EMPOWERMENT AND LEADERSHIP STYLE WITH NEW APPROACH IN ORGANIZATIONS

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Abstract
The current study explains different styles of leadership (transformational leadership, relationship-oriented and task-oriented) in empowering employees in new organizations. In the spite of increasing attention to empower employ’s issue in organization, there is a lower understanding and cognition about the importance of this subject in project-based organization and investigation of new models. This paper investigated the relationship between leadership style and the factors and mediator variable. Results show that leadership can increase creativity and innovation of employees through structural empowerment; psychological empowerment and empowerment climate. Also, these factors increase effectiveness.

Keyword: Leadership, Psychological Empowerment, Effective Project Management.

1. Introduction
The current uncertain environment in organizations does not let the organization to manage the pressure of skills and technology of rival. In fact in the competitive world, an organization will be survived, if it adapt itself with the change that happened in environment. (Sobhaninejad, 2006). Senn believe that the most important competitive resource in organization is with motives, undertaken and loyal employees. (Boxellc.t:1996) because of it for most organizations the best strategy is to solve the challenge of empowering employees (Block p., 1976). Cohen and Bailey (1997) suggested that empowerment research should also be conducted on various type of teams that include management team, project teams and virtual teams. (Cohen & Baily, 1997). In the spite of previous researches in the current years in the world and the importance of leadership style and empowerment as a key issue in the new organization. First this paper explains briefly about the styles and new models of effective leadership and empowerment in new kind of organization especially project-based organization. Each organization’s situation relies on guidance and leadership in the dynamic organization. In the other side the expectation and customer’s demand in new organization is increasing, so the role of leadership in organization is an important issue. This paper try to explain the style of effective leadership styles and empowered employees in organization.

2. Theoretical Framework:
2.1. A Review on Leadership Style:
Leadership and the effect of it on effectiveness have been argued by a number of researchers for a long time (Fulford, 1995). The leadership discussion start with trait theories. This theories argued about the great trait of leadership that leader is born with internal traits (Horner, 1997). Behavior theories and contingency theories created after trait theories. The focus of trait theories is that the effective leadership shows which behavior but in contingency theories the emphasis is on the situation. (Fulford, 1995)
In current years when we review new ideas and approaches of trait theory, this theory has been changed remarkably to attribution theory, charismatic leadership theory, servant leadership, transactional leadership and transformational leadership. The features of these theories are explaining factors that motive employees in inner ways to act effective. One of these theories is used in the empowerment studies is transformational leadership and this studies is based on motivational theories (Konter, 1983)

Bronze (1987) distinguished the difference between transformational leadership and transactional leadership. Transformational leadership will increase subordinate’s needs and motives and it is also caused a great change in groups and organizational level. Transformation leadership focuses on current subordinate’s needs and pay more attention to cambiums (Gardner 8 Stough, 2002:70)

Fig one will explain multi-level pattern that show the relationship between variable. Basis on proposed model transformational leadership have positive relation with employees creativity. Intrinsic motivation, psychological empowerment influences the relationship.

Multi-levels models of relationship between transformational with innovation and creativity (Gumusluoglu & Ilsen, 2009)

2.2. Empowerment History:
Empowerment expression was invented in 1788. Empowerment is explained as delegation of authority in organization that this delegation of authority in organization that this delegation should have been seen in organizational role. This mean that employees will be encouraged to accept responsibility and this expression was used formally as accountability. Grove 1991 pointed to dictionary’s definition that include delegation of power, authority, mission and give power to the lower level. In 1990 Gonds explained empowerment as delegation of decision –making process to employees but zimmer believe that whenever we consider empowerment without expression like prostration, powerless, alienation, the explanation is easy to understand. It is hard to defined empowerment for different people (Salaighe, 2012).

Definitions of empowerment generally include the notion of decentralization of decision-making, authority and responsibility to lower level employees, allowing them discretion to act on their own to think strategically and to be personally responsible for the quality of their
task in the order to improve the organization functioning (Mills & Ung Son, 2003; Pardo Del Val & Lloyd, 2003)

Transformational leadership concerned with the evolution of organizations. Transformational leadership considered the importance of exchange and evolution that is happened between leader and employees then explain the expectation and reward in the organization clearly. (Eisenbeis et al., 2008) Leaderships encourage employees through psychological empowerment to perceive power in all aspect of their work which can caused employees to feel ownership to their job and organization by empowering employees, leader exchange the legitimate power, control and supervision that they have over their employees with management practices that emphasize support and co-operation (Chan & et al., 2008).

2.3. Transformational leadership and empowerment:
Bronze defined transformational leadership as factor of motivation to followers through attracting higher ideals and moral values because transformational leaders have a clear vision for the future. They sought to change and improve in organizations way that realize their visions. Transformational leaders stimulate own followers and colleagues that consider interests of the groups beyond their own interests (Mayer Haghighifard & et al, 2010).

The following model stated that how transformational leader ships affect psychological empowerment through mediator variable that called structural empowerment. Finally how this variable affect creativity. In this model structural empowerment recognized is as mediator variable between transformational leadership and psychological empowerment. Empowerment defined as an empowerment environment (Biron & Bamberger, 2010). Structural empowerment defined factors that include opportunity, information, support and organizational resource (Manonogovichm, 2005)

Transformational leadership inspire their follower and guide employees to supply their resource. Also leader can caused subordinate worked with high spirit and affect their organization profoundly. The leaders who can create change will always try to convince their follower this thought that they are powerful and have the ability to solve problems through new approach (Jung & et al., 2003)
The following model explain pattern of empowerment and empowerment and leadership style in project –based organization. This model show the relationship between empowerment and leadership and leadership style.

![Figure (3) Model of effective virtual project management (Nauman & et al, 2010)](image)

Researchers are increasingly interested in exploring the dynamics of such project-based organizations and factors that lead to project management effectiveness. Research related to project management effectiveness in project organization include the following themes:

1. Organizational structures
2. Project management tools and methods
3. Leadership competence

2.4. Empowerment Climate:

Concept of empowered climate proposed by Scott and colleagues (2004) is a shared perception regarding the extent to which a make a use of structures, policies, and methods supporting employee empowerment (Scott & Randolph, 2004). Balanchard et al (1995) and Randolph (1995) identified three key autonomy through boundaries, information sharing add team accountability.

2.5. Project-Based Organization:

This organization emphasis on project and most of their activity is managed through project (Yukakasinn, 2010)

<table>
<thead>
<tr>
<th>Functional organization</th>
<th>Project-based organization</th>
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<tr>
<td>Continuum operation</td>
<td>Temporary composition</td>
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<tr>
<td>Emphasis on stable active process</td>
<td>Emphasis on dynamic goal</td>
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<td>Rigid and hierarchical</td>
<td>Flexible and non-hierarchical</td>
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<td>Centralized decision-making</td>
<td>Decentralized decision –making</td>
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<tr>
<td>Bureaucracy</td>
<td>Adhocracy</td>
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In based-project organization each project include people appointed for special goal. Project are usually responsible for great expensive, unique and with high risk that should be fulfilled in specified time and at performance level. The difference between functional organization and based-on project is showed in table 1 (Yukaskinn, 2010)

Project-based organization has four qualities:
- limited time
- limited resource
- pressure, high volume and complex activity
- new teams

Research has showed that the knowledge and experience accumulate in different project are not systematic and there is a lot of differences between project need the work that has been done.

2.6. Task-Oriented and Relationship-Oriented Leadership Style:

Zimmer and Yasin (1998) found that positive leadership contributed almost 76% to the success of project. Negative or poor leadership contributed 68% to the failure of the projects. Project leaders need both relationship and task-oriented leadership style, to cope with the challenge within different phases of project (Slevin and Pinto, 1997)

Based on dynamic nature of virtual teams having fluid membership and geographically distributed members, we can argue that empowerment is inherent in virtual project management as compared to collocated project management (Nauman, 2010).

3. Conclusion:

This paper investigates the relationship between leadership style and empowerment and mediator variables. Result of model 1 has shown that transformational leaders affected Psychological empowerment through structural empowerment and then affected creativity. In the model (2) transformational leadership causes free discussion and explanation of idea and new approach through creation of organizational culture indirectly.

In model impact of empowerment climate on project performance in virtual space. Empowerment climate has positively and significantly relationship with effective and efficient project management. Whatever organization be more virtual, will need to more empowerment.

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