International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 4, No. 2, 2017, pp. 26-45.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

The Relationship between Human Resources Empowerment with Tend to Entrepreneurial (Case Study: Aghajari Oil and Gas Production Company)

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Abstract

The purpose of the research is to study the relationship between employees' empowerment with tend to entrepreneurship and creativity mediation in descriptive method and correlation type. The statistical population includes 800 permanent employees of Aghajari Oil and Gas Production Company. According to Morgan and Krejcie table, the sample size was estimated 260 selected by random sampling of the statistical population. The research tool is questionnaire including three questionnaires of the employees' empowerment dimensions (Spreitzer 1997), the tend to entrepreneurship questionnaire (Kuratko et al. 1989) and creativity questionnaire that were resulted modified Randsip questionnaire (Ivan Esivch and Mastson 1979). The formal and content validity of the questionnaires has been confirmed by the guiding professor, scholars and several people in the statistical population. Like the empowerment questionnaire 0.825, the entrepreneurship questionnaire 0.843 and creativity questionnaire 0.76, the reliability of the questionnaires was calculated based on Cronbach's alpha coefficient. In order to analyze the research data, the Spss22 and Amos 21 were used. In the statistical analysis, descriptive statistics were used to collect basic information such as average, minimum and maximum values, total data, standard deviation, frequency, and frequency percentage and in the inferential statistics, the Kolmogorov–Smirnov test, Kruskal-Wallis, analysis of variance (ANOVA), Mann-Whitney and independent T-test were used.

Keywords: Employees empowerment, tend to entrepreneurship, creativity, Aghajari Oil and Gas Production Company.

Introduction:

Human resources are the most important and the most valuable assets of an organization. With respect to unreliable, dynamic and competitive environmental conditions, and the era of information and knowledge with a source of human resources, the most effective way to gain competitive advantage in the current conditions is to make more efficient the employees of the organization to entrepreneur in business processes due to empowerment. In other words, human resources development through empowerment of employees on a large scale could lead to entrepreneurship within the organization. The quality and empowerment of human resources are of important factors in the survival of organizations. In other words, the importance of human resources is more than new technologies and financial resources. Today, in different countries in the management knowledge and economy, the economy-oriented entrepreneurship and entrepreneurs have received special attention. The entrepreneurship and creating a favorable environment for its development is one of the tools to develop economics of countries, especially in developing countries (2004, Archie Bong). In the present competitive world, organizations need ways of changing and managers must take advantage of the creativity and innovation of human beings and the appropriate environment to provide entrepreneurial activities. Given the importance of entrepreneurship in today's competitive world, the environment must be provided in the organizations in which people desire to entrepreneur with psychological empowerment of people and creativity mediation.

The Problem Review

With the advent of the third millennium and the era of knowledge, research and knowledge-oriented organizations have been shaped in which survival and competitive advantage maintenance in long-term are dependent on innovation in the design and development of new products (Arabi and Mousavi, 2009, p. 3). The features of today's organizations include dynamics, complexity, ambiguity and tradition avoidance and are constantly influenced by their surroundings and they accepted change as an inevitable necessity. Forecasting changes will be confronted with the problem in a reasonable accuracy. In today's world, innovation and entrepreneurship thinking and application in the organization is inevitable. As the birth and death of organizations depend on insight and capabilities of founders, growth and survival depend on the factors such as ability, creativity and innovation of human resources (Rasekh, 2007). Schumpeter viewed entrepreneurship as the main driving force in economic development and knows its role the innovation or "building a new combination of materials" (Hooman et al., 2006). Today, in different countries in the management knowledge and economy, the economy-oriented entrepreneurship and entrepreneurs have received special attention. The entrepreneurship and creating a favorable environment for its development is one of the tools to develop economics of countries, especially in developing countries.

According to the Universal Declaration of Entrepreneurship, there is a strong correlation between national economic growth and national and organizational entrepreneurial activity level (Archie Bong, 2004). The research carried out show that the main challenge for companies and organizations in the twenty-first century is that if organizations are engaged in repetitive and mechanical conditions in such a situation, they will be destroyed, because most organizations not because of the threats but mainly due to the decline of creativity and innovation have been destroyed (Malmiri, 2007). One thing that has long occupied the mind of thinkers, psychologists and scientists in humanities and organizational science and it is believed that that can be a major

influence in the development process of organizational activity is how to grow creativity and initiative among the employees of organizations.

The societies that can revive and flourish their creativity in organizations, development and prosperity can be expected for them and vice versa at any level that creativity is not fostered, scientific, industrial and cultural depression must be assumed. Therefore, today's organizations should make a revolution in mind of managers and employees. They should provide conditions that all employees find creativity and innovation spirit and can continuously perform their creative and innovative activities (Amirkabir, 2007). But one of the key components of the increase and the development of creativity and innovation for employees is inner motivation of a person and skills related to creativity and innovation that is in fact the psychological empowerment of employees. (Hosouri and Anvari, 2005) because psychological empowerment of employees as a new approach to intrinsic motivation to free up the forces and inner strength of people as well as providing opportunities for entrepreneurs and consequently the blossoming of the talents, abilities and competence of employees, and in fact, includes the individual perception on his/her role in job and organization. (Abdollahi, 2005). Because creativity is the main component in an organization, so in order to promote organizational entrepreneurship the right conditions should be existed within the organization and individuals that is one of the major factors for facilitating and strengthening the organizational entrepreneurship, empowerment of working people in the organization. In the meantime, many organizations enhance organizational learning ability and implement empowerment programs as solutions and try to overcome inner and outer obstacles and create the necessary basis for training competent employees, implementing these programs, modifying variables affecting people feeling and enjoying learning and individual empowerment (Mohammadi, 2003) .

However, given that entrepreneurs want to take responsibility and more freedom in organizational structure and if they do not have such freedom, and their needs does not meet, the individual efficiency is reduced and even the person will leave the organization. So in order to prevent the outflow of entrepreneurs and creative people in the organization, the organizational entrepreneurship and an appropriate environment must be one of the main organizational strategies, empowering and freeing up delegation, changing organizational structure and creating opportunities for innovation and creativity (Ahmadi, 2007). The main issue that has attracted researchers' attention is that can the empowerment of employees in terms of psychology and making creativity lead to intra-organizational entrepreneurship? If so, what mechanisms is there to empower the employees in terms of psychology? Because oil and gas industries in the world which play a key role in shaping the industrial development in terms of region and world, more than ever there is a need for innovation and management. To be able to survive in the global markets and overcome competitors, the traditional methods must be abandoned

The Importance and Necessity of Research

Scott Vzhafh (1991) writes about the empowerment of employees: "organizations are internally and externally attacked". Externally, the fierce competition in the world, the incredible rapid changes, new demand for quality, service and resource constraints demand quick responding to organizations. Internally, employees feel that they are not honestly dealt with and so they are disappointed and the organization expects much more and continuously changes the rules of game. At the same time, employees seek significant work, more honesty and openness and demand self-discovery and more prosperous of the employees. Against

these practices, the manager should employ a group so that the organization can perform its duties. The working environment requires employees to make decisions, find new solutions to problems,

be creative and be accountable for results (Iran Nejadparizi, 1996). In fact, today the slogan "you are doomed if not creative" is a serious warning for organizations (Al Alvaani, 2007).
Also gradually approaching the depth of the information and knowledge era and traditional jobs are disappeared, in order to find a suitable place in the labor market and to be productive in superhuman economies, we must move towards skills that can not be automatic. In many cases, people will not be looking for today jobs, but they will be innovated, defining the problems that are solvable with their superhuman skills; the skills like exploration and creativity are the main features of a superhuman that it must be done by a creature that is alive and acts live and has consciousness. If you act like a robot, you accept the risk of being replaced by it. The future super-occupations are based on five "living skills":
1. Discovery: means "why" of science, life and business.
2. Creativity: means shaping a new thing in mind.
3. Implementation: means arranging creativity fruits in real world; means ability to execute a plan.
4. Effectiveness: means interacting with others to inspire, guide, and empower them; what is excellently expected.
5. Physical activities: means conscious interaction with tools or body (Samson, 2007).
So the empowerment and development of entrepreneurs in the organization can lead entrepreneurs to serve their community in which they live and work and welcome customers and managers because they are independent and goal-oriented in their ideas, react appreciations and rewards of the others, lead their ideas, have a style to solve problems and create new solutions for different problems, have the power to make decisions with the people out of the organization, create different solutions for different problems and communicate deliberately with the people outside the workplace and organizational skills (Ahmadi, 2007). Among the success factors of oil and gas companies in the world economy is considering entrepreneurs and analysis of their problems in terms of entrepreneurship, because entrepreneurship is a way to recreate the economic and institutional capabilities. So it is necessary to study the role of creativity in the relationship between empowerment of human resources and entrepreneurship in organizations whether the employees of an organization can lead to creativity, innovation and entrepreneurship which is a necessity for today competitive economy and organizational development for the future, providing appropriate working and environmental conditions for individual development.

Definitions and of terms and research variables

Organizational Entrepreneurship

Thompson (2000) sees entrepreneurship as a process in which a new member with new value is created with creativity and using the time, resources, risk and other factors (Nahid, 2009, p. 42). Äärelä believes that organizational entrepreneurship has three dimensions that includes: innovation, developing products, services or new processes and risk (Hadizadeh Moghaddam, Rahimi Filabadi, 2005 p. 24).

Entrepreneurship

Entrepreneurship is the process of providing new ideas and innovation and taking advantage of facilities and opportunities available based on knowledge of its business and risk acceptance. An entrepreneur provides land, manpower, consumables and capital and using decision making power, skills and individual talents in design, organization, implementation and management of unit to realize his/her ideas (Motahari, 2007). Entrepreneurship is a process or concept in which an entrepreneur with new and creative ideas and identification of new opportunities, by mobilizing resources, create new enterprises and business, growing new and innovative organizations. It is combined with the risk, but often introduces the product or provide service to

society. Therefore, the "entrepreneurs" make changes that may have led to the astonishing advances (Poor Dariani, 2004).

Tend to Entrepreneurship

Entrepreneurship should be defined as tend that is found in people to create entrepreneurship behavior, including to create and identify the opportunities and use modern methods (Waight, 2007). Also, Morris and Kuratko (2002), quoted by Kuratko (2010), express a tend to entrepreneurship refers to an individual or organization tend to accept and use the new opportunities and also responsibilities for creative change (Van Prague, 2007). It should be said about the importance of entrepreneurship tend that accumulation of tend and opportunity is enough for entrepreneurship, that is people are the entrepreneur when they want to be, firstly, and secondly they have the time to doing it. He believes that if people do not have enough tend, certainly they will not be the entrepreneurs (Kuratko, 2010). He also expresses that one of two main elements of entrepreneurship is the entrepreneurial behavior. According to (Mvryanv and Gvrgyvsky, 2007), tend to entrepreneurship is important because it is a predicator and a factor affecting entrepreneurial behavior.

Empowerment

Empowerment of employees is a set of systems, methods and measures applied by development of capabilities and competence of individuals to improve and increase productivity, growth and development of organization and human resources with respect to the objectives of the organization (Carter, 2001). Empowerment means one of the best management strategies of employees leadership work and sometimes it is thought to be thoughts delegation led to work in certain conditions. The power delegation is appropriate to the traditional democracy but the empowerment clearly shows the mutual relationship and interaction between the leader of organization and employees.
Such a process would evolve democracy. Empowerment means that we can jointly and completely work together. Empowerment is a key factor in stimulating new employees with new, independent and developed values. Empowerment considers the continuous learning as a key factor in the success of organization and performance. Empowerment involves the spirit and thought of employees who seek for freedom, direct control release and creativity (Aghayar, 2007).

Feel of Competence (self-efficacy)

When people are empowered, they feel self-efficacy, or they feel they have the necessary ability and expertise for the success (kay at el, 2008).

Fee choice (self-organization)
This then implies that empowered people feel that are independent to carry out their duties, can decide on their job duties and they have the necessary powers to determine the time and speed to do the tasks (Abdolahi et al., 2006, p. 54).

Effectiveness Feeling (accepting personally the result)
The empowered people feel that they have a key role in realizing the targets and missions of the organization, control job results and outcomes, affect what's happening and control obstacles and limitations.

Significance Feeling (being valuable)

It refers to a working target is based on one's ideals and standards. If a person is doing a duty, it is considered as valuable and it has a significant feature. (Spreitzer, 2005:15).

Confidence

It refers to the relationships between manager and employees and vice versa. Confidence is related to interest, competence, openness and assurance (Abdollahi, 2004, p 24).

The Researches Background

The results of the research carried out by Ali Panahian (2014) titled "the relationship between power delegation, empowerment and enhancement of the effectiveness of organizational capitals and sports of Isfahan province" with a sample size of 207 people indicate that power delegation increases the effectiveness, and thereby self-confidence and finally power delegation affects empowerment, age, education and type of employment and decision making.

Koushki and colleagues (2014) in a research studied "the impact of psychological empowerment aspects and working spirituality on entrepreneurial behaviors in Mamoot Company". Based on the conceptual model obtained from the combination of the three variables of psychological empowerment, working spirituality and entrepreneurial behaviors, six hypotheses were compiled and in the end, the research model based on the analysis of the test track was compiled. The results show that among three variables studied in this research, there is a significant positive relationship.

Mashdoor Vardehghani (2015) carried out an applied and sectional research titled the "relationship between the implementation of management information systems with organizational entrepreneurship, case study: Medical Science University of Yasooj". To collect data, a questionnaire was used. The Cronbach's alpha method has been used to assess reliability. The validity was confirmed by content validity. To investigate the relationship between variables, Pearson correlation and Kendall methods were used. The results showed that there is a significant and positive relationship between the implementation of information systems with organizational entrepreneurship.

Laschinger & Finegan (2005) in their research entitled "Application of empowerment in creating a sense of respect and trust in the workplace" concluded that there is a relationship between the empowerment and equitable treatment and empowerment must go through the different behavior and fairness to them. In their opinion, this type of empowerment of people should be based on education.

Gumusluoglu (2007) in a research titled "transformational leadership, creativity and innovation", studied a model of the effect of transformational leadership on the creativity of followers in the individual level and on the innovation in the organizational level. This model was tested on 163 employees and managers in 43 small and medium-sized software production company in Turkey. The results show that transformational leadership has a significant impact on individual and organizational creativity. At the individual level, hierarchical linear modeling results suggest that there is a positive relationship between transformational leadership and employees creativity. In addition, transformational leadership has an effect on employees creativity through psychological empowerment. At the organizational level, regression analysis results show that transformational leadership has a positive relationship with organizational innovation.

Agnly et al. (2007) studied "the relationship between psychological empowerment and managers trust" and they evaluated 220 Turkish Banks managers as statistical population of 220 Turkish bank managers in this study. The results showed a significant and direct relationship between trust based on knowledge in managers and psychological empowerment.

Wen, Yu Anu D (2010) in his research titled "the effect of transactional leadership, psychological empowerment and creative atmosphere on employees creative performance" studied the positive relationship between individual psychological empowerment and creative performance in the workplace.

Praksmatz (2010) in a research titled "the factors affecting organizational learning" showed that the ability to learn and intra-organizational educational systems in the long term will lead to empowerment.

Zhang et Barthel (2010) studied “the organizational creativity and psychological empowerment” and obtained a significant relationship between these two variables its subscales.

Fock et al (2011) studied "the relationship between psychological empowerment and working motivation and intention to step down among the directors of the high schools in Malaysia" and concluded that there is a significant relationship between empowerment dimensions and motivation and abandonment of the principles of empowerment lead to reduction in employees motivation and likely stepping down.

Rego et al (2011) investigated “the relationship between genuine leadership with creativity and empowerment mediation" and the results showed that there is a significant positive relationship among the variables in research.

Unité Scott et Stephen Gang (2011) in a research titled "the antecedents and consequences of group and psychological empowerment in the organization", showed that psychological empowerment is aligned with a wide range of outcomes such as job satisfaction, organizational commitment and performance optimization.

Smile and colleagues (2011) in a study entitled "The relationship between management, empowerment and organizational commitment" can be discussed and demonstrated the commitment of management and there is a significant relationship.

Mvsldyy et al (2013) in a study entitled "The impact of the genuine leadership on creativity and innovation" to the conclusion that the original leadership has a significant effect on creativity and innovation.

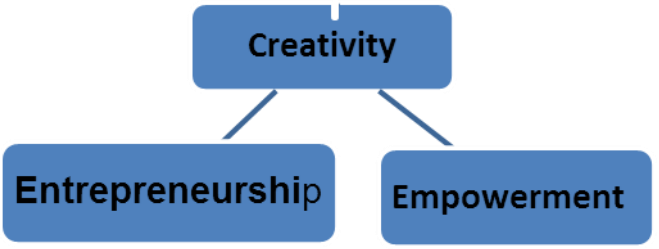
Smiley et al (2011) in a research studied “the relationship between management, empowerment and organizational commitment” and showed that there is a significant relationship between empowerment and management.

Musldyy et al (2013) in a research titled “The effect of authentic leadership on creativity and innovation” resulted that the authentic leadership affect significantly creativity and innovation.

Moriano et al (2014) in a research titled “The effect of transformational leadership on determination of organizational entrepreneurship” showed that managers play a vital role in encouraging and supporting individual initiatives to explore new opportunities, to develop new products or to improve working methods for the benefit of the organization. This study examines the impact of leadership style on employees behavior and entrepreneurship. To analyze the data, 186 employees belonging to the Spanish language were used. The results show that transformational leadership has a positive impact on entrepreneurial behavior of employees in organization. Lechner and Gudmundsson (2014) investigate the relationship between entrepreneurial orientation and competitive strategy and performance of the business companies. Their findings indicate different effects of entrepreneurial orientation dimensions on cost leadership strategy and differentiation and performance of the company.

The Conceptual Framework of the research: Now, summing up the referred theories and empirical research findings, we can provide the theoretical model of the research. The theoretical framework of the research is the conceptual model based on theoretical relationships between the factors and variables affecting the object from which research is derived, include: organizational empowerment and entrepreneurship and creativity.

Figure (2-6): The conceptual model of the research



The Research Methodolo

The purpose of the present research is applied and descriptive based on the research nature and method. The type of the research is correlation with a descriptive method. The statistical population includes 800 (in 2015) permanent employees of Aghajari Oil and Gas Production Company. According to Morgan and Krejcie table, the sample size was estimated 260 selected by random sampling of the statistical population. The sampling method is the simple random sampling. In order to analyze the research data, the Spss22 and Amos 21 were used. In the statistical analysis, descriptive statistics were used to collect basic information such as average, minimum and maximum values, total data, standard deviation, frequency, and frequency percentage and in the inferential statistics, the Kolmogorov–Smirnov test, Kruskal-Wallis, analysis of variance (ANOVA), Mann-Whitney and independent T-test were used. The research tool is questionnaire including three questionnaires of the employees' empowerment dimensions (Spreitzer 1997), the tend to entrepreneurship questionnaire (Kuratko et al. 1989) The formal and content validity of the questionnaires has been confirmed by the guiding professor, scholars and several people in the statistical population. In this research, the empowerment questionnaire with 19 questions and the entrepreneurship questionnaire with 20 questions and modification of the creativity questionnaire.

The Purposes of the Research

Determination of predication ability of tend to entrepreneurship by the employees creativity
Determination of predication ability of tend to entrepreneurship by the empowerment dimensions

The Hypotheses of the research

The psychological empowerment dimensions have the ability to predict creativity.

The employees creativity has the ability to predict tend to entrepreneurship.

The psychological empowerment dimensions have the ability to predict tend to entrepreneurship.

Descriptive Statistics					
Standard deviation	**Average**	**Maximum**	**Minimum**	**Total**	
0.59981	3.7085	7.05	2.05	250	**Empowerment**
0.43186	3.9179	4.90	2.30	250	**Entrepreneurship**

The Table of Hai Factor Load Estimation (Non-standardized regression coefficients)						
Significance level	t	Deviation	Coefficients			
			1.000	Significant feeling	<---	Empowerment
***	4.684	0.399	2.622	Competence feeling	<---	Empowerment
***	6.643	0.377	2.508	Freedom feeling	<---	Empowerment
***	5.899	0.466	2.747	Effectiveness	<---	Empowerment
***	6.252	0.344	2.148	Trust feeling	<---	Empowerment

Questionnaire reliability		
Total questions	**Cronbach's alpha**	
19	0.825	**Empowerment**
20	0.843	**Entrepreneurship**
4	0.697	**Significance feeling**
4	0.663	**Competence feeling**
4	0.773	**Freedom**
4	0.436	**effectiveness feeling**
4	0.594	**Trust feeling**
61	0.915	**Total**

***	3.529	0.125	0.441	Entrepreneurship	<---	Empowerment

Out of 250 respondents to the dimensions of the empowerment questionnaire, the highest average is related to the significance feeling with 4.07 and minimum average to freedom with 3.54.

The variable of total questions

Total coefficient

Normality Test

In the next step, the normality of the variables should be considered. Accordingly Kolomograve-Smirnov test is uses. This test is done separately for each part. Results for each segment are as follows.

Table (4-1): Normality Test

Creativity		Entrepreneurship		Empowerment			
Significance level	Statistics	Significance level	Statistics	Significance level	Statistics		
0.200	0.105	0/099	0.119	0.200	0.094	20-30	**Age**
0.017	0.089	0/010	0.093	0.078	0.076	31-40	
0.200	0.094	0/050	0.115	0.200	0.071	41-50	
0.103	0.181	0/200	0.134	0.200	0.108	51 or upper	
0.200	0.080	0/200	0.097	0.200	0.095	High school diploma and lower	Education
0.200	0.101	0.200	0.085	0.013	0.144	Associate's degree	
0.010	0.096	0.023	0.089	0.200	0.068	Bachelor's degree	
0.005	0.190	0.200	0.118	0.200	0.098	Master's degree and Ph.D.	
0.169	0.117	0.200	0.101	0.200	0.109	1-5	Records
0.010	0.120	0.200	0.088	0.200	0.081	6-10	
0.200	0.099	0.069	0.134	0.111	0.126	11-15	
0.200	0.069	0.017	0.104	0.097	0.086	16-20	
0.200	0.109	0.200	0.143	0.200	0.154	Manager	Position
0.196	0.108	0.150	0.112	0.200	0.089	Expert	
0.049	0.066	0.038	0.068	0.023	0.071	Employee	
0.200	0.134	0.090	0.168	0.200	0.135	Female	Sex
0.040	0.061	0.013	0.068	0.029	0.063	Male	

Fit tests of general model of input covariance matrix include 47 observed variable and 1175 sample torques. According to the hypothetical model, there are 47 regression weights and 50 variances and 47 intercepts totally 144 parameters; so the model has 1031 degrees of freedom (144-1175) and the chi-square fit index was calculated. These findings suggest that the model does not fit well with the data (Table 4-9). $\chi^2_{(n=250,df=1031)} = 2493/536$ is with the significance level 0.000. Although the chi-square test indicates a lack of fit of the model with the variance - covariance, however, $0/05 < RMSEA = 0/076 < 0/08$ that indicates the acceptance of the model. Statistics NFI, RFI, IF, TLI and CFI are all less than 0.9 but we should bear in mind that fit indicators should be applied with the sample size and other distribution, especially when these indicators are not less than 0.9, so any decisions on the validity

of a model depends on aspects such as adequacy and interpretation of estimates, the complexity and theoretical aspects of the model. (Table 4-10).

Table 4-9: The chi-square test of empowerment model

Significance level	Degree of freedom	chi-square
0. 000	1031	**536/2493**

Table 4-10: Fit indicators of empowerment model

RMSEA	CFI	TLI	IFI	RFI	NFI	
0.079	0.632	0.598	0.641	0.466	0.512	**Model**

The standardized indirect relationship of empowerment and entrepreneurship

The non-standardized indirect relationship of empowerment and entrepreneurship equals to 0.297 (0.852*0.349).

The standardized indirect relationship of empowerment and entrepreneurship is equals to 0.230 (0.488*0.471).

The indirect effects of empowerment and entrepreneurships

Factor load				
0.230	**Entrepreneurship**	<---	**Empowerment**	**Standardized**
0.297	**Entrepreneurship**	<---	**Empowerment**	**Non-standardized**

According to the question, the relationship between two variables of empowerment and entrepreneurship with creativity mediation from structural equations is used to be informed, because the indirect relationship of empowerment and entrepreneurship must be obtained which is the response of a non-standardized relational at 0.297 which is a weak relationship

The table of standardized Hai factor estimation

factor load estimation			
0.834	**Significance feeling**	**<---**	**Empowerment**
0.837	**Competence feeling**	**<---**	**Empowerment**
0.815	**Freedom feeling**	**<---**	**Empowerment**
0.0592	**Effectiveness feeling**	**<---**	**Empowerment**
0.679	**Trust feeling**	**<---**	**Empowerment**
0.341	**Entrepreneurship**	**<---**	**Empowerment**

The determination of creativity prediction ability by the empowerment dimensions.

Table of correlation coefficient		
R Square	R	Model
0.213	0462	1
0.265	0.515	2

Table 4-15: Analysis of creativity variable variance and empowerment dimensions						
Significance level	F	Squares average	Degree of freedom	Total squares	Model	
0.000b	66.962	10.259	1	10.295	Regression	
		0.154	248	37.937	Remaining	
			249	48.267	Total	
0.000c	44.294	6.390	2	12.780	Regression	
		0.144	247	35.488	Remaining	
			249	48.267	Total	

b predicator variable: intercept, significant
C predicator variables: intercept, significant, competence

Table 4-16: The coefficients of creativity model and empowerment dimensions				
Significance level	t	Standardized coefficients	Non-standardized coefficients	Model

		Beta	Standard error	B		
0.000	13.498		0.177	2.395	Intercept	1
0.000	8.183	0.462	0.043	0.353	Significant	
0.000	11.329		0.186	2.103	Intercept	2
0.000	6.192	0.367	0.045	0.281	Significant	
0.000	4.150	0.246	0.038	0.159	Competence	

Correlation coefficient table	
R Square	R
0.240	0.490

Table 4-18: Analysis of variance of creativity variable and entrepreneurship					
Significance level	F	Average of squares	Degree of freedom	Total squares	Model
0.000	78.093	11.595	1	11.595	Regression
		0.148	247	36.673	Remaining
			248	48.267	Total

Table 4-19: The coefficients of creativity model and entrepreneurship					
Significance level	t	Standardized coefficient	Non-standardized coefficients		Model
		Beta	Standard error	B	
00	8.3		0.223	1.871	Intercept
0.0	8.8	0.490	0.057	0.501	Entrepreneurship

Is the creativity able to predict the entrepreneurship? The regression was used and eventually there is a correlation between entrepreneurship and creativity and the model is as follows:

Entrepreneurship 0.501 + 1.871 = creativity

Which is interpreted as follows:

If the entrepreneurship variable is increased 1 unit, the creativity will be increased 0.501.

The dimensions of psychological empowerment have the ability to predict tend to entrepreneurship.

Table 4-20: Correlation coefficient		
R Square	R	model
0.207	0.455	1
0.266	0.516	2
0.298	0.546	3
0.314	0.560	4
0.306	0.554	5

Table 4-21: Analysis of variance of entrepreneurship variable and empowerment dimensions						
Significance level	F	Average of squares	Degree of freedom	Total squares	Model	
0/000	6.2564	9.592	1	9.592	Regression	
		0.148	248	36.662	Remaining	
			249	46.254	Total	
.000	6.1644	6.156	2	12.312	Regression	
		0.138	247	33.942	Remaining	
			249	46.254	Total	
0.000	6.7534	4.595	3	13.786	Regression	
		0.133	246	32.468	Remaining	
			249	46.254	Total	
0.000	9.2700	3.329	4	14.516	Regression	
		0.130	3	31.738	Remaining	
			249	46.254	Total	

					al	
0.000	**0.8236**	**4.725**	**3**	**14.174**	**Regression**	
		0.131	**246**	**32.080**	**Remaining**	
			249	**46.054**	**Total**	

a criteria variable: entrepreneurship

b predicator variable: intercept, competence

C predicator variables: intercept, competence, significant

d predicator variables: intercept, competence, significant, trust

e predicator variables: intercept, competence, significant, trust, freedom

predicator variables: intercept, significant, trust, freedom

Table: The coefficients of entrepreneurship model and empowerment dimensions

Model	Non-standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Intercept	2	0.135	21.2	2.1021	.0000
Competence	0.288	0.036	0.455	98.03	.000
Intercept	2.290	0.182		6.1212	.000
Competence	224	0.037	0.354	95.97	.000
Significant	0.197	0.044	0.263	4.440	.000
Intercept	2.150	0.183		11.760	.000
Competence	0.141	0.044	0.223	0.3179	002
Significant	0.202	0.043	0.270	4.644	.000
Trust	0.119	0.036	0.220	3.335	001
Intercept	2.133	0.181		11.768	.000

0.000	11.768		0.181	2.133	**Intercept**	
0.106	1.623	0.130	0.050	0.082	**Competence**	
0.000	4.470	0.058	0.043	0.193	**Significance**	
0.010	2.603	0.177	3	0.096	**Trust**	
0.019	2.370	0.180	0.042	0.100	**Freedom**	
0.000	12.053		0.180	0.173	**Intercept**	
0.000	5.024	0.082	0420	0.211	**Significant**	
.001	6.336	0.214	0350	0.0116	**Trust**	
0.000	3.632	0.240	0.037	0.0134	**Freedom**	

Discussion and Conclusion

Tend to entrepreneurship through empowerment dimensions can predict. The results of the research hypothesis that tend to entrepreneurship through empowerment dimensions can predict, in accordance with Table 9,10,11 showed tend to entrepreneurship through empowerment of employees can predict, and finally there is a correlation at 0.554 between the dimensions of empowerment and entrepreneurship (only three variables of freedom, trust and significance have a relationship with entrepreneurship. This outcome was in line with Lalianpoor (2011) as the empowerment lead to meet needs for the employees creativity and enhances learning, and consequently the trust, independence and freedom of the individual. Also it is in line with the results of the research carried out by Shafi (2006), Farahani and Falahati (2007), Nasiri et al (2012), Mashayekhi et al (2012), Moriano et al (2014), Etebarian et al (2010), Unité Scott et Stephen Gang (2011), Esmaeil et al (2011) and Mashdoor Vardehghani (2015). Empowerment is a phenomenon that provides the context and environment required to make creative behaviors, but these phenomena are likely to occur through several intermediate variables, in other words, it seems that the support of supervisors of creative and innovative behaviors and ides provides the required environment or context to affect motivation variables in employees and strengthening creativity in workplace. Empowerment through different mechanisms lead to creativity. At first, the functional expectations in the field of creativity and innovation of employees provides the environment of human and positive communication among supervisors and employees. The support and effectiveness feeling increase emotional
and positive states, cognitive capacity, self-efficacy and creativity in employees. The support of employees or Pygmalion effect, ie exterior and positive expectations about the performance or abilities cause better and higher performance. Empowerment feeling and self-efficacy made by managers for employees and creativity ability feeling in the workplace can lead to creativity. In short, the support of supervisor through self-efficacy mechanisms increases the strengthening and developing of positive emotional states, sense of energy and the intrinsic motivation of employees.
The ability to predict creativity through empowerment dimensions: The results of the hypothesis studies showed that creativity through empowerment dimensions can predict. According to the table, there was only significance feeling in the model which is the

correlation between the variable of creativity and significance feeling was 0.462 and the square of correlation in the first step. In the second step (the last), the significance feeling and competence are inserted in the model in which the creativity correlation with two dimensions of significance feeling and competence is 0.515 and the square of correlation 0.265. As we can see, the model is better by increasing competence. Then, three variables of trust, freedom and effectiveness feeling are not in the model and they have not any significant relationship with creativity. The result is in line with the results of the research done by Mirmohammadi, Rahimian (2014), Salehi et al (2013), Ali Panahian (2014), Koushki et al (2014), Jang et al (2003), Zang and Bartel (2010), Michael G. Estal (2005), Fook et al (2011), Esmaeil et al (2011), Unité Scott et Stephen Gang (2011), Moriano et al (2014) and Mashdoor Vardahghani (2015).

Given that the competence feeling make the model better, it can be said that competence feeling enhance self-esteem to engage in working problems and trying to improve and change. There is this feeling in a person that makes a person consider his/her tacit knowledge and experience valuable and try to apply it to improve their performance. This is the creation of combination type in which he/she believes his/her innate abilities and apply his/her valuable knowledge and experience to create new ideas. People with high competence feeling believe their capability and ability to do successfully tasks and thus they have an incentive to do their work. They seek the right alternative solutions in the face of challenges.

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