



Analyzing the Impact of Some Factors of the Empowerment Strategy on Creative Behavior of Employees in the Banks' Operating at Najaf Governorate

KEYWORDS

Empowerment strategy, Creativity, Organizational Behavior, Najaf Governorate, Delegation of Authority, Employees' Motivation.

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ABSTRACT

This study aims to identify the analyzing the impact of some factors of the empowerment strategy on creative behavior of employees in the banks' operating at Najaf governorate. To achieve this aim has been to build a questionnaire included five principles for the empowerment strategy, and the creative behavior, consisted of (40) items, were then test the tool sincerity and reliability, was applied to the study sample of (112) employees, chosen at random from the study population by using a simple random sampling. The study findings a number of results, including that there exist a statistically significant impact at the significant level ($\alpha = 0.05$), for some factors of the empowerment strategy on creative behavior of employees in the banks' operating at Najaf governorate.

1. INTRODUCTION

There is no doubt that human resource considered an important factor and a key influence on the productivity of the organizations, so you should use this resource is used effectively as the human element considered driving tool and directed to the various elements of production, so the interest in him began to different organizations.

Based on the foregoing, the studies have gone to pay attention to human resources and the need of human and intellectual capital greater emphasis given first as he considered a key factor in the accumulation of physical capital, prompting organizations to provide new methods to discover reservoirs of knowledge and information provision and promotion of employees trust their potential for through active participation in decision-making operations and taken to enhance the creativity and excellence in organizations.

In light of the foregoing, the focus will be on the concepts of empowerment strategy and creative behavior and their role in the success of organizations and excellence. Since the employees' empowerment in the organization needs to enable structural and which required a possible leadership, and culture as possible, means of information and production technology, taking into account the interest factor, psychological, moral and legal workers by giving the value and importance of the post occupied by the workers, they can feel efficiency and independent, which have a significant impact in creative behavior.

2. METHODOLOGY

2.1. The Study Problem

The study has found that many of managers do not recognize about the real importance of the empowerment strategy and its impact on creative behavior of employees in the banks' operating at Najaf governorate, on the other hand some manager's belief that the employees' empowerment will reduce their authority. The employees' empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice. Therefore can formulate the study problem by the following question: What is the empowerment level of employees in the banks' operating at Najaf governorate. from the viewpoint of the study sample?

2.2. The Study Importance

Gaining the importance of this study through achieves some benefits which are:

- This study considered as enrichment of knowledge for the empowerment strategy and its impact on creative behavior of employees in the banks' operating at Najaf governorate.
- Benefit decision makers, researchers and academics, to identify a modern management entrances represented by the (organizational empowerment).

2.3. The Study Objectives

The study aims to achieve the following objectives:

- To identify the concepts of the empowerment strategy and its principles, and creative behavior.
- To identify the empowerment level of employees in the banks' operating at Najaf governorate from the study sample viewpoint.
- To analyze the impact of some factors of the empowerment strategy on creative behavior of employees in the banks' operating at Najaf governorate.

2.4. The Study Model

The following study model was built to explain the relationship between the empowerment factors and the creative behavior.

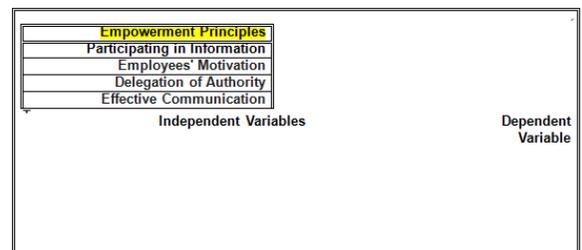


Figure 1: Study Model

2.5. The Study Hypothesis

To achieve the study objectives, it has been putting one hypothesis as a null form (H_0), as follows:

H_0 : There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for some factors of the empowerment strategy on creative behavior of employees in the banks' operating at Najaf governorate.

3. THE THEORETICAL PART

3.1. The Empowerment Concept

The empowerment means that the employees can understand their duties before explaining (Mesbahi and Abass, 2012: 321). Empowerment is a new way to change organizations towards a more competitive and more complex than ever the future. The origin of language to enable a single means possible (Empowerment) the thing which made his authority and ability. Came the word empowerment in the dictionary (Webster) in the sense (or authorized delegate or give legal authority to someone). The Dictionary (Oxford, 2005: 500) came the word empowerment in two forms, the first: is the formal granting of power or authority to do what work, and the second: means granting someone greater control over his own life or the situation that is in it. This means enabling the individual's faith doing so enhances and improves efficiency. (Taneja, et al, 2009: 18) see that empowerment is: the process by which the directors to enable or assist other individuals in the investigation of influence within the organization and that the task thrill is to share information and encourage decentralization of decision-making and the broad participation of workers and be authorized to control their operations own. As pointed out (Carter, 2009: 39) that empowerment is the following: the ability and the power that makes the individual owns options in terms of resources and departments and achievements, in terms of resources include the multiplicity of social relations that are the result of a society like that (family, market, and society) these preconditions to do strategic choices.

Through the concepts contained nose and there is a kind of variation in the views of researchers around the concept of empowerment, but they did not show up to the limits of separation, but we find a lot of common characteristics, as the empowerment of workers characterized by the following characteristics (Touama, 2015: 3):

- The empowerment achieves more freedom for individuals and teams to perform their duties.
- The empowerment focuses on the actual capacities of individuals in solving the labor problems.
- The empowerment aims to employees' empowerment to exploit the efficiency with which exist within individuals fully exploited.
- The empowerment makes the individuals less depend on management in their activities management.
- The empowerment makes of the individuals responsible for the results of their actions and decisions.

3.2. The Empowerment Importance

A large number of researchers spoke about the importance of empowerment for organizations under intense competition and increasingly complex environment is enabling a new strategy to help organizations to change the direction of the future to keep up with future developments to maintain market share and meet the requirements of customers and maintain them. This was confirmed by (Mohammad, et al., 2014: 600) in saying: I learned a realization that to satisfy customers must enter their workers first, and leads the delegation to the satisfaction of the largest levels of the work force, and the delegation is important mainly because it improves organizational performance and is intended mandate here empowerment. (Ongori, 2009: 10)

refers to the importance of empowerment in the following cases:

- Exercise to change the status quo for the distribution of power in the organization: This is done recourse administration to transfer power to the bottom of the organizational hierarchy, and change the status of the distribution of power in the organization. This raises the question: What is the fate of middle management, and are exposed to the risk of loss of strength of the organization, and whether the new rights of the person can be granted legitimacy in the exercise of power?
- Exercise to expand the fulfillment of the obligations of roles: Management seeks through empowerment to achieve the best response to the roles and functions across different regulatory functions circle, but that should enhance the ability of management to provide resources, tools and training necessary to support these regulatory practices.
- The scope of the exercise of power: they must be accompanied by supporting the empowerment of employees additional powers give them the right to command in the permissible limits version, one of the aspects of the challenges with which the workers.

3.3. The Empowerment Principles

The study calls for empowerment to identify the principles that indicate the content, and many of the studies dealt with the empowerment factors, and will shed light on these factors through the contributions of some of the researchers who took the offer empowerment and determine the factors of their viewpoint, which formulated by five factors, which is stabilized by this study and in order to achieve its objectives, which are as follows (Bu-dirham and Hegira, 2014):

- Participating in Information.
- Employees' Motivation.
- Delegation of Authority.
- Effective Communication.
- The Training.

3.4. Role of the Administrative Leadership in Success the Empowerment Strategy:

The role of the administrative leadership in success of the empowerment strategy is very important, because empowerment requires leadership from senior management to waive anything from the influence of the strong and get ready for such waiver, and the redistribution of influence that the workers in the various levels of the organization.

If a waiver commander for something of his strength for the benefit of subordinates does not mean loss of that power, because the successful leaders are the ones who become stronger when shared by others through the adoption and affiliation to see the leader and defending autonomously. Thus, the granting of subordinates more empowerment approach is successful and is a leading source of contemporary driving force.

Can be determined by administrative leadership role in the success of the empowerment strategy are as follows (Melham, 2006):

- Create the vision and delivery of this vision and strategic objectives for workers begin to feel belonging to them.
- Provide information and the responsibility and the authority to subordinates and their confidence in de-

cision-making and act independently in the areas of work in which they work.

- c. Stimulate the creative capabilities of employees and high mental abilities in solving problems or work in creative thinking.
- d. Help subordinates and taking into their own hands towards development and excellence and remove the barriers that may hinder performance.
- e. To be a role model leader for workers in the Secretariat, loyalty and trust, dedication and honesty, And built them close and deep relations transcends personal interests.

3.5. Creative Behavior:

The creativity considered as a result of conditions imposed by the changes in the environment of the organization such as the technological changes, and changes in the needs and desires of customers. So, one of the most important of the organizations success is the innovation, and creativity.

Creativity is defined as (generating decision a new ways and methods to achieve the business, and creative decision is carries with it the existing solutions to the problem and in a new and unique) (Knight, 2006: 315).

The most important indicators of the creative behavior of employees are (Knight, 2006: 315):

- a- Cognitive Flexibility .
- b- Curiosity
- c- Learning.
- d- Risk Tolerance.
- e- To insist on the face of obstacles and challenges.

4. METHOD AND PROCEDURES

4.1. The Study Population and its Sample

The study population consists of all employees whom are working in (11) banks, operating at Najaf governorate which are equals to (600) employee. And the researcher selected (150) employee with percentage (25%) from the study population, according to a simple random sample method, with. After that the researcher distributed (150) questionnaire at the sample members, were returned (120) questionnaire, where the percentage of questionnaires returned is (80%), and after review and audit questionnaires returned, were excluded (8) questionnaires because of lack of the information contained in each, and thus the number of valid questionnaires for statistical analysis (112) questionnaire, and the percentage of the number of valid questionnaires with respect to returned is (93.3%).

4.2. The Study Tool

To achieve the study objectives, and after returning to the administrative literature in organizational behavior, the tool is designed to analyze the impact of some factors of the empowerment strategy on creative behavior of employees in the banks' operating at Najaf governorate. The tool consisted of three parts, the first part of which dealt with the demographic information, while the second part dealt with the empowerment strategy principles, while third part included the (creative behavior). It was the adoption of a scale to measure the empowerment strategy, and creative behavior is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the likert scale (5) and the lowest value in it (1) at three levels, namely that the cut-off grade is $\{(1-5 / 3 = 1.33\}$. And thus the three levels of responses as follows:

Low Response: (1-2.33), Medium Response: (2.34-3.67), High Response: (3.68-5).

After that was measured the tool sincerity and its reliability, as follows:

a. Tool Sincerity

Has been verified the Face Validity of the questionnaire, and through the presentation to a group of arbitrators with expertise and knowledge of literature organizational behavior in Iraqi Universities, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the arbitrators, where been modification reworded drafting some of items, so that the questionnaire is built in its final form.

b. Tool Reliability

To check the questionnaire reliability, the stability coefficient was calculated the (internal consistency of the questionnaire items) of the tool using coefficient (Cronbach's Alpha) (Cronbach & Shavelson, 2004: 395). As shown in Table (1):

Table 1. Results of the Tool Reliability

Cronbach's Alpha	N	The Variables
0.89	6	Participating in Information
0.82	6	Employees' motivation
0.66	6	Delegation of authority
0.85	6	Effective Communication
0.80	6	The training
0.79	10	Creative behavior
0.89	40	Overall Tool

5- STATISTICAL ANALYSIS OF DATA

This section devoted to present the results of statistical analysis of data subjects' responses of the study sample, which was reached through the use of Statistical Package for Social Sciences (SPSS), in order to answer the study question and test the hypothesis, as follows:

5.1. The Results Related to the Study Question

What is the empowerment level of employees in the banks' operating at Najaf governorate from the viewpoint of the study sample?

To answer the study question, it has been calculated the means and standard deviations to estimate the employees responses on each principle of the empowerment strategy. Table (2), indicates to the results of the employees responses in the banks' operating at Najaf governorate, about the employees' empowerment level:

Table 2. Means and Standard Deviations for the Empowerment Principles

No	Empowerment Principles	Mean	St. D.	Rank	Response Level
1	Participating in Information	4.20	0.89	3	High
2	Employees' Motivation	3.85	0.56	5	High
3	Delegation of Authority	4.08	0.46	4	High
4	Effective Communication	4.34	0.49	1	High
5	The Training	4.24	0.50	2	High

The results in Table (2), explained that the means of the empowerment strategy principles which are (participating in information, employees' motivation, delegation of authority, effective communication, and training), (4.20, 3.85, 4.08, 4.34, 4.24) respectively, and all the means larger than the test criteria (3) of (5) on (Likert Scale). These results refers to possession of the employees in the banks' operating at Najaf governorate, a clear vision about the importance of these principles, which indicates that the evaluation was (positive), and this means that the banks' operating at Najaf governorate applying the mentioned principles, with (High) response from the viewpoint of the employees.

5.2. The Test Results of the Study Hypothesis

H_0 : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for some factors of the empowerment strategy on creative behavior of employees in the banks' operating at Najaf governorate.

In order to test the above hypothesis, was used the stepwise multiple linear regression analysis. As shown in the following Table (3):

Table 3. Results of the Stepwise Multiple Linear Regression Analysis

Beta	Sig.	t-Value	Coef-ficients (β)	Empowerment Principles
-	0.000	4.173	1.501	Constant (β_0)
0.331	0.001	3.562	0.295	Effective Communication
0.263	0.006	2.776	0.230	The Training
	0.166	0.043	2.046	Participating in Information 0.082
Adjusted (R^2) = 0.302		Correlation Coefficient (R) = 0.567		
Sig. of (F) = 0.000		F ratio = 17.025		

The results in Table (3) explained that:

- Validity of multiple linear regression is proven, this is supported by the value of calculated (F) which is (17.025), and that the (Sig.= 0.000) is less than the significant level ($\alpha = 0.05$).
- The results of the stepwise multiple linear regression analysis, refers to the statistical significant of regression coefficients (β) for three principles (effective communication, training, and participating in information) are proven, therefore, there exist a statistically significant impact at the significant level ($\alpha = 0.05$) for the above principles on creative behavior of employees in the banks' operating at Najaf governorate, depend on the (Sig. = 0.001, 0.006, and 0.043) respectively, and all the values less than the significant level ($\alpha = 0.05$). This means that the null hypothesis (H_0) is rejected.

While, the principles (employees' motivation and delegation of authority) are not statistically significant, this means that the mentioned principles have no impact on creative behavior of employees in the banks' operating at Najaf governorate.

- The value of Adjusted (R^2) which is equal to (0.302) shows that the internal principles in the regression model (effective communication, training, and participating in information) are interprets (30.2%) of variations that happen in creative behavior of employees in the banks' operating at Najaf governorate.
- The values of the standardized coefficients (Beta) for the principles (effective communication, training, and participating in information) which are (0.331, 0.263, and 0.166) respectively, show that increase of the mentioned principles by a unity standard deviation will lead to advancement of the creative behavior of employees in the banks' operating at Najaf governorate by (33.1%, 26.3%, and 16.6%) respectively.

6. CONCLUSIONS

The study reached to a number of important conclusions; depend on the results of the statistical analysis of data, which are as follows:

- The results of the descriptive analysis indicates to get the principles (delegation of authority, and employees' motivation), on the last ranks on the ladder of the study sample estimates, due to the weakness of the banks' interest in Najaf governorate about the mentioned principles.
- The results of the stepwise multiple linear regression analysis, explained that there exist a statistically significant impact at the significant level ($\alpha = 0.05$), for three principles of the empowerment strategy (effective communication, training, and participating in information) on creative behavior of employees in the banks' operating at Najaf governorate.
- Also, the results showed that the principles (employees' motivation and delegation of authority) are not statistically significant at the significant level ($\alpha = 0.05$), this means that the mentioned principles have no impact on creative behavior of employees in the banks' operating at Najaf governorate.

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