

# The Impact of Empowerment in Enhancing Creativity among Employees: An Empirical Investigation

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## Abstract

This study aimed at identifying the extent of the impact of empowerment on enhancing creativity of employees. The study was conducted on a simple random sample composed of (86) employees in the Social Security Corporation in Jordan. The study adopted four dimensions of empowerment: the sense, ability, self-guided, and impact. For the purposes of testing the hypotheses of the study we used some statistical methods, the most important of which is regression coefficient. The results indicated no significant effect of empowerment in enhancing creativity among workers. The recommendations of the study was the most important, the need to encourage and support the senior management of any new ideas offered by employees and different functional levels, as well as increasing interest in providing empowerment dimensions.

**Key words:** Empowerment, Creativity, Employees, Social Security, Jordan.

## Introduction

Business organizations were forced in light of the rapid changes in the business environment, and the pressures associated with global competition, to adopt modern management concepts to achieve a competitive advantage. And thus several institutions and companies' began to pay special attention to human resources through the adoption of the application of the concept of empowerment, as it has a significant impact on improving performance. Leading business organizations recognizes that the concern of the human element is the way to compete and achieve excellence. There is no doubt that employees interest, is an essential and critical element for all types of organizations.

In the new knowledge-based economy, increasing the importance of creativity, and delivering a creative thought is the basis of the recognition of creativity that cause a radical transformation of the economies of the goods into the economics of ideas.

To innovate, organizations must provide an environment receptive to innovations of all kinds, as one cannot innovate in an environment that rejects all that is new, and even become organized environment creative environment, the departments must be convinced that the workers can bring creativity and invent solutions to problems, it should be on those departments to reconsider some of the rules that hinder the process of creativity among employees. And empowerment has a positive role in the development of creativity among

employees; in addition it gives the employees of the authority the freedom of action in the framework of the work. And being sensible forces behind the organization's activities which makes it incumbent on those organizations empowered attention because of its positive impact in the creativity of employees.

## **Theoretical review**

### **Empowerment**

The idea of paying attention to the empowerment of being multidimensional made it difficult to define a concept. In the application there are attempts to reach a more precise definition of this concept (Honold, 1997).

Thought Conger and Kanungo (1988) which are also pioneers viewpoint psychological / motivational, that enable workers is a psychological process rather than a delegate process. And that empowerment is to motivate self-efficient. Thus knew empowerment as "the process of empowerment of emotions for efficient self between individuals within the organization, by checking the cases to pay the shortfall in power. In this sense the empowerment depends on creating suitable to raise the motivation to accomplish tasks cases, by developing a stronger sense of individual competence.

Thomas and Velthouse (1990) confirm that empowerment is a situation creates cognitive through the environment, or the context of the work. Besterfield et al. (2005) defined empowerment as an environment in which possessed individuals the ability, confidence, and loyalty to assume responsibility process, and to improve the process, and to take the necessary to satisfy the consumer's well-known for achieving organizational goals and values of the limits of the requirements of steps.

In the same context thought Greasley et al. (2005) that the term force is the word commonly used in the various definitions of empowerment, focusing on the dynamics of redistribution of power process between management and employee's, most commonly be in the form of increased authority and responsibility to employees.

There can be no effective empowerment by simple attempts, and cannot be achieved naturally, or suddenly, but it requires a big commitment by management to do the job, and the results of empowerment programs need to be a good socialization and the constant attention to keep them (Cacioppe, 1998). Nesan and Holt (2002) believed that the successful empowerment requires a commitment of both sides, management and employees to improve processes, and participate in leadership, and update the organizational structure, and self-orientation to work as a team, and continuous learning for workers. The organizational structure designed under the hierarchy / mechanical encourages the mindset of negative behavior, so there is a need to move him to the organic forms of organizational structures, which are described as highly flexible lines of authority, official and low, and the expansion of the scope of supervision. In addition, Foster-Fishman and Keys (1995) states that if he they did not prevail a culture of empowerment among employees in the organization, the fate of the attempt to empower them is doomed to fail. This requires an environment of trust and mutual respect among employees.

## Creativity

Creativity a very complex phenomenon with multiple dimensions, which scientists disagreed on defining the concept of creativity. The lack of a clear and specific a definition may be due to the large areas in which the concept of creativity popularized on the one hand, and to researchers methodologies and reasoning intellectual school on the other hand, which can also be due to aspects of the creative phenomenon and complexity of a third party (Zetown, 1987).

Altogether we can say that there is no consensus on the definition of creativity and this is not something strange, but agrees with Gundry researcher who believes that any attempt to reach a consensus on the definition of creativity, perhaps incompatible with the idea of creativity itself. Recognizing the difficulty of access to the specific definition of creativity. However, this difficulty should not exempt any researcher to stand on some of the definitions cited by the researchers (Alentivat, 2006). Higgins pointed out that creativity to the process in which they are creating something new has marked the value of the individual, group, or organization or community (Higgins, 2001). Hejan (1999) defined, creativity as the process which enables the individual creator to easily identify the shortcomings and inconsistencies in things, and that may seem full inconsistent in the eyes of others, and come up with ideas and responses characterized as appropriate and skilled, although it is familiar and uncommon.

Creativity appears in many levels including (Fayyad, 1995):

creativity at the individual level: so that the creative employees creative development work, through innate characteristics they enjoy, such as intelligence, talent or through the acquired properties as a solution problems, and these properties can be rehearsed and developed, and helps the intelligence of the individual and his talent.

Creativity at the level of groups: so that there are specific groups at work cooperate with each other to implement the ideas they bring and change something for the better.

Creativity at the organizational level: there is a distinct organization in the level of their performance and their work is often the work of these organizations typical and ideal for other organizations, and even organizations up to creativity, there must be an individual and collective creativity.

## Study Problem

Researchers believe that the empowerment of employees can affect in increasing their creativity, through raising their sense of independence and ability to conduct their business in their organizations. Accordingly can be formulated problem of the study the following questions:

What is the level of availability of creativity in the Social Security Corporation?

What is the level of employee's empowerment in the Social Security Corporation?

Is there an impact of empowerment on employee's creativity?

## Objectives of the study

This study attempts to achieve the following objectives:

1. Statement of the impact of the empowerment of employees in enhancing creativity.
2. A review of studies of the concepts of empowerment and creativity.

3. Verification practice empowerment in the Social Security Corporation.
4. Verification of attention creativity in the Social Security Corporation.

#### Suggested model

For the purposes of addressing the problem of the study and investigation of objectives, it has been building a hypothetical model presented by (Figure 1), which includes two variables, is the first independent dimensions of, empowerment and the second is the dependent Creativity of employees.

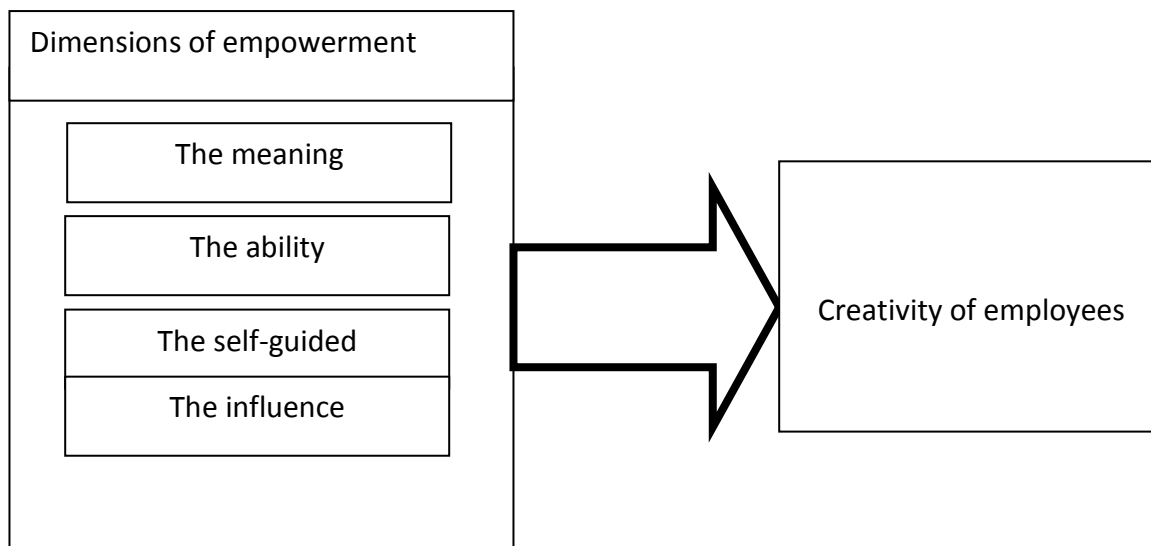


Figure 1: Study Model

#### Hypotheses of the study

In order to achieve the research objectives, the following main hypotheses and their sub-hypotheses are developed for testing:

Main hypothesis:

Ho-1: There is no statistically significant effect of the dimensions of empowerment (meaning, ability, self-guided, and influence) on the level of creativity for employees.

The main hypothesis stems from the following sub-hypotheses:

Ho1-1: There is no statistically significant effect of the meaning on the level of creativity for employees.

Ho1-2: There is no statistically significant effect of the ability on the level of creativity for employees.

Ho1-3: There is no statistically significant effect of the self-guided on the level of creativity for employees.

Ho1-4: There is no statistically significant effect of the influence on the level of creativity for employees.

## Research Methodology

### Population and Sample

The study population of the Social Security Corporation in Jordan, of (86) consists employee. Number of distributed questionnaires was reached (105) questionnaires were retrieved (95) questionnaires, and there was (9) incomplete questionnaires. Based on that, the number of questionnaires that have been analyzed (86) questionnaire, which they representing (82%) of the total sample.

Shown in Table (1) some of the characteristics of the study sample, where the number of males (58) and represent the percentage of (67%) of the sample size of the study. While the total number of females (28) and by (33%). In terms of the distribution of respondents by age group, it was the age group that lies between (41-50 years old) are the most likely age group, where the number of those who fall within this age category (38) and individuals representing the percentage of (44%) of the sample size . The category was less (51 years and above), the number of individuals reached in this category (7) individuals representing the percentage of (8%) of the sample size. The distribution of the sample according to qualification, the number of individuals who hold a bachelor's degree was their majority in the study sample, where numbered (68) and individuals representing the percentage of (79%) of the sample size. Regarding the distribution of the sample according to length of service in the company, the number of individuals who have reached a period of service (11-15 years) are the most likely category, where numbered (42) individuals, representing the percentage of (49%) of the sample size.

Table 1. Demographic characteristics of the study sample (n=86)

Demographic characteristics		Frequencies	Percentage
Gender	Male	58	67%
	Female	28	33%
	Total	86	100%
Age	Less than 30 years	12	14%
	31-40 years	29	34%
	41-50 years	38	44%
	51 years and over	7	8%
	Total	86	100%
Qualifications	Diploma or less	7	8%
	Bachelor	68	79%
	Master	7	8%
	Doctorate	4	5%
	Total	86	100%
Years of Experience	5 years or less	3	3%
	6-10 years	22	26%
	11-15 years	42	49%
	16-20 years	13	15%
	21 years and over	6	7%
	Total	86	100

Instrument validity and reliability

**Instrument validity**

The content validity of the questionnaire was determined by a panel of experts in the fields of, Empowerment and Creativity.

**Instrument reliability**

The reliability of the survey instrument was assessed through Cronbach’s coefficient alpha (a). Reliability from our sample showed a reasonable level of reliability ( $\alpha > 0.70$ ) (Sekran & Bougie, 2010), See Table 2.

Table 2. Reliability Analysis

Variables	Coefficient Alpha
The meaning	0.79
The ability	0.74
The self-guided	0.82
The influence	0.79
Creativity	0.81

Results and Discussion

The strength of the proposed impact was assessed using the respective statistical analyses summarized in Tables 3.

The results of this study show that the impact of the meaning on the Creativity is significant. The multiple regression result shows altruism has  $\beta = 0.475$ ;  $p\text{-value} = 3.810$ . The results prove that, the null hypothesis that there is no statistically significant effect of the meaning on the level of creativity for employees can be rejected.

In this situation, the employees who are working in the Social Security Corporation an important factor for creativity.

The ability is one of the factors that would encourage staff to creativity. Results of this study show that there is an effect of the ability on the creativity. The regression result ( $\beta = 0.483$ ,  $t\text{-value} = 2.313$ ,  $p\text{-value} = 0.013$ ) indicates that the effect of the ability on the creativity is significant at (0.05). Accordingly, the hypothesis is rejected 1 - 2

The self-guided is an important dimension that has a positive effect on Creativity behavior. Referring to Table 3, the 1-3hypotheses tested the no significant effect of the self-guided on the creativity. The regression result ( $\beta = 1.411$ ,  $t\text{-value} = 5.612$ ,  $p\text{-value} = 0.000$ ) indicates that the effect of the self-guided on the Creativity is significant at 0.01 level ( $p = .000$ ).

The results of this study show that the impact the influence on the Creativity is significant at 0.01 level. The multiple regression result shows the influence has  $\beta = 0.435$ ;  $p\text{-value} = 5.061$  ( $p = 0.000$ ). The results prove that, the null hypothesis that there is no significant effect of the influence on the creativity can be rejected.

From the above results, we can say that the objectives of the study have been achieved, the impact on the level of dimensions of employee's empowerment to enhancing creativity.

Table 3. Regression Results

Variables	Beta	t-value	p-value
The meaning	0.475	3.810	0.000
The ability	0.483	2.313	0.013
The self-guided	1.411	5.612	0.000
The influence	0.435	5.061	0.000

### Recommendations

The recommendations of the study was the most important, the need to encourage and support the senior management of any new ideas offered by employees and different functional levels, as well as increasing interest in providing empowerment dimensions.

Future research should also investigate whether the model could be used for a comparative study between the service sector and the industrial sector, testing for the differences and effects of empowerment dimensions in both sectors.

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