EXPLANATION AND ANALYSIS OF NEW EMPOWERMENT MODELS IN ORGANIZATIONS

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Abstract
Empowerment is giving authorization and decision-making to employees to enhance their performance and useful role in the organization. One of the most effective ways to achieve competitive advantage in the current climate is efficient of employees. In such an environment, managers do not have enough opportunity to handle employees and should delegate their Major duties to their employees. In this process, delegation is human resources are the most valuable resources of the organization. According to importance of human resources in organizations, in this paper analyzed and expressed four new models of employee empowerment. These models are investigated in organizations ranging from industry, trade and project organizations. Comparison of the four models is presented in the end of paper.

Keywords: Empowerment, Psychological, Trust, Leadership

1. Introduction
21st century organizations have found differ from traditional organizations. In this organization manager organize the energy and creative and thinking of employees. Under these conditions, hierarchical control commands methods is not appropriate but employees must show their own initiative and take action to solve their problems (Maccoby, 1999). A number of studies have shown that employees who feel empowerment, they are people who have more motivation and competence and are more effective and innovative and less fear from new problems and issues (Feyet et al 2004; Gunin & Spreitzer, 1997).

Most literature in the area of empowerment is based on a Western-oriented and a little research realizes the application of this concept in countries with high power distance and more formal structure. Growing need for employees who have the ability to self-management has led to empowerment as a new paradigm can be used (Thomas & Velthouse, 1990). However, purpose of this study is Explanation and analysis new models of empowerment in the Eastern countries. Many researches have been done in the area of empowerment but the applicability of implementation these Western models hesitate in organizations with more formal management and structure. Thus, presentation and evaluate the models tested in this paper that examines in eastern countries can help to managers of organizations and researchers in expression and evaluation concept of a modern empowerment in Asian and developing countries.
2. Theoretical Framework:
2.1. Model 1:

![Diagram of Model of effective virtual project management](image)

**Figure (1) Model of effective virtual project management (Nauman & et al, 2010)**

2.1.1. Explanation of Model 1:

**Empowerment climate**
Empowerment is evaluated through two structures. One of them is structure of psychological empowerment that is considered many researchers in the field of trade (Thomas and welthouse, 1990: sprieitzer, 1995). In psychological empowerment is emphasized on psychological empowerment case of individuals and another structure is empowerment climate that focuses on work environment. The concept of empowerment by Scotl et al in 2004 is stated as a distinct concept about use of organization from structure of policies and supporting methods from employees’ empowerment and refers to work environment.

**Effective Virtual Project Management**
Zimmir & yasin found that positive effects leadership can lead to 76% project success and poor leadership and negative can lead to 67% project failure. Project leaders have need to both task-oriented and relationship-oriented leadership style to deal with different phases of the project (Slevin and pinto, 1991). Concern for people based on collaborative decision making, team work, training people in new tasks and procedures, explanation of the complexity and detail of tasks complex and projects, consult team members to improve the performance according to limits and boundaries are as critical Behavior for effective leadership.

**Virtuality of projects:**
Griffith & et al stated three dimensions of the virtual organizations:
1 - Level of technical support that is used by a team. 2- Degree of tasks that their members are distributed over time and space. 3- Distribution of physical space and places is being used by team members (Kirkman and Mathieu, 2005)

**Leadership Behavior**
The task oriented behavior is important the same for both organizations of a greater or lesser degree of virtuality. While relationship-oriented behavior is important for projects with higher levels of virtuality.
2.1.2. Analysis of Model (1)
1 - To investigate the relationship between variables were used correlation test and linear regression.
2 - Empowerment was considered as independent variable and concern for the individuals and for task, and the customer service was considered as the dependent variable.
3 - Result of correlation show that empowerment has positively and significantly relationship with concern for people and tasks, as well as customer service.
4- Linear regression results indicate that empowerment significantly has relationship with concern for people and tasks and service.
5 - Virtuality of organizations (more or less virtuality) doesn’t have significant moderating effect on the relationship between empowerment and concern for the task.
6- Virtuality moderating effect in relationship between empowerment and concern for people shows that whatever organization be more virtual, will needed more empowerment in virtual projects environments.
7- Based on dynamic nature of virtual teams whose members are dynamic and vibrant and can be concluded that empowerment intrinsically is in virtual organizations with project teams organized and interconnected (Naum, 2010).
8- New challenges for project management in virtual teams are expressed such as culture and time barriers, security of communications and information, modifying information in result of transnational communication channels, time difference of trust structure in team’s structure (James and Jones, 1974; Schneider, 2000).

2.2. Model (2)

Managers’ trust in leaders  Psychological empowerment

Cognition-base trust

Affect-based trust

Meaning
Impact
Competence
Self-determination

Figure (2) Relationship between trust and psychological empowerment (Barton & c. Barton, 2011)

2.2.1. Explanation of Model (2):
Cognition-Base Trust
Cognition-base trust is based on that persons to whom and under what trust and selection based on perceptual and cognitive evaluation all experimental evidence of the capabilities include competence, responsibility and credibility, and validity and reliability (Costigan et al, 2006; Mc Allister, 1995; Morrowel; 2004).

Affect-Based Trust
Affect-Based Trust is emotional constraints between people. People create emotional investments in their personal trust relationships with organizations (Mc Allister, 1995; parayitam & Dooley, 2007). Thus affect-based trust is method that people interpret information especially when there are no signs of cognitive and perceptual (Mc Allister, D. J., 1995).
Psychological Empowerment:
Definitions of psychological empowerment typically include theories of decentralization and authority in decision making and responsibility of employees at lower levels of employees and allowing them that think strategically and personality responsible for the quality of the tasks in order to enhance their organizational performance (Mills & Ungson, 2003; Par Do Del Val & Lloyd, 2003)
Impact: Specific job or task change in the whole work makes.
Self-determination: determination of personal behavior by person.
Competence: empowered employees should have the skills, knowledge, experience and capabilities.
Meaning: This dimension is depending on the value of job or task in connection with the beliefs, ideas and personal standards (Thomas & velthous, 1990).

2.2.2. Analysis of Model (2):
1- Purpose of this model is importance expression of trust as an introduction to psychological empowerment in organizations of Russia. Characterize of this environment is high power distance and collectivism.
2- In Russian culture inconsistencies and contradictions on the leadership behavior in culture with high power distance and lack of competence is unacceptable. In this environment, employee satisfaction is toward the competence of the superior individual and this problem is caused that in work environment in Russia cognitive trust when leaders be knowledgeable and aware and competent.
3- Trust is one of the most visible signs of leadership when leaders can trust followers, they want just subordinate in actions and behavior because they know that their rights were not violated. Basically, people do not follow from leaders who aren’t truthful and honest. In other words, the effectiveness of leadership and management attract the trust followers (Harry Barton and Lisa Barton, 2011).

2.3. Model (3)
2.3.1. Explanation of Model (3)

![Diagram](image)

Figure (3) A multilevel model of empowerment and creativity (Sun et al, 2012)

Definition of research variables
1- Transformational leadership:
Bronze defined transformational leadership as a 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 in a way that realizes their visions. Transformational leaders stimulate the followers and colleagues who consider the interests of the groups beyond their own interests (Mayer Haghighifard & al, 2010).

2 - Structural empowerment:
Structural empowerment is defined as the climate and environment of empowerment (Biron & Bamberger, 2010, Tuuli & Rowlinson, 2009). The empowerment approach that is derived from organizational theory is related to delegation and power in the organization (Knoly, Vanlinge, 2009) and generally it described access to four environmental factors means the opportunity, information, support and resources (Manglovichm, 2005).

3- Creativity:
Manager and leader of an organization can increase in several ways organizations creativity. Leaders can create a system that creative performance encourage and strengthen through rewards and relevant ways to the human resources (Wang & Rode, 2010).

2.3.2. Analysis of Model (3)
1 - This model used the multi-level analysis methods.
2 - This model combines three empowerment visions (leadership, structural empowerment and psychological empowerment) in a general model for examining the effects on creativity with each other.
3 - Structural empowerment is as a mediator variable between transformational leadership and psychological empowerment. Psychological empowerment has a direct effect on creativity and the structural empowerment has an indirect effect on creativity through psychological empowerment and the structural empowerment has an indirect effect on creativity through psychological empowerment.
4 - Relationship between transformational leadership and the structural empowerment can be explained as a process of social learning. Group members are frequently observed and mutually with group leaders justified their performance of organizational level (Dragoni, 2005).
5 - Psychological empowerment is a source of creativity when the organization supports from autonomy, increases innovation. Transformational leadership increases psychological empowerment. Transformational leaders with concerned creating confidence in employee and improving personal development are caused to empower employees. Transformational leaders by providing meaning and challenge to followers work increases their empowerment (Eisen besis et al; 2008).

2.4. Model (4)
2.4.1. Explanation of Model (4)
Trust: Shaw is defined trust as the belief to this issue that to achieve our expectation are dependent on others. In Charlton belief that leaders rely on the employees, to do what they need to be done (Martuns, 2002).
Empowerment is located in the center of network but the influential factors of empowerment can be such as a virtue, skills and competencies, family/in-group relationship or trust and managers’ commitment.

2.4.2. Analysis of Model (4)
1) Factors affecting empowerment through open questionnaire are presented.
2) The purpose of this model is providing the concept of empowerment in Asia and is offered in the hotel industry.
3) This model examines to explain cultural differences in Western and Asian models.
4) Chinese managers confessed that role of family relationships, favoritism or interest to get family members in appointing a staff in key posts and the delegation empowered in this model has not been observed in studies in Western countries.
5) This model is about the role trust in the field of empowerment based on managers’ trust to easily close family members or in-group and it is an interesting area to explore and investigate the behavior of in-group and out-group behavior of Chinese citizens. (cheung&etal,2012)
6) Chinese concept of work team will be succeeding to easily where personal trust relationships between individuals are high. People who are interested in the relationships among themselves (Hollow & Lewis, 1995, p. 276)
7) In this model questionnaire respondents were believes that financial sector and logistics significantly are important. Thus they trust family members more.
8) Factors that are caused to delay empowerment include a lack of trust or lack of clear policy to implementation of empowerment and inability and quality employees to empowerment.
8) Where Western organizations to empowerment look as an organizational emphasizing and management tools that can be implemented by organizations. Chinese organizations to empowerment know more related to people and their competencies.(cheung&etal,2012).

<table>
<thead>
<tr>
<th>Name of researcher</th>
<th>Years of research</th>
<th>Type of organization that the model has been studied in it</th>
<th>Dimensions studied in research</th>
<th>Most users model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nauman &amp; et al</td>
<td>2010</td>
<td>IT companies in Pakistan, Australia, Saudi Arabia, Malaysia and USA.</td>
<td>Independent variable: Empowerment climate Dependent variable: Effective virtual project management Mediator variable: Virtuality</td>
<td>Business</td>
</tr>
<tr>
<td>Barton &amp; C. Barton</td>
<td>2011</td>
<td>Russian Organizations</td>
<td>Trust dimension: Cognition-base trust, Affect-based trust Dimensions of empowerment: Meaning, Impact, Competence, Self-determination</td>
<td>In cultures with high power distance and co-production</td>
</tr>
</tbody>
</table>
3. Conclusion:
This study focuses on explanation and analysis of new empowerment models. The first model had tested the 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. In model (2) examine impact of trust on psychological empowerment in a concept paper. The purpose of this model is to state the significance of this model in organizations with the high power distance in Russia. In model (3) Results showed that indirectly through a mediator variable structural empowerment will affect the creative process of employees. In model (4) have been examined effective factors on empowerment in the Asian concept. In this model a new variable (family/in-group relationship) has been added in the West Country except in the area of small business. The model results indicate that the most important factor affecting empowerment is trust and family/in-group relationship and the role of trust in empowerment is that managers trust to easily close family members or in-group. The most important point to note here in this article is to discuss the culture of trust. Managers and leaders of organizations must trust to employees and they are eager to delegation of authority and allow them to have proper access to resources to increase employee creativity and innovation.

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