north khorasan educational organization out of whom 97 employees are selected randomly as sample group. Descriptive and presumptive methods are used for analysis. All hypotheses are confirmed. The results show that all variables including competence, self efficiency) autonomy (, Impact, Trust, meaning are related with creativity of employees. According to the results, the most important suggestion is that the manager as a leader of the organization should try to remove the boundaries which limit the creativity of employees in the organization.

Key words: Empowerment • Creative manager • Creative organization

INTRODUCTION

In the world today, technology and science advancement affect all social activities. In this ultra industrial age typically knowledge, research and human resources have replaced other factors of production. Therefore, all organizations try to heighten their position by using the best humanistic, efficient and flexible methods [1-3].

Meanwhile, skillful, creative and trained human force is the most valuable wealth of any country and is considered as the most important and superior characteristic of an organization because the survival of organization depends on its knowledge and skill fullness of its human forces. The more update and more improved these forces are, the more compatible they behave regarding to the changing environment because they make decisions inside the organization as well as they propose solutions and actually solve the problems within the organization fulfill the productivity and efficiency [4] Leadership and management in education organization are more important than organizations because education is the most basic institution of training and treating in country and the development of country depends directly

on its growth and advancement. Education organization can meet society demands and take an important role in evolution and development, provided that it benefits from empowered, professional, committed, efficient and creative leaders, particularly in educational centers. Creative leaders must appreciate innovation and creativity and provide adequate environment for the growth of employees. So, they must seek to fulfill flourishing of employees by empowering them through appropriate management and making them ready for meeting changing environment in organization in which their human capacity and competences are flourished as well as they are able to develop the goals, leading to organization utmost heightening [5,6]. Therefore, we try to illustrate the empowerment, creativity and innovation definitions as well as to explain human force role in organization creativity.

Finally, we show the relationship of empowerment and creativity through various charts and models.

Research Background: The first definition for empowerment appeared in 1788, illustrating it as bestowing the authority in organization level as the person's role. The empowerment, referring to as the

person's enthusiasm was interpreted first as his responsibility. Grove noted its common definitions appearing in dictionaries including authority bestowing, legal power bestowing, appointment, empowering.

At last in 2001, Lee believes that empowering provides an area of communication and conversation, critical thinking and small group activities. He also suggests that main elements of empowerment include privilege for moving toward exchange, distribute and refinement of experiences, rooting from thinking, observing and talking [7]. Geisler holds that empowerment means injection of power to the employees. Organization must empower employee's self strength. When employees get more qualification and make use of it, manager's power is increased as well. Individual and organization empowerment are achieved when the employees can acquire their suitable higher positions [8]. Empowerment refers to providing freedom for employees in order that they can fulfill well their assigned tasks. Managers must remove controls, limitations and barriers and replace motivation, conductance and encouragement in order that the employees are improved. Above authors also suggest that empowered employees gain more productivity, more job satisfaction and show more innovation and produce more quality service than UN empowered employees.

Creativity: Creativity is defined as an effort to make an objective change in social or economic power of organization. Creativity refers to making use of mental capacity for creation of a new notion or idea [9]. Creativity in management is defined as constructing or fostering a new idea and in management; it refers to producing a new production. Creativity means to travel a new road or to make a new journey through a familiar road [10].

Innovative and Creative Organizations Characteristics:

Various terms are attributed to this age: age of ultra industry, age of knowledge, age of speed, finally, age of creativity and innovation. Organizations and companies are forced to follow the agenda of innovation and creativity in order to gain some competitive advantages and to get ready for survival, out of the quickly changing world. Accordingly, the developed countries insist on creativity. They use promising procedures with great effort to select creative and innovative people in order that the people offer some new and creative ways of solutions for difficult problems. Hashilo notes six main properties for creative organizations; freedom of speech to offer new

opinions, flat structure for organization, information management, awareness of conflicts, employment requirements, competence and admitting responsibility. He holds that when the above properties are met, the organization will be able to improve creativity process and it will lead to its success. In other words, only this appropriate construction can produce a comprehensive creativity process. Freedom of speech points to ability of information assimilation and transfer. Creative organizations greatly depend on their relationship with thoughtful leaders.

They accept open discussion and new ideas, their employees tend to be curious and to use knowledge constructively and freely. Therefore, flat structure is essential for creative organization.

So, one can say that such organizations are very flexible when confronting with crisis, rooting from competition in economy. Flexible organizations face logically and speculatively with problems and dilemmas. They operate carefully and elaborately when some change is needed. Creative structure illustrates interrelationships of its elements and its flexibilities. The organizations, lacking flexible structure to provide coordination and integrity are disrupted when confronting crisis. Employees must contribute in management and responsibilities with essential freedom to take their roles, leaving only limited rules to define common work process in organization. Since argument spreads the seed of creativity, Organization supports the cultures which appreciate arguments and discussions. Employees are often trained how to confront with new situation through argument [11-15]. On the whole, it is assumed that managers must be conscious about creativity and innovation to contribute consciously in business activities and take an important role in fulfillment of goals and advancement of their affiliated organizations.

Creativity and innovation are necessary for organization survival. Non-creative organizations are disappeared over the time and a lot of researchers conclude that access of employees to information, self esteem, reward system, organizational culture are related to employees empowerment and leads to their creativity and innovation. Shifting the management style from closed supervision to guided and assigned task monitoring, leads to freely operation of employees and creativity of manager and eventually to innovation and development of organization.

Table 1: Chronbach Alpha test for exploring the compatibility of hypothesis.

Order	Questions/hypothesis	Stability Chronbach Alpha
1	Competence	94.60
2	Autonomy	88.38
3	Impact	95.03
4	Meaning	90.33
5	Trust	85.68
6	Total questions related to empowerment	96.39
7	Total questions related to creativity	80.81

Research Method: The pattern shows the relationship of empowerment of employees with creativity in North khorasan educational organization.

As evident, according to Spritzer, we have divided empowerment into five parameters. Empowerment is considered as independent variable (predictor) and creativity as dependent variable (standard) method of research.

The research is descriptive-inferring. It is done by surveying. There are 6 hypothesis, Researcher tries to show the relationship of empowerment dimensions with creativity increase in North khorasan educational organization with help of 2 questionnaires to determine the effect of variables feeling competent, autonomy, meaningful and trusted and efficient)on creativity of employees of the organization.

Population: The population includes 130 employees of north khorasan educational organization in 2008-2009 school years.

Sample, Method of Sampling: The sample includes 97 employees who have been selected randomly based on Krejcie–Morgan sample table. Data are collected through field and library researches.

Questionnaire reliability was elaborated. Retest method was used to confirm the stability of questionnaire. Chronbach Coefficient Alpha method was used to explore internal compatibility.

		Empowerment1	Empowerment2
Empowerment1	Pearson Correlation	1	0.94
	Sig. (2-tailed)	.	0
	N	30	30
Empowerment2	Pearson Correlation	0.94	1
	Sig. (2-tailed)	0	.
	N	30	30

Pierson correlation test was used to determine timing validity of empowerment questionnaire.

Regarding the level of significance ($\text{sig} = 0.0 < 0.05$) as well as pierson rate of correlation (0.940), we can say (by 95% estimation) that the timing validity of the questionnaire is very high; Creativity questionnaire was also validated by pierson rate of correlation (0.979). We can say (by 95% estimation) that the timing validity of the questionnaire is very high

		Creativity1	Creativity2
Creativity1	Pearson Correlation	1	.979
	Sig. (2-tailed)	.	.000
	N	30	30
Creativity2	Pearson Correlation	.979	1
	Sig. (2-tailed)	.000	.
	N	30	30

Data Analysis Methods: The research uses descriptive methods such as tables of distribution, column charts as well as methods of inference such as pierson correlation test, Anova test (variance analysis), T test, Regression and spss software to analysis collected data.

Null Hypothesis: There is no significant relationship between empowerment dimensions of employees and creativity increase.

Main Hypothesis: There is significant relationship between empowerment dimensions of employees and creativity increase.

Empowerment	Creativity
Pierson's coefficient	0.382
Coefficiency of signficancy	0
N	99

The results showed that Null hypothesis is rejected with Alpha level of 0.05 and with 95% confidence.

Therefore, the research hypothesis is confirmed with $\text{sig} = 0.00 < 0.05$ for pierson correlation test, equal to 0.382 correlation.

Null Hypothesis 1: There is not a significant relationship between employees feeling competent and creativity increase.

Minor Hypothesis 1: There is a significant relationship between employees feeling competent and creativity increase.

The results showed that Null hypothesis is rejected ($\text{sig} = 0.001 < 0.05$ with pierson correlation rate of + 0.304 and 95% confidence. It means that there is a significant relationship between employees feeling competent and creativity increase in north khorasan educational organization.

Null Hypothesis 2: There is not a significant relationship between employees feeling autonomous and creativity increase.

Minor Hypothesis 2: There is a significant relationship between employees feeling autonomous and creativity increase.

Autonomy	Creativity
Pierson coefficient	0.346
Sig (1-tailed)	0.000
N	99

The results showed that Null hypothesis is rejected, based on the least level of significancy (sig= 0.00< 0.05) and pierson correlation rate (+ 0.346) with 95% confidency.It means that there is a significant relationship between employees feeling autonomous and creativity increase.

Null Hypothesis 3: There is not a significant relationship between employees feeling meaningful and creativity increase.

Minor Hypothesis 3: There is a significant relationship between employees feeling meaningful and creativity increase.

Meaning	Creativity
Pierson correlation	0.309
Sig (1-tailed)	0.001
N	99

The results showed that Null hypothesis is rejected based on the relationship between employees feeling meaningful and creativity increase.

Null Hypothesis 4: There is not a significant relationship between employees Trust and creativity increase.

Minor Hypothesis 4: There is a significant relationship between employees Trust and creativity increase.

Trust	Creativity
Pierson coefficient	0.309
Sig (1-tailed)	0.000
N	99

The results showed that Null hypothesis is rejected based on the least level of significant (sig= 0.00< 0.05) and pierson correlation rate (+ 0.309) with 95% confidency. It means that there is a significant relationship between employees Trust and creativity increase.

Null Hypothesis 5: There is not a significant relationship between employees Impact and creativity increase.

Minor Hypothesis 5: There is a significant relationship between employees Impact and creativity increase.

Impact	Creativity
Pierson coefficient	0.318
Sig (1-tailed)	0.001
N	99

The results show that Null thesis is rejected based on the least level of significant (sig= 0.00< 0.05) and pierson correlation rate (+ 0.309) with 95% confidency.It means that there is a significant relationship between employees Impact and creativity increase in North khorasan eduectional organization.

Research Limitations and Barriers: It is noted that there is not enough literature for empowerment. The organizations fail to develop a reliable pattern for performing empowerment programs, therefore managers avoid addressing to this field.

Proposition Based on the Findings: Since it is confirmed that there is a significant relationship between employees empowerment dimensions and creativity increase, (positive relationship), it is proposed that the director of organization tries his or her best to increase the empowerment of employees so that the organization can survive and improve creativity and innovation.

- Empowerment is one of basic strategies of rising performance and survival in today’s organizations.
- Structures are essentially needed to perform empowerment process. Contribution of people in all level of organizations in decision making process as well as in making use of information helps organization to achieve the goals.
- Authorative leadership prevents empowerment. Rather participative leadership helps empowerment. Authority's procedure out creativity.Information distribution among employees empowers them. Rewards must be real and fair and monitoring must be functional leading to improve values.
- Based on confirmation of minor hypothesis 1, it is suggested that nurturing the competency of people and groups in organization are given priority.Some of the competencies are more basic including self manageability,critical thinking, interrelating skills, mutual learning, flexible decision making. This property is the most important of element of

empowerment so it is necessary that people and groups in organization are empowered and their competencies are nurtured.

- Based on confirmation of minor hypothesis 2, it is suggested that organization removes the barriers to self esteem and taking chance, letting employees select choices for meeting his or her own needs. This leads to autonomy and job satisfaction as well as flourish ment and creativity and innovation in the organization.
- Based on confirmation of minor hypothesis 3, it is proposed that organization provides requirements for employees feeling meaningful to prevent wasting of capacities. Respect and helping people in their personal problems are required to give a meaning to their activities. This leads to their encouragement and empowerment, being more innovate and efficient.
- Based on confirmation of minor hypothesis 4, it is proposed that the employees are held in trust to secure their jobs. When people feel confident to be secured, with no harm from authority, they will be more investigative, self fulfilling, self esteem and creative, innovative, without any fear for showing his innovatory ideas. Assigning authority and responsibilities to the other people (even to the UN experienced and lower levels of organization) creates an essential field of creativity and innovation and leads to higher productivity of employees. Manager can support creative, innovative and responsible work forces, leading to the employee's empowerment.
- Keeping distance from traditional control and confirming self control of inner control is effective for empowerment process. This creates a mutual confidence among manager and employees in the organization. On the other hand, it increases motivation, creativity and innovation of employees.
- Based on confirmation of minor hypothesis 5, there is a significant relationship between employees feeling efficient (accepting the outcomes)and creativity increase (positive relationship), it is proposed that all employees of organization contribute in determining major strategic decisions for organization development, employment and job assignment procedures as well as continuous improvement of processes in order that people in order that people feel empowered and they are assured what they contribute in, will produce a palpable outcome, affecting the environment they

live in, In result, they will feel effective In workplace and they will show creativity and innovation without any need to perform monitoring tools.

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