Organizational Learning: A Way to Achieve Psychological Empowerment

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Abstract: The purpose of this study is providing a structure that shows what the effect of organizational learning on psychological empowerment is. The study which seems there is many evidence about it but it has not been proceeded independently. The research is performed as library and the latest printed versions and credible scientific research websites has been used as the sources. The results show that the psychological empowerment related to organizational learning and in fact, organizational learning facilitates psychological empowerment.

Keywords: Organization all earning- Psychological empowerment

INTRODUCTION

Empowerment is a new method for the survival of the leading organizations in a competitive environment. In the TQM strategy, if the employees empowerment does not matter, the strategy should doomed to failure. Continuous improvement (kaizen) is the time that the employees access to necessary information and be trusted by management in order to obtain the ability to apply their skills and abilities. Traditional organization needs only to people who do certain work and not question. Today's work environment requires employees who can decide, find new solutions for problems, be creative, and be accountable for their work results. Less decision-making, less top to down directives, and democratic leadership style, all are prescribed as a prerequisite for new organizations with high performance [1].

Argris says: "Organizational learning is an ability and capability that all organizations should realize, nurture, and discover it." This is for the reason that how much the organizations be progenitor in the organizational learning; they can distinguish their mistakes and reform them easier. The mistake's concept is any mismatch of program that will be done and is what occurs in act. In the organizational learning, the emphasis is on the detection and correction of functional errors that potentially or actually causes a bad risk for the organization; and when an organization faced with many problems, organizational learning will be in trouble [2]. It seems that one of the barriers to organizational learning is the inability to the group's goals in the organizational learning. In summary, the reasons that imply on the necessity of empowerment can be stated as:

A: developments in data processing and information technology.

Developments in the implementation of informational systems of information technology-management and computer using have affected the organizations to eliminate the middle level.

B: Increasing competition and increasing the need to meet customer demand as a result of it.

C: The personnel structure that their level of education and expectations have increased.

D: In general at the community level and particularly the enhancement of tendencies to democratization.

E: The emergence of the knowledge and the human element as the most important source of competitive advantage and strategic look at human resources (human capital) [3].

DEFINITIONS AND CONCEPTS
Organizational Learning

Organizational learning is the process of finding the errors and reforming them. Organizational learning obtained based on shared vision and mental, mental models, and knowledge and based on the past experiences and past events. Organizational learning is a process that occurs with knowledge acquisition and performance improvement over the time [4].

Simon has also defined the organizational learning as vision growth and renewing the building and successful reviewing the organizational problems by individuals that its results reflected in structural factors and organization results [5].

Organizational learning is a reflective process that implements by members of the organization at all levels and includes a set of data obtained from internal and external environments. This information is refined through a process of group understanding and its outcome is common interpretations that could be used in future organizational measures in the face of environmental changes on the organizational behaviors and theories [6].

At American dictionary the learning is defined as: "acquisition of knowledge, understanding or being dominated through experience or study" [7]. In1990 decade the issue of organizational learning was just one of the topics of management orientations and from that date onwards, the organizational learning was affected by new management topics. Some proposed definitions of organizational learning are as follow:

Organizational learning is a dynamic process that enables organizations to quickly adapt with the changes. This process is consists of production of new knowledge, skills and behaviors and is reinforced by cross-functional sharing and collaborative learning. The results of these two principles are creating a learning culture and a common culture among all employees [8].

Individual learning is done by experience, interviews, research, and development of effective mental models in the mind. But organizational learning happens when the group learns to interact, share the knowledge, and work collectively in total; which will improves the group's performance and causes the group members obtain the ability for doing the works in a better way [9].

Garvin (1993) also offers a similar definition. Learning is defined as a process which unfolds over the time and accompanies by knowledge acquisition, deeper understanding and improvement in performance.

Organizational learning is defined as a collective capacity based on experimental and cognitive processes and includes the acquisition, sharing, and optimization of knowledge [10].

Organizational learning is a function that takes place in the informal organization. This function should be used to create a new perspective, learning, and offering new paradigms [11].

Organizational learning is defined as a series of organizational measures such as knowledge acquisition, information distribution, information and memory interpretation which affects consciously or unconsciously the positive organizational changes. In recent years the importance of the study and analysis of organizational learning has increased and different researchers have used different approaches to analyze it, including psychology approach, community approach, and organizational theory perspective.

Empowerment

The "Empowerment" has been defined in the Oxford compact English dictionary as: "being strong", "giving justification", "giving strength", and "being capable". This word means giving strength and freedom to people in order to control themselves and in the organizational concept means a change in culture and courage in creating and conducting an organizational environment. In other words, empowerment is designing the organizational structure so that the people have the ability to control themselves in it and also being ready to accept more responsibilities. Empowerment creates conditions in clever, confident, and honest employees which the employees will be able to control their working life and will achieve to sufficient growth to accept more responsibility for the future under it [12]. Empowerment means that employees can understand their duties well before to tell them what to do [13]. In other words, empowerment is the means of removing barriers to growth, increasing risk-taking, increasing creativity and innovation, enabling individuals to solve problems, increasing responsibility, and eliminating fear. In summary, empowerment is the means of removing everything which causes to stop the individual's growth, freedom, confidence, participation, and cooperation [14].

- Empowerment is the process to achieve continuous improvement in organizational performance which performed through development and expansion of influence based on the competence of individuals and teams on the scope and tasks that affect their performance and overall organizational performance. Empowerment does not mean giving suffrage, autonomy, and motivation to employees. Although more interest to do more works is the result of empowerment. The empowerment's long-term goal is creating continuous improvement in the overall performance of the organization; and its immediate goal is deployment of competences that exists in the organization [15].
- Empowerment is the development process: a process that enhances the ability of employees to solve problems, and promotes their social and political insights. Empowerment enables employees to identify and control the environmental factors [16]. Empowerment means giving authority to people; and this means helping people to improve their sense of self-confidence, overcome their disability or helplessness, create motivations in people to do their activity, and

mobilize their inner motivations for doing their duties [17].

- Empowerment is one of the leading concepts of modern management. The main goal of empowerment is presenting guidance and training of necessary skills to employees to take independent decisions according to the standards of organizational culture [18].
- Empowerment means learning something to employees to do their work lonely and be less reliant to the head [19].
- Empowerment means that employees be able to understand their duties well, rather than tell them what to do [20].
- Empowerment is the extrication of the internal forces to achieve amazing achievements.
- Empowerment is the assignment of official authority and legal authority to staff [21].
- Empowerment refers to an inner sense in people that makes them to take decisions independently in the process of their work [22].
- Empowerment is encouraging people to participate more in decisions that affect their activities. In this way we can provide opportunities for people to show that they can create good ideas and fulfill them [23].
- Spreitzer define empowerment not only as the result of a process, but also define it as a factor that is impressed by the organizational, environmental, and individual factors from one side and acts as an effective factor in organizational effectiveness from another side [24].
- Empower mentis providing more freedom, working independence, accountability for decision-making, and self-control in doing works for employee [25].
- Empowerment is the set of systems, methods, and actions which is employed through individual's competence and abilities development for improving the productivity, growth, and prosperity of the organization and workforce [26].
- Bowen and Lawler define the empowerment as participation in the four organizational elements of the information, reward, decision-making authority, and knowledge [27].
- Empowerment is: knowing what is to be done, doing what is necessary; and is the tool for doing it [21].

DIFFERENT APPROACHES OF EMPOWERMENT

In fact, this approach refers to attitude, evaluation, and analysis of a subject. In the academic resources, empowerment has introduced as a rational, motivational, incentive, and super incentive structure.

Rational structural approach

In this approach, empowerment is a process that a leader or manager shares his power with subordinates (Here the power is as the formal authority or control over organizational resources and is not personal power). In this approach, the emphasis is on participation in the organizational authority. According to Burke's (1986) idea, empowerment is delegation and endowment of authority [28]. Many management theorists know the empowerment equivalent by delegation of authority or decentralization indecision-making which its result is emphasis on the participatory management techniques, quality circles, self-management teams, and mutual targeting [29].

Motivational approach

According to experts' ideas, motivational approach of empowerment rooted in motivational empowerment of individuals. Any strategy that leads to enhancement in the self-decision making and personal efficacy, will leads to their empowerment [12]. According to them, the use of empowerment term as a new incentive paradigm has expanded at the time that the global competitions has made inevitable the necessity of doing several researches to find new forms of management that encourage people to take risks, commitment, and innovation. This procedure has been highlighted specially in the fields of leadership and organizational culture; the fields that researches was shown in them that how charismatic and transformational leaders can create strong faith and exercising overall controls in their staff through Induction of idealism. These researches highlight the importance of encourage ingrate her than imposing to do works through making works meaningful and authentic [18].

Psychological approach

In this approach, the attention is less toward delegation of authority in decision-making and the incentive processes among employees is considered more. This approach that was first proposed by two researchers named Conger and Kanungo expresses that empowerment is the process of increasing the sense of self-efficacy among members of the organization by identifying themselves and eliminating factors that cause weakness the authority. In this approach, empowerment is a process that occurs with development of a culture of empowerment.

PSYCHOLOGICAL FACTORS OF EMPOWERMENT

Psychological dimension of empowerment is avoided from age study of management activities and instead emphasize the perception of employees [30]. In one of the best performed empirical studies in the field of empowerment to the present day which has been

done by scholars such as Thomas and Velthouse, Conger and Kanungo, Spreitzer and Mishra; five key dimensions of empowerment were identified as follows. In order to the managers obtain the ability to empower their employees; they should create these five characteristics in them:

a) The feeling of competence: The feeling of competence or self-efficacy is one's belief to his ability and capacity for doing things with high skills.

b) The feeling of having choice: Thomas and Velthouse define the autonomy and feeling of having choice as employees' freedom and independence in determining necessary activities to perform job duties [1].

c) The feeling of being effective: This feeling means the extent of one's ability to influence in the

administrative or operational strategic consequences in their work [31].

d) The feeling of being meaningful: Epelbaum and Hanger believe that being meaningful is finding an opportunity in which people feel to pursue important and valued career goals [1].

e) The feeling of having trust to others: Trust refers to the relationships between supervisors and subordinates (managers' trust to employees or vice versa).

Empowerment from the psychological perspective and structural perspective has many differences with each other. Some of these differences are mentioned in Table 1.

Table 1: Empowerment differences from structural and psychological perspectives

Empowerment from psychological perspective	Empowerment from structural perspective
1- Empowerment in the meaning of giving energy.	1- Empowerment in the meaning of giving choice.
2- Emphasis on the internal commitment to the job, simple controls, risk-taking, and innovation.	2- Emphasis on the participatory management, quality circles, self-management teams, and mutual targeting.
3- The basis for creating empowerment in individual is himself and his perception.	3- The basis for creating empowerment in individual is himself and his perception.
4- The process of creating internal motivation through preparing the environment and providing a conduit for feeling transfer- Greater effectiveness.	4- decision-making delegation process in a clear frame work and emphasis on accountability
5- Applying empowerment in the organization from bottom to top.	5- Applying empowerment in the organization from top to bottom.

PSYCHOLOGICAL EMPOWERMENT'S DIMENSIONS:

Thomas and Velthouse (1990) ascribe the psychological empowerment as the process of enhancing the intrinsic motivation of job which contains four cognitive field of: The feeling of competence, the feeling of being effective, the feeling of being meaningful, and the feeling of having choice. The five internal elements that affect the internal tendency and named internal-psychological empowerment can be recognized according to other researches that were performed by Spreitzer and Mishra (1992). These variables are: 1-The feeling of competence, 2- the feeling of having choice, 3- the feeling of being effective, 4- the feeling of being meaningful, 5- The feeling of having trust to others.

When managers can develop these five dimensions in others, this means that they have successfully empowered them.

Self-efficacy (The feeling of competence)

Existences of this feeling in individuals caused people feel self-efficacy; or feel have the necessary ability for doing a work successfully. Empowered people not only feel competent, but feel confident that

they can do works high quality. They have a feel of superiority and believe they can learn and grow to meet new challenges. This feeling determine that whether individual will try for doing a hard work or will not. "Bandura" believes that the individual's beliefs intensity about their effectiveness may affect their scale of endeavor in a specific situation. When individual have a trust to himself for doing a work in a specific situation that otherwise would be threating to him, he will be involved in activities and behaves with confidence. "Effectiveness expectations" determined that individuals will how try in the face of obstacles and incompatible experiences and how long they will keep stamina.

Three conditions are necessary to individuals feel competence:
1- Believing that they have the capacity to work.
2- Believing that they have the capacity for trying.
3- Believing that nothing cannot prevents individuals from doing the desired job. In other words, when people feel competent with the least skill and ability, develop the willingness to do a job and develop the belief that there is no obstacle for being successful, they will feel empowerment.

Self-determination (The feeling of having choice)

Empowered people feel self-determination. Self-determination, the feeling of having choice, and being pioneer in activities adjustment demonstrates processes' continuity and independence. Some examples in this area include making decisions about job procedures or evaluating efforts in doing activities [24]. Being "self-determination" means experiencing the feeling of having choice in implementation and private organization of the activities partially. When people be employed voluntary in job duties instead be employed forcefully, they will feel self-determination and having choice in their job. In this condition, their activities area consequence of freedom and personal authority [32].

Empowered people have a sense of responsibility and ownership about their activities [33]. They consider themselves active and started. They are able to do creative works willingly, take independent decisions and put new ideas to test. This people cognize themselves as the center of controlling their activities instead feel that their activities are predetermined, controlled from the outside, or are inevitable and permanent. So people who feel empowered likely have internal locus of control. In the annual human development reports of the world bank (2001-2000) and in the studies of human empowerment of this bank in African countries (2005), the feeling of having a choice in people divided in to three components:1- Having a position or opportunity to select. 2- Using the choice opportunity. 3- The ability to obtain good results and being success in the elections [34].

The feeling of being effective (consequence personal acceptance)

This feeling is one's influencing ability on the strategic, official, and operational consequences of him job activities [35]. Impact is the opposite of disability; furthermore, is different from the locus of control and is influenced by it. Internal locus of control is a personality trait that is constant in various situations of one's life. People who are empowered and the impact dimension is strong on them do not believe to their abilities limiting by external constraints within their working area and believe that they are able to control these constrains. They have a feeling of "active control" and make environment in line with their wishes (Contrary to passive control). They try to maintain their control over what they see rather than have a reactive behavior against the environment [32].

Grin Berger believes that the feeling of being effective is: "individual beliefs in a particular time about his ability to make changes in the desired direction". Enjoying the feeling of being effective in work is completely related to the self-control feeling. In order to individuals feel empowered, they not only need to feel that what they do has an effect, but also they need to feel that they have the ability to create that effect; This means they should feel that they have dominated on the control of production, and so have a feeling of empowering. So, having a feeling of personal control is essential for the health and empowering. On the other hand, even the most empowered people cannot fully control what is happening to them. However, empowerment helps people to accept the results that they can control. As this work depends on the ability to detect areas of influence, it also depends on the ability and volition to change the external environment in order to increase the domination on it [36].

The feeling of being meaningful (being valuable)

Being meaningful is in the concept of the value amount of career goals that is judged in conjunction with individual ideas or standards [32]. In fact, being meaningful contains the disparity between the requirements of role and job by personal beliefs, values, and behaviors. Regardless of organizational coercion, people tend to try on the goals that they will have a concept for them. In fact, the employees prefer to work with people who have similar values with them [37].

Empowered people have a feeling of being meaningful and valorize for the purposes which they are employed. There is heterogeneity in their ideas and standards by what is being done, and these activities are considered important in their value system. They use their mental or psychological power in their job activities and have a sense of personal importance from their working. They experience personal link and relationship as a result of those activities. Therefore, being meaningful paid to their value attitude [36]. Activities that have a meaningful nature create a sense of being purposeful, excitement or mission for people; and provide a source of enthusiasm and energy for people instead waste their energy and enthusiasm. In this conditions, job activities associated with more human elements and done in a more valuable, fundamental, and personal form [32].

Earning personal gain do not guarantees being meaningful. For example, presenting service to others may not cause any personal remuneration. However, it may be much more meaningful than something that is of great benefit. Often, the request for doing a work that has little or no meaning for staff will create an extravagant cost for participations. Alienation resulted from being meaningless and power and motivation resulted from meaningful work [38].

The feeling of having trust to others

Trust refers to the relationships between supervisors and subordinates (manager's trust to employees and vice versa). Trust relate to favorite,

competence, openness, and confidence to others [24]. Having trust to others allows someone to try in order to reveal hidden ways or play politics with having confidence and using a true method without waste of force for self-protection. As trust environments allow people to be educated, empowerment link strongly with the feeling of having trust to others. Having the feeling that the behavior of others is based, stable and reliable, the information can be considered reliable and the promises will be all done, all are part of the formation and growth of a feeling of empowerment in people. In short, the feeling of having trust to others makes able people to feel safe [39]. Empowered people have a feeling of trust and are sure that will be treated fairly. These people are confident that, even in a subordinate position, their work final results will not be harm and damaging and will be righteousness and peace. What this means is that they usually feel confident that operators or owners of the centers of power will not damage them and they will be treated fairly. Nevertheless, empowered people believe that eventually they will not notice any damage resulted from their trust to others [12].

EMPOWERMENT METHODS

Traditional managers were constantly giving orders and control employees, but in the empowerment environment, management should be removed from subjective frame of command and control and step on a supportive and a sense of responsibility-based environment; in order to employees have the opportunity to participate appropriately.

Some of the new management methods that can be used to empower employees are the following:

- **Determining the future prospects:**
  When the future prospect be clear and everyone knows that where is the aim, and his/her job can how help to reaching the target; he/she will adjust and accomplish his work in a manner that be able to convey within a prescribed path. Therefore the future prospect describing for making activities dynamic and purposeful will be important.

- **Public distribution of information:**
  It is necessary for the new manager to present all information to his/her staff and avoids from hiding information. Incredible results can be attained only by presenting information to others for doing their works and also giving freedom to them for using information. Sharing of information shows to staff that there is a trust to them and the goal is using of their knowledge and talent. If all of information is provided for owners be presented to staff, they will attain a feeling similar to owners. Owners are persons that know themselves responsible about everything be true in the company; because they have information that causes they have a more complete picture of the company. When people have a feeling like owners, they will operate as them.

- **Participation in decision making:**
  Employee participation in making decisions about complex issues leads to providing a context for developing talents and presenting innovative ways using their creative mind to solve problems.

- **Delegation of authority**
  When people have sufficient authority, they will act and make decision with their full ability and power, and will perform what they think is true, and thus self-sufficiency will be strengthen in them.

- **Having trust to employees**
  Humans are like resources have not been fully exploited. When they realize that their boss has trust to them and wants to use their thoughts and abilities, a sense of mobility will create mobility in them; as be seemed that they were waiting for an opportunity to know the organization from them and devoted themselves entirely for it.

- **Having regard to people's interests**
  One of the most important and interesting cases in empowerment is that the employees be involved in their interesting works that were not previously able to explore and exploit them. This leads the alienation and hatred of working be not created in people.

- **Involving people in setting goals**
  Empowerment process endorses in the point that people should participate in decision-making and be responsible. So, if the manager has set goals for themselves and tells them to fulfill them, the goal makes itself unsteady fundamentally. Something that should be done is involving people in writing their own goals. If people feel that the goals belong to them, they will try to achieve them.

- **Responsibility opportunity**
  Employees should be allowed to do some of the works that they might wish. If one is looking for more responsibility, it can be given to him/her. And if someone reveals a hidden talent, an opportunity can be given to him/her to employ his/her ability. Empowering manager is someone who has high expectations from staff and gradually increases their responsibilities.

- **Facing with mistakes**
  It should be noted that people certainly will attempt to do some wrong at work. An empowering manager can use these mistakes as an opportunity for teaching and learning. It should be showed to employees that if they commit a mistake, the mistake will not come down on them like a sledgehammer. This behavior causes the

employees to not be scare of doing risks and making mistakes, and to fix their mistakes with stability.

- **Appreciation of employees**

  The manager should be sure that he will appreciate works that are done correctly by staff. Because when a correct work is appreciated, the person will try to replicate correct works to be rewarded again.

- **Expectations clarity**

  When employees know that what is the expectation from them and are allowed to do what works and what is their responsibility; they will not make mistakes due to existence of ambiguity.

- **Maturity**

  Employees usually consider themselves in the role of offspring and consider manager in the role of father and this issue caused that they be not mature enough. Manager should adopt a method in which the employees demonstrate their maturity and role as a parent rather than an offspring.

- **Asking solution**

  When employees pose a problem with managers, managers should ask the solution from them and say that: "In your opinion, what is the solution for the problem?" Applying this policy causes employees not rely on the manager for solving the problems, and help them to find the solution at times that the manager is absent.

- **Participation in planning**

  When employees are involved in planning, they should understand the goals and programs better, and because they had participated in the planning, naturally they will feel that they are more responsible about implementing them.

- **Relationship**

  A manager should try to communicate with their employees and so reinforce empowering process in this way; because empowerment is not possible without having any proper communication basically.

- **Being available**

  A manager should be sure that is available and visible. It is not true that he closes his room's door and says: "go and do your work". If he does it, employees will do the works in the same way they did previously. He must ensure that his office is always open and regularly goes to employees for talking about their work, opinions, desires and their dissatisfaction.

- **Being confirmed**

  Employees need to feel that they are approved by their manager, because they fell more secure in this way and their confident will be reinforced. For this purpose, a manager should:
  - Respects the staff.
  - Has the flexibility to meet their personal needs.
  - Encourages staff to develop and gain new skills.

- **Having oversight**

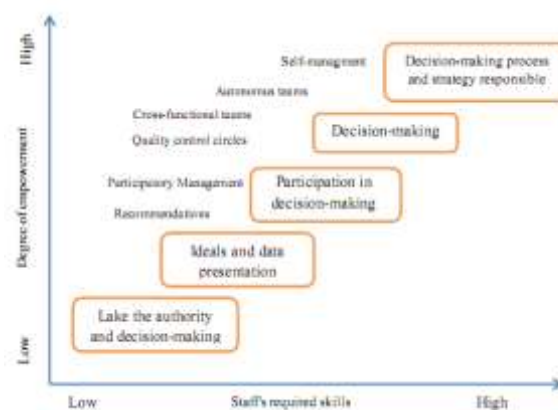 Hierarchical supervision causes spacing between managers and employees [40].

Fig. 1: Empowerment continuum [41]

Recently, more in terms of strategy, organizational learning is considered as a source of distinction between organizations and also is considered as a basis for creating competitive advantage; and the learning organization concept is derived from this view

that has caused to change in the traditional practices of business management.

Morales *et al.* define the organizational learning as the capacity of the company to maintain and improve its performance based on past experiences; and

consider this capacity as the ability of the acquisition and exploiting from tacit and explicit knowledge, knowledge sharing and use of knowledge in the organization. Today, with increasing emphasis on knowledge-based organizations rather than production-oriented organizations; knowledge is considered as an important factor in organizations; and enjoying a level of knowledge and updated information for the survival of organizations has become an undeniable necessity.

Table 2: A summary of scientists' comments about the organizational learning [42]

4th level	3rd level	2nd level	1st level	Expert's name
Perception of the environment	Individual actions	Environment reaction	Organization actions	Valsenn (1976)
Turning theoretical knowledge into practical knowledge	Adding new knowledge to the current knowledge system	Knowledge exchanging and dissemination	Information identification and knowledge creating	Huber (1991)
Producing information	Compilation and dissemination	Collective interpretation	Doing authority	Senge (2004)

THE RELATIONSHIP BETWEEN EMPOWERMENT AND ORGANIZATIONAL LEARNING

As it can be seen, empowerment factors are very close to organizational learning factors.

Making clear the objectives**,** responsibilities and powers of the organization

Employees should be aware of their responsibilities, tasks, purposes, mission of organization and its procedures and work processes.

Job enrichment and employees job promotion

The organization must proceed to make the employees' technical information up to date and increase the content of their job. Also it should use the job rotation techniques to fulfill the principle of succession in the organization.

Organizational morals and dependency

In order to meet this agent, the employees should be respected and their personal problems should be solved. The appropriate areas should be provided for producing invention, innovation, and creativity in employees and senior management should ensure that employees tend to do works that have been entrusted to them.

Trust, honesty, and intimacy

Organization should create a positive atmosphere and friendly working relationship between staff and increase trust between managers and employees.

Recognition and appreciation

The proportion of salary and bonus of employees by the work which they done, proper distribution of organizational amenities, and the proportion of job promotion of employees by their competence can cover the implied case.

Participation and teamwork

Using of opinions and ideas of employees in decision-making and their collaboration in improving and prompting the organization's works, Delegating to staff at different levels, participation of employees in offering commends for doing works in a better manner, and control of done works by employees by their own can be effective as a participation and teamwork factor in enhancement of the empowerment for organization's staff.

Communication

This factor is consist of communication and easy access of employees to managers and supervisors, clarity of employees' job communication with managers and supervisors, and employees' awareness about organization's current works in connection with their job field and etc.

Working environment

This is one of the effective factors that are focused on it in the organizations. Emphasizing on the safety and health of employees in the work place, creating opportunities for promoting employees, and reducing stresses in the workplace can be considered as some factors related to the environment.

Working methods and processes optimization

Clarity of information and job rotation in the organization, documentation of work procedures and periodic reviewing and reforming work methods, and simplification of works, all are important factors that fulfill the optimization of processes and procedures.

Information, knowledge, and job skills

Existence of amenities to develop job skills in the organization, Existence of effective and efficient fields in the organization, and having educational and technical information about positions can be useful to fulfill this factor [43].

CREATING EMPOWERMENT FROM THE PERSPECTIVE OF BANDURA

According to Bandura's idea, empowerment includes the following items:

- Improvement of job skills.
- Assignment of authorities.
- Creating successful working models.
- Accessibility to information.
- Using amplifiers and social stimuli.
- Establishment of spiritual and emotional support from staff [44].

FOREIGN RESEARCHES

1- A research entitled "psychological empowerment and organizational learning" was done by Grinsven and Visser in 2011 that had recounted the relationship between empowerment and organizational learning and had explained the positive and negative effects of empowerment on the organizational learning. In this research, the dependent variable was organizational learning and the independent variable was psychological empowerment. The research findings had shown that there is a meaningful relationship between empowerment and organizational learning [45].

2-Ogneli*et al.* (2007) had examined the psychological empowerment (meaning, effect, autonomy, and competence) and its relationship with trust to direct managers that 220 manager of Turkey (Ankara) bank had been evaluated in this research. Results have shown that there is a direct and significant relationship between trust based on knowledge and psychological empowerment in managers.

3-Naifeh (2001) had done a research in Wisconsin university entitled "Comparison of the organization learning in universities that have implemented the academic quality improvement project (AQIP) (modern universities) and universities that have not implemented the project (traditional universities)". The results had shown that the organizational learning in the modern universities is placed at a higher level than traditional universities.

4-"Speritzer"(1995) had examined psychological empowerment in his research. This research had become a base for empowerment's empirical researches. He had measured the psychological empowerment by using a Likert 7 value scale which includes four dimensions of meaning, competence, self-determination, and effectiveness; and then obtained its credibility at individual, group, and work (task) level. This criterion has been translated into several languages and has been applied in more than 50 different types of business activities and has been recognized valid in all cases.

5- Robbins (2002) had presented his recommended pattern for adjusting an integrated model and integrating different activity levels of complex relations of empowerment process. Dynamics of empowerment process had displayed as mutual interaction between workplace and employee in the range if organizational context; and the role of individual differences had been considered in their pattern. So this pattern had presented a framework for new studies according to identifying context, environmental, cognitive and behavioral variables in empowerment process.

6- Chen and Chen (2008) have done a study entitled "The Impact of Work Redesign and Psychological Empowerment on Organizational Commitment in a changing environment". This case study had been done on the staff of three private institutes in the Avand state of Taiwan who has redesign. The job redesign questionnaires (Hackman and Oldham questionnaire) of job replanning of psychological empowerment [24] and organizational commitment questionnaire (commitment to the values, commitment to effort, and continuous commitment) had been used for data collection. The results had been shown that employees' empowerment has a positive and meaningful effect on employees' commitment. In fact, three dimensions from five dimension of empowerment (feeling of meaningfulness, effectiveness, and self-efficacy) have a significant and positive influence on organizational commitment.

7-Holifield (1999) had done a study titled "A study of teacher empowerment and organizational commitment in Texas Accelerated Schools". The research was done on 218 teachers using empowerment questionnaire and organizational commitment questionnaire. The research results had shown that there is a meaningful relationship between the level of teachers' empowerment and organizational commitment.

8- Lynn (1999) had done a study entitled "The relationship between teacher empowerment and teacher satisfaction for novice and veteran teachers". This study had done among teachers from 6 high school using empowerment questionnaire and teacher satisfaction questionnaire and one open response question. Their results had shown that there is a relationship between the six dimensions of empowerment and nine subscale of teacher satisfaction; and empowerment dimensions are significant predictors for satisfaction of both groups of experienced and novice teachers.

9- Daniel (2008) had done a study entitled "The relationship between perceived teacher empowerment and principal use of power". In this study, a variety of

power sources, teachers' empowerment level, and empowerment barriers and facilitator shad been studied. Six features of teachers' empowerment are: decision-making, professional development, dignity, self-efficacy, independence and effectiveness of teacher. Five power sources of managers are also: reward power, coercive, legal, authority and expertise. Leadership authority questionnaire was used to evaluate the power source and empowerment questionnaire was used to evaluate the empowerment. The results had shown that using expert power and referent power to managers has the most impact and using reward and coercion has the least impact on the empowerment of the teachers.

EMPOWERMENT USEFUL RESULTS

Findings from a wide range of researches have shown that both employees and organizations can benefit from empowerment. When people feel empowered in their workplace, positive individual results can be achieved. These findings showed high job satisfaction among individuals and groups and also expressed a higher level of organizational commitment and underreported less tend to employees return as well as lower job pressures. Researches have paid to the issue that how each of the four dimensions of empowerment can predict these results. Meaning dimension and to a lesser extent competence dimension create intrinsic form of strong and consistent relationships with job satisfaction. Dimensions of meaning and competence proceed to predicting the career progression goals; while dimensions of self-determination and effectiveness are predictor of organizational commitment. The fact that the different dimensions of empowerment are linked to results is a supporter for combination of four dimensions of empowerment that is necessary to achieve a range of results. There is not any dimension of empowerment that presents results which be related to whole structure of psychological empowerment. But empowerment not only related to the positive business outlook, but related to the performance of newcomers' role with positive job performance such as managerial effectiveness, employees' effectiveness and efficiency. Competence and effectiveness dimensions more related to managerial effectiveness. Competence is also necessary for the performance, which signifies that what are the necessary skills and abilities for doing work right; and that the effect is the result of a strong early performance. This means that employees had seen their efforts make a difference in the past, and so they feel that they can be effective. These results suggest that psychological empowerment may enhance performance, because people go to beyond of their job needs and are more effective and innovative in their work. Empowerment also causes hyperactive behaviors that can lead to greater effectiveness of employees in their work. Researches about empowered groups also

indicate positive results. Empowered groups have better working unit performance such as better work performance, development of group process, customer satisfaction, and group effectiveness. Empowered members of group are more active and satisfy from their work and commit to the organization's group. Findings that relate social, structural, and psychological aspects have been observed in recent years. Researches show that key elements of social structural empowerment related to key elements of psychological empowerment and both of them related to performance, whether at the individual level, and at the group or unit level [46].

CONCLUSION

If we want to make those who are on the front line officer and responsible for taking decisions that influence on the organization life, necessary information for manager's decision making should be presented to them. Uninformed people are not able to make decision materially and are not able to risk. On the other hand, informed people always have to risk according to their abilities and make necessary decision for their business. The important point is that when we can expect people to take risks and accepters responsibility for the decisions that they have confidence to management and organizational systems. In hierarchical organizations the information are valued excessively and perhaps obedient people are rewarded. Until these interactions do not change, talking about empowerment will be futile. People ask themselves: If we make a decision with goodwill and despite personal effort that it was wrong, what will happen? If people areafraid of the consequences of their decisions (They don't have trust to leadership), they will not have any desire to take risks and make working decisions. It is more secure that another person makes this kind of decisions and so empowerment will be futile and absurd. But think a little and see, what is the best way for trust creation in the organization? Based on our experience we have reached the conclusion that one of the easiest and most effective ways to strengthen the spirit of self-organization is informational participation. If the leader is willing to power sharing (that information transfer is its indicator), people will realize clearly that manager is determined to reduce barriers to participation and inter people into participation and dominance loops. This claim is especially true when talking about participation in sensitive information.

Information participation will help people to understand the need to change and so a passion will be provoked in them which would propels the change process. In this condition, they will not say: we must change because they wanted that we change, and instead say: we must change because the problems that affect everyone and there fore we need to rethink. If people have enough information they will understand

that the performance of the entire company and even personal performance, which of them need to be improved in order to the company appears better in compete field, and of course they obtain more incentive to use their knowledge and experience to achieve improvement. Leaders must be very precise in giving information and should never give misleading and false information. Information which presented to people should be able to present a true picture of organizational condition. Information refining will causes to declination of trust and credibility which is obtained by true and accurate information exposition. In other words, say what really exist, not a word more and not a word less. Do not hide bad news and do not exaggerate good news. To strengthen the sense of trust and create interest in the organization, sensitive information related to company's performance should be presented to people. If the actual information be in disposal of people, people will begin to make their challenging targets using this information. Gradually, with enhancement of people's beliefs to accuracy and authenticity of information, the tendency to use the considerable knowledge and experience of individuals to create better conditions in the company will reinforce. Informational participation is more useful than informational speculation. In the start, you present a certain amount of information to people and you will understand that people's responsibility increase. Another point that attracted your attention is individual's trust enhancement to organization's leadership. These two outcomes increase the sense of belonging and participation and ownership in individuals, and make them determined to use this information to improve the company's performance.

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