

# **Assessing the Relationship between Psychological Factors of Empowerment with Organizational Entrepreneurship at the Social Security General Administration of Mazandaran Province in Iran**

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**DOI Link:** <http://dx.doi.org/10.6007/IJARBSS/v7-i11/3447>

**Published Date:** 05 November 2017

## **Abstract**

The purpose of this study is to investigate the relationship between the psychological factors of empowerment and organizational entrepreneurship of the employees and to provide the necessary guidelines and recommendations according to the results of the research to the managers and decision makers of the organization by providing the necessary ground for enhancing the ability of the employees for organizational entrepreneurship. The population of this study consisted of 63 individuals from the General Administration of Social Security of Mazandaran Province in Iran that 54 people of them were selected by using Krejcie & Morgan's table and random sampling. The tool for collecting information in this research is library method and field method (questionnaire) that is used Bordbar's 29-items questionnaire for evaluating organizational entrepreneurship and Spritzer's 15-items questionnaire to measure the psychological factors of empowerment. In examining the sub-hypotheses of the research, it was found that, apart from the meaningful dimension, there is a significant relationship between the other Psychological dimensions of empowerment with organizational entrepreneurship. According to the results of the research, officials should provide appropriate conditions for the psychological dimension of employees to create and strengthen their entrepreneurship.

**Keywords:** Psychological Empowerment, Meaningfulness, competency feeling, self-determination feeling, the impact feeling, trust feeling and organizational entrepreneurship.

**Introduction**

Today, we live in a knowledge-based economy. Today, as before, the main focus of modern organizations is not in mechanical and social station, but their main emphasis is on intelligence, understanding, skills and experience of employees. Controlling the capacities and commitment of the employees is one of the challenges of the times. And unfortunately, the challenge is still not solved. The fact that organizations are less bureaucratic in recent years and people over previous years, feel more independence. But empowerment is done in a limited way. And this is a limited participation in the decisions of business units and yet individuals cannot decide on the general direction of their organization (Mendel & Aber, 2003).

Empowering individuals means encouraging them in decisions that affect their activities. This means that should be provided a ground for individuals in order to create good ideas and convert them to action. Empowerment is a vital element of business in the modern world (Smith, 2000). Empowering human resources in organizations is one way to create such conditions that play a key role in organizations' life (Talebi Panbehchouleh et al., 2014). Today the creation and development of entrepreneurial behavior in organizations through empowering the employees, is a necessity (Hosseini & Hosseini, 2012). Researchers and experts consider the empowerment beyond the actions and organizational and managerial strategies, such as delegating decision-making power and sharing of employees in information. Conger and Kanungo (1988) consider the feeling of personal self-efficacy as individual capability index. Thomas and Velthouse (1990) recognize psychological empowerment as an intrinsic motivation that reflects the active role of employees in the organization. They have considered a difference between management strategies and organizational factors and employees' perceptions about capability. With an emphasis on multidimensionality of empowerment, they mention four cognitive dimensions as meaningful sense, sense of competence, sense of impression and feeling of self-determination for it (Moshref et al., 2007).

However, the only countries in the current state of the global economy are affected by different dimensions of globalization that can supply new products and services and according to customer requirements. One of the main factors of this subject is organizational entrepreneurship. This means that any individual of the organization in this countries are committed themselves to the goals of the organization and for that also will apply their maximum potential for growth and survival of the organization (Farahani et al., 2011). Analysis of the psychological aspects of empowering employees and organizational entrepreneurship is one of the parts of management studies that performed as regional study and research. This study is in fact an effort in this regard that attempts to analyze some effective factors in empowerment of employees on organizational entrepreneurship.

**Statement of the Problem**

The rapid changes in today's world of globalization competition complexity and development of technology, challenged the organization and one of the ways to deal with these challenges is the trend toward entrepreneurship (Alami et al., 2015). Organizations should create conditions that all of employees develop entrepreneurial behaviors. The creation of such conditions is possible by organizations' officials that have a key role in organizational life. Today the creation and development of entrepreneurial behavior in organizations through empowering the employees, is a necessity. (Hosseini & Hosseini, 2012). Empowerment with developing motivated and capable employees will enable managers to act quickly and

appropriately to the dynamics of the competitive environment to provide competitive advantage for their organizations. One of the factors that causes that organization to lose its dynamism and competitive advantage or does not have much dynamic is lack of attention to the psychological aspects of empowerment in entrepreneurship of employees. In the current state of the world, only countries are affected by globalization that can offer good and new products and services. One of the main factors of this subject is organizational entrepreneurship. What can have the greatest impact in creating this space is empowerment, especially in its psychological dimensions that acts like a main body of this organization. Today, not only using of new techniques, but also a high degree of confidence and commitment of the employees and suchlike, are the factors that cause an organization to surpass from other organizations in terms of production and service provision (Seyyed Javadein, 2011).

Thomas and Velthouse (1990) for the first time raised the employees' psychological empowerment. They know cognitive process of empowerment at the individual level in terms of providing opportunities to work with others, learning skills; enterprise-level resource management means responsibility, shared leadership and opportunities for participation in decision making. Weten and Cameron (1998) know empowerment as giving power to employees and express the four dimensions of employees' psychological states (influence, competency, being meaningful and autonomy. Spreitzer (1995) states psychological empowerment of employees such as (influence, competency, meaningfulness and autonomy) that can be very effective in entrepreneurship of employees (Sia Chehreh, 2011). One of the issues that exists in our country organizations is entrepreneurship. Attention to it and its different aspects is the most important factor in the country's progress that according to country's current need is for development and reaching the actual position of organizational entrepreneurship (TalebiPanbehchouleh et al., 2014). To achieve these goals, attention to proper implementation of employees' empowerment programs can lead to improved performance of employees and increased their motivation and commitment. With this purpose, to the topic of research in this field, which deals with the relationship between psychological empowerment and entrepreneurial of employees, was discussed.

In this study the psychological aspects of empowerment as independent variables and entrepreneurial of employees as dependent variable is examined to determine the correlation and relationship between the variables. And if there is a correlation and relationship between the variables, should be provided necessary suggestions to the organization to improve production and service. So researcher in this research is looking to see if the there is a correlation and relationship between psychological dimensions of empowerment with organizational entrepreneurship or not?

### **Methodology**

This research based on purpose is part of applied research and in terms of categories and methodology is a descriptive, correlational and field research; this field research is done among employees of the Social Security General Administration in Mazandaran Province. Field research is an attempt to understand how to operate a social unit, such as a group or an organization. Accordingly, method of collecting data needed for a descriptive study, in terms of research, is survey (field). Survey research dealt with explaining the phenomena that in such cases, hypotheses made to explain, is tested by connecting the answer of various questions to each other. Descriptive study which its aim is to describe the conditions or phenomena under study. Descriptive research can be run only for understanding existing

conditions or helping the decision -making process (Bazargan, 2006). For doing this study, a descriptive- survey method has been used. Descriptive method as one of the research methods in the humanities, has studied the current status of phenomenon or subject and deals with the description and changing conditions and existing relations. In the survey, this research by collecting the views and opinions of the sample, data is analyzed and explained, then with their empowering, the conclusion of each functional aspects, will be carried out. The statistical population in this study is employees of the Social Security General Administration in Mazandaran Province that their number is 63 people(N=63). In addition in this study, the research sample is 54 employees of the Social Security General Administration in Mazandaran province by using Krejcie & Morgan s' table and random sampling were selected( n=54).

In this study, to measure psychological factors of empowerment was used Spreitzer s' standard questionnaire, which included a questionnaire of 15 options that measures five dimensions of psychological empowerment on the basis of five-point range of "Likert" as (Very low , Low, Medium, High and Very high). To measure the organizational entrepreneurship was used the questionnaire of 29 options on the ten dimensions of organizational entrepreneurship on the five -point scale of "Likert" as (Strongly agree, Agree, Indifferent, Disagree and strongly disagree) and has been designed by Bordbar in 1391; totally as 44 questions in a questionnaire is ready. This questionnaire because suitable theoretical foundation and professional acceptance with subject specialization has necessary content validity and reliability. At the same time organizational entrepreneurship questionnaire has been used that was a self-made questionnaire and designed in 1391 by Bordbar, was given to a number of experts and university professors that based on the hypothesis of the study have expressed their corrective comments and finally it has been approved. Furthermore, in analysis was performed, Cronbach's alpha for the organizational entrepreneurship questionnaire (alpha: %967) and Cronbach's alpha for psychological empowerment factors questionnaire (alpha: %852) achieved which is more than %80. So reliability of the questionnaire is indicating high reliability.

### **Data Analysis**

The main hypothesis:

There is relationship between psychological factors of empowerment with the organizational entrepreneurship of employees at the Social Security.

The secondary hypotheses:

1. There is a relationship between meaningful senses with organizational entrepreneurship of employees
2. There is a relationship between senses of competency with organizational entrepreneurship of employees
3. There is a relationship between senses of impression with organizational entrepreneurship of employees
4. There is a relationship between feelings of self-determination with organizational entrepreneurship of employees
5. There is a relationship between senses of confidence with organizational entrepreneurship of employees

Studying the main hypothesis of the research

There is no relationship between the psychological factors of empowerment and organizational entrepreneurship. HO: P = 0

Research hypothesis:

There is a significant relationship between the psychological factors of empowerment and organizational entrepreneurship. H1:  $P \neq 0$

Table 4.10:

The correlation coefficient of the main hypothesis of the research

P-value	$\alpha$	Pearson coefficient	Responsive numbers	Variables
0/001	0/05	0/649	54	Psychological empowerment and Organizational entrepreneurship

Correlations			
		Psychological empowerment	Organizational entrepreneurship
Psychological empowerment	Pearson Correlation	1	.649 WW
	Sig. ( 2-tailed)		.000
	N	63	54
Organizational entrepreneurship	Pearson Correlation	.649 WW	1
	Sig. ( 2-tailed)	.000	
	N	54	54

\*\*Correlation is significant at the 0.01 level (2-tailed)

The result obtained through SPSS software shows that the correlation between the two variables of psychological empowerment and organizational entrepreneurship is  $R = 0,649$ , which shows direct correlation between the two variables and since significance level is ( $\text{sig} > 0.05$ ), so the Null hypothesis is rejected and the hypothesis of the research is confirmed.

So, there is a significant relationship between the psychological factors of empowerment with organizational entrepreneurship.

Studying the first sub hypothesis

There is no relationship between meaningfulness and organizational entrepreneurship. H0:  $P = 0$

**Research Hypothesis:**

There is a relationship between meaningfulness and organizational entrepreneurship. H1:  $P \neq 0$

Table 4.11:  
studying the correlation of the first sub-hypothesis

P-value	$\alpha$	Pearson coefficient	Responsive numbers	Variables
0/208	0/05	0/174	54	Meaningfulness and Organizational entrepreneurship
Correlations				
			Meaningfulness	Organizational entrepreneurship
Meaningfulness	Pearson Correlation		1	.174
	Sig. ( 2-tailed)			.208
	N		54	54
Organizational entrepreneurship	Pearson Correlation		.174	1
	Sig. ( 2-tailed)		.208	
	N		54	54

The result obtained through SPSS software shows that the correlation between the two variables of Meaningfulness and Organizational entrepreneurship is  $R = 0,174$ . Since significance level is ( $\text{sig} < 0.05$ ), so the Null hypothesis is not rejected this means that there is no relationship between meaningfulness and organizational entrepreneurship.

Studying the second sub hypothesis

There is no relationship between competency feeling and organizational entrepreneurship.

HO:  $P = 0$

Research hypothesis:

There is a relationship between competency feeling and organizational entrepreneurship. H1:

$P \neq$

Table 4.12:  
studying the correlation of the second sub-hypothesis

P-value	$\alpha$	Pearson coefficient	Responsive numbers	Variables
0/000	0/05	0/507	54	Competency feeling and Organizational entrepreneurship
Correlations				
			Competency	Organizational entrepreneurship
Competency feeling	Pearson Correlation		1	.507 WW
	Sig. ( 2-tailed)			.000
	N		54	54

	Pearson Correlation	.507 WW	1
	Sig. ( 2-tailed)	.000	
Organizational entrepreneurship	N	54	54

\*\*Correlation is significant at the 0.01 level (2-tailed)

The result obtained through SPSS software shows that the correlation between the two variables of Competency feeling and organizational entrepreneurship is  $R = 0.507$ , which shows direct correlation between the two variables and since significance level is ( $sig > 0.05$ ), so the Null hypothesis is rejected. This means that there is a relationship between the Competency feeling and organizational entrepreneurship.

Studying the third sub hypothesis

There is no relationship between the impact feeling and organizational entrepreneurship. HO:  $P = 0$

Research hypothesis:

There is a relationship between the impact feeling and organizational entrepreneurship. H1:  $P \neq 0$

Table 4.13:

*studying the correlation of the third sub-hypothesis*

P-value	$\alpha$	Pearson coefficient	Responsive numbers	Variables
0/000	0/05	0/615	54	Impact feeling and Organizational entrepreneurship

Correlations

		the impact feeling	Organizational entrepreneurship
The impact feeling	Pearson Correlation	1	.615 WW
	Sig. ( 2-tailed)		.000
	N	54	54
Organizational entrepreneurship	Pearson Correlation	.615 WW	1
	Sig. ( 2-tailed)	.000	
	N	54	54

\*\*Correlation is significant at the 0.01 level (2-tailed)

The result obtained through SPSS software shows that the correlation between the two variables of the impact feeling and organizational entrepreneurship is  $R = 0,615$ , which shows direct correlation between the two variables and since significance level is ( $\text{sig} > 0.05$ ), so the Null hypothesis is rejected and the hypothesis of the research is confirmed.

So, there is a relationship between the impact feeling and organizational entrepreneurship.

Studying the fourth sub hypothesis

There is no relationship between Self determination feeling and organizational entrepreneurship.  $H_0: P = 0$

Research hypothesis:

There is a relationship between Self determination feeling and organizational entrepreneurship.  $H_1: P \neq 0$

Table 4.14:

*studying the correlation of the fourth sub-hypothesis*

P-value	$\alpha$	Pearson coefficient	Responsive numbers	Variables
0/007	0/05	0/364	54	Self-Determination feeling and Organizational entrepreneurship

Correlations

		Self-Determination feeling	Organizational entrepreneurship
Self determination feeling	Pearson Correlation	1	.364 WW
	Sig. ( 2-tailed)		.007
	N	54	54
Organizational entrepreneurship	Pearson Correlation	.364 WW	1
	Sig. ( 2-tailed)	.007	
	N	54	54

\*\*Correlation is significant at the 0.01 level (2-tailed)

The result obtained through SPSS software shows that the correlation between the two variables of Self determination feeling and organizational entrepreneurship is  $R = 0,364$ . Since significance level is ( $\text{sig} > 0.05$ ). So, the Null hypothesis is rejected and the hypothesis of the research is confirmed. This means that there is a relationship between Self determination feeling and organizational entrepreneurship.

Studying the fifth sub- hypothesis

There is no relationship between trust feeling and organizational entrepreneurship.  $H_0: P = 0$

Research hypothesis:

There is a relationship between trust feeling and organizational entrepreneurship.  $H_1: P \neq 0$

Table 4.15:  
*studying the correlation of the fifth sub-hypothesis*

P-value	$\alpha$	Pearson coefficient	Responsive numbers	Variables
0/001	0/05	0/433	54	Trust feeling and Organizational entrepreneurship

#### Correlations

		Trust feeling	Organizational entrepreneurship
Trust feeling	Pearson Correlation	1	.433 WW
	Sig. ( 2-tailed)		.001
	N	54	54
Organizational entrepreneurship	Pearson Correlation	.433 WW	1
	Sig. ( 2-tailed)	.001	
	N	54	54

\*\*Correlation is significant at the 0.01 level (2-tailed)

The result obtained through SPSS software shows that the correlation between the two variables of trust feeling and organizational entrepreneurship is  $R = 0,433$ , which shows direct correlation between the two variables and since significance level is ( $\text{sig} > 0.05$ ), so the Null hypothesis is rejected and the hypothesis of the research is confirmed. This means that there is a relationship between trust feeling and organizational entrepreneurship.

#### Discussion

1. The result of studying the main hypothesis of the research. By analyzing the main hypothesis of the research and the results obtained through SPSS software shows that the correlation between the two variables of psychological empowerment and organizational entrepreneurship is  $R = 0,649$ , which shows direct correlation between the two variables and since significance level is ( $\text{sig} > 0.05$ ), so the Null hypothesis is rejected and the hypothesis of the research is confirmed. As a result, there is a significant relationship between the psychological factors of empowerment with organizational entrepreneurship.

2. The results obtained from studying the first sub-hypothesis

By analyzing the first sub-hypothesis of the research and the results obtained through the SPSS software, shows that the correlation between the two variables of the meaningful feeling and organizational entrepreneurship is  $R = 0,174$  and since significance level is ( $\text{sig} < 0.05$ ). Therefore, the Null hypothesis is accepted in this research and the research hypothesis is rejected. So, we conclude that there is a relationship between meaningful feeling and organizational entrepreneurship in this organization.

3. The results obtained from studying the second sub-hypothesis

By analyzing the second sub-hypothesis of the research and the result obtained through the SPSS software, shows that the correlation between the two variables of competency feeling and organizational entrepreneurship is  $R = 0,507$  and since significance level is ( $\text{sig} > 0.05$ ). So, the Null hypothesis is rejected and the research hypothesis is accepted. This means that there is a relationship between the Competency feeling and organizational entrepreneurship.

4. The results obtained from studying the third sub-hypothesis

By analyzing the third sub-hypothesis of the research and the result obtained through the SPSS software, shows that the correlation between the two variables of the impact feeling and organizational entrepreneurship is  $R = 0,615$  and since significance level is ( $\text{sig} > 0.05$ ), so, the Null hypothesis is rejected and the hypothesis of the research is confirmed. This means that there is a relationship between the impact feeling and organizational entrepreneurship.

5. The results obtained from studying the fourth sub-hypothesis

By analyzing the fourth sub-hypothesis of the research and the result obtained through the SPSS software, shows that the correlation between the two variables of Self determination feeling and organizational entrepreneurship is  $R = 0,364$ . Since significance level is ( $\text{sig} > 0.05$ ). So, the Null hypothesis is rejected and the hypothesis of the research is confirmed. This means that there is a relationship between Self determination feeling and organizational entrepreneurship.

6. The results obtained from studying the fifth sub-hypothesis

By analyzing the fifth sub-hypothesis of the research and the result obtained through the SPSS software, shows that the correlation between the two variables of trust feeling and organizational entrepreneurship is  $R = 0,433$ , and since significance level is ( $\text{sig} > 0.05$ ), so the Null hypothesis is rejected and the hypothesis of the research is confirmed. This means that there is a relationship between trust feeling and organizational entrepreneurship.

Comparison and discussion of the results obtained from this research with previous research  
The present research has been done to investigate the relationship between the factors of psychological empowerment and organizational entrepreneurship. The statistical population of this research includes employees of the Social Security General Administration of Mazandaran province. The results of this research show that there is a significant relationship between the factors of psychological empowerment and organizational entrepreneurship. There is also a relationship between competency feeling, impact feeling, self-determination and sense of trust with organizational entrepreneurship. But there is no significance relationship between meaningful feeling and organizational entrepreneurship in this research. The results of this study are very similar to the results of research by other researchers as:

Falahati's research (2007) showed that there is a relationship between the psychological factors of empowerment and organizational entrepreneurship. Zareh's research (2006) revealed that there is a relationship between the psychological factors of empowerment and organizational entrepreneurship. Sandbu's research (1999) indicated that companies may cause organizational innovation activities through two systems; the first is expert system and another via empowerment. With Carl Wesper's research (1986) which concluded that training and full support from entrepreneurs encourages the development of new businesses by individuals. With Mohammadi's research (2008) indicated that delegation of authority,

performance-based bonus and participatory management facilitate the empowerment. With Hitrich and Peters's research (1994) indicated that communication facilities, consultative supports, legal training and supports for people are involved in the entrepreneurship and creativity of individuals. With Hatam et al.'s research (2011) revealed that there is a relationship between the psychological aspects of empowerment with organizational entrepreneurship. With Amabile et al.'s research, (2005) showed that there is a relationship between efficacy feelings with innovation in organizations. With Mokhtari Rad's research (2012) showed that three main empowering variables and factors as public participation in information, creating self-autonomy by defining the boundaries and replacing self-governing teams are more important. With Farahani et al.'s research (2011) displayed that there is a relationship between the psychological empowerment and organizational entrepreneurship. With Hassani et al.'s research (2010) showed that there is a relationship between the psychological factors of empowerment and organizational entrepreneurship. With Karimi et al.'s research (2009) revealed that there is a relationship between the psychological factors of empowerment and organizational entrepreneurship. With Khalili et al.'s research (2011) indicated that there is a relationship between the psychological factors of empowerment and organizational entrepreneurship. With Sherrington's research 1987 showed that empowering of organization depends on its human elements and with Berzik's research (2003) showed that there is a relationship between organizational empowerment with staff's participation in organizational activity. With Armstrong's research 1994 showed that appropriate design of organization and jobs as well as the proper use of individuals in such a way as to enable people to make progress, makes it possible for individuals to build empowered people to serve the goals of the organization. With Ghanbari's research (2008) in his study as factors affecting psychological empowerment of staff showed that job security and job satisfaction will empower employees. In this research, the researcher concluded that the psychological approach (sense of trust), which means personal security, would empower employees. With Rupp's research (2006) investigating the effect of knowledge and employees empowering on the amount of their hard work and smart activities realized that the individual's trust in his abilities to do work with skill would empower employees, and in this research, the researcher has come to the conclusion that the psychological approach (competency), which means the ability and necessary skill to succeed in one job will empower employees. With Fai's research (1994) examined empowerment and delegation of authority and in other words, the result is that delegation of authority will empower, and the results of their research are largely confirmed.

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