

Investigating the correlation between the organizational norm and culture on the perceived support of creativity and innovation

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ABSTRACT

The values, norms and beliefs of an organization can support or hinder the way of creativity and innovation depending on the nature of their impact on the individual and group behavior. When these values and norms become as a daily habit in line with the organizational mission and goals, the set of employee in an organization seeks for the organizational promotion and development. This thinking, as a culture, penetrates different layers of organization has a constant impact on implementation of strategy. In this regard, the organizations require the higher flexibility, adaptability, entrepreneurship and innovation in order to effectively meet the changing need of today's environment. If the creativity and innovation are excluded from the human life, in fact, the human movement of dynamism, survival and life will be lost. Therefore, the creative managers, organizations and staff are the sides of creativity triangle in today's organizational world; and without any of them, the creativity and innovation will not be successful. Since the skilled and capable employees are considered as the factor of competitive advantage in organizations, the empowered organizations grant the sense of independence, competence, efficiency and significance to employees by giving the responsibilities and tasks to staff. Under these conditions, the labor seeks to implement his work thoughts and ideas by high energy. In this case, the organization will become creative by institutionalizing the creativity and creating the new thinking, and thus the synergy will be created in organizational innovation. This ultimately leads to the promotion of service quality and quantity, cost reduction, preventing the waste of resources, reduced bureaucracy, and consequently the increased efficiency and productivity, and the innovation in staff job satisfaction, and finally the organization can be consistent with changes of system and achieve the goal of efficiency.

KEYWORDS: Organizational norms and values, organizational culture, manager and employees, innovative culture and behavior, creativity and innovation

1. INTRODUCTION

According to the importance and applied role of organizational culture, it is an issue which is entered into the management and organizational behavior literature in recent decades. Nowadays, the managers in large enterprises have found that the organizational culture is considered as the source of all organizational abilities. It is found that the recognition and measurement of organizational culture current situation indicates the provided picture of importance which is given by the organization to the cultural values.

The organizational culture affects all aspects of organization including the missions and goals, determined strategies, organizational structure, relationships, attitudes, motivation, performance, employees' innovative behavior and management and finally the organizational effectiveness. The employees' psychological empowerment is one of the important effects and consequences of organizational culture (Hartmann, 2006); (Chiang, 2008) and it directly or indirectly affects the majority of organizational outcomes (Kanfar R. and Ackerman P.L., 2000). The managers should always seek to identify, change and develop the organizational culture in order to positively affect both the individual and organizational behavior and facilitate the access to organizational goals for themselves and others. The managers should understand the process of creativity and know how to select the creative people, simulate the creative behavior, and create such an organizational climate which develops the creativity and can provide the high levels of innovation and productivity because the innovation element is considered as the basic element of organization's survival. In fact, the slogan of "The failure is waiting for you unless you are creative and innovative" is in front of the human. The organizations should be able to take steps in line with management of rapid changes in today's world. Those firms, which develop the new ideas with appropriate speed, are successful in their growth and development. Therefore, the creativity and innovation are considered as the basic elements for survival of organization.

2- RESEARCH LITERATURE

Various definitions of organizational culture are provided in management literature. A group of researchers have defined the organizational culture as a set of basic assumptions which are well applied in the past and now accepted as the valid assumptions in the organization. (Hellriege, 1998).

The organizational culture is a set of common sense with features which constitute the dominant value system of organization and differentiate the organization from another. In fact, this is the factor which determines the way of doing the things and the mood which is felt by every new entrant in the organization. This culture is strong enough and penetrates the person and his organizational thinking and behavior. The culture is not a part of human or a mechanism created at the same time with his birth, but it is a set of all things created by the human. It includes the material and immaterial products and whatever comes from a generation to another rather than a thing obtained only by a generation. We know that there is no organization existed in a vacuum. The organizations live in an environment; they affect in and are affected by it. This interaction in the organization is associated with the organizational culture and individuals. This culture is rooted from the community, people and country and influences the organizations and thus it is institutionalized.

Robbins considers the organizational culture as an integral part of an organization. He believes that there a strong culture in the organization can provide the shared values which ensure that anyone is seeking for in the organization. In general, Turnham and Gunter have considered the functions of organizational culture as the internal integration and coordination.

Hall has considered the culture as the public heritage which includes all individual properties, behavior and thinking in a society and is transferred from a group to another (Hall, 2005). Wiener argues that "most of the researchers in the field of organizational culture have agreed that the common values are a key element in defining the culture".

From the perspective of Glasser, Zamanou, and Hacker (Glasser SR et al, 1987), the organizational culture is investigate in six areas including the team work, the collaboration in activities, integrity, support, conflict resolution, cooperation with colleagues, and open group communication. The moral climate is indicated by good work relations, respect for employees, fairness, trust and organizational personality. Information flow: This dimension is known by the enough information to do the job, and the stable relationship and communication with other work sectors and areas. Collaboration: The amount which the workers and staff express their ideas and participate in decision making and are encouraged by managers by providing their ideas and thoughts. Supervision: This dimension is associated with the rate, value, and clarity of feedback provided by supervisors on the performance. Sessions: The rate of effective and useful meetings where the people freely express their ideas.

According to these researchers' studies, the internal integration can be described as the socialization of new members in the organization, establishing the boundaries of organization, internal unity and stability of organization, organizational adaptability, a sense of identity among the people and commitment to organization. Furthermore, the coordination function is defined as the creation of competitive advantage, an environmental sense for the sense of acceptable behavior and stability of social system (which integrates the social constraints with organization). In fact, they believe that the organizational culture provides the shared meaning system which provides the basis for interactive communications and understanding, thus, if the organizational culture does not complete these functions in a satisfactory way, the organizational culture significantly decreases the efficiency of an organization. The functions of organizational culture are as follows:

1. It gives the organization an organizational identity. The ability of a company in attracting, developing and retaining the talented staff is what promotes a company. Robbins describes in his book, "Organizational behavior" that: The culture determines the organizational boundary; in order words, it separates the organizations and injects a sense of identity in the organizational members.
2. It facilitates the group commitment. The commitment can be defined as the psychological connection of individual or group to organization and covers the work involvement, loyalty and belief in organizational values because the service reward is among the prior than the common criteria and thus middle managers take the advantage of generous rewards.
3. Stability: It encourages the social system because the employees create the space, which is an unusual future of vibrant commitment to hard working and compliance for accurate monitoring, for organization by a sense of confidence in job security. In terms of social aspect, the culture is like an adhesive which can connect the components of organization through providing the appropriate standards in the field of what the members should say or do.
4. The culture shapes the members by helping them to find out about their work. In this case, the elites achieve the full-time job and start their jobs from the lowest level and become familiar with basic principles of organization by successful staff. The culture also leads to the unity and integrity among the members, so that they know the way of behavior and communicate with each other.

5. The organizational culture affects the performance and tasks of organizational management and provides the information about what affairs the manager can do and what cannot by creating the restrictions for management. The manager's action should be approved by the organizational culture, otherwise it will not be consistent with the values and not approved by the majority of members in the organization.
6. The culture is considered as a control factor which creates and shapes the attitudes in staff behavior, so that it creates the individual competence and appropriateness in the organization, proportion of individual attitudes and behavior to organizational culture and thus the person can become as a member of organization.
7. The culture helps the organization to adapt itself to factors of external environment. To understand exactly what is going on an organization, we should precisely investigate the works and experience them like a member of organization in some cases in order to understand the organizational culture. Some of the most visible and important aspects of organizational culture are as follows: Ceremonies, celebrations, and special symbols and language used in an organization.

1-2- Ceremonies and Celebrations

The ceremonies and celebrations are among the planned activities which are implemented as the special events in favor of the existing members in these celebrations. These are the special events confirmed by specific values. Four types of ceremonies are held in the organization as follows:

1. Inaugural ceremony: The person becomes familiar with new social roles in this ceremony.
2. Encouragement ceremony: The staff social status becomes strengthened in this ceremony.
3. Rehabilitation ceremony: The employees are trained for growth and development and become familiar with organizational tasks in this ceremony.
4. Cohesion ceremony: The individuals' feelings about each others are reinforced and also the organization strengthened in this ceremony because the individuals have more commitment to the organization.
5. Stories: The stories are the narratives of actual events which are seen by most of the members in the organization. Most of these stories are about the heroes who have become the models and are the symbols of cultural values and norms in the organization.
6. Symbol: It is one of the ways and tools which interpret the organizational culture. It refers to another thing. On the one hand, the ceremonies are the stories and slogans which are all the signs or symbols of physical condition in the organization.
7. Specific language: The language is the latest tool which influences the culture. The symbols, implications, metaphors, or a specific form of language are applied and the people induce their concepts to others by this way in most of the companies. (Sanford and Bornis, 2007) Since the organizational efficiency is focused on the human resources' values and enabling them, all organizations should achieve a type of rapid progress of technology and create the changes consistent with this development in all dimensions of organization in order to survive. The proper empowerment and utilization of human resources are the bases and starting points of all these changes.

Undoubtedly, the empowerment programs are not performed only with the aim at changing the attitudes and perceptions, but they are also implemented for developing the active and effective behavior which can affect the organizational results (J.S. Boundaries; 2009).

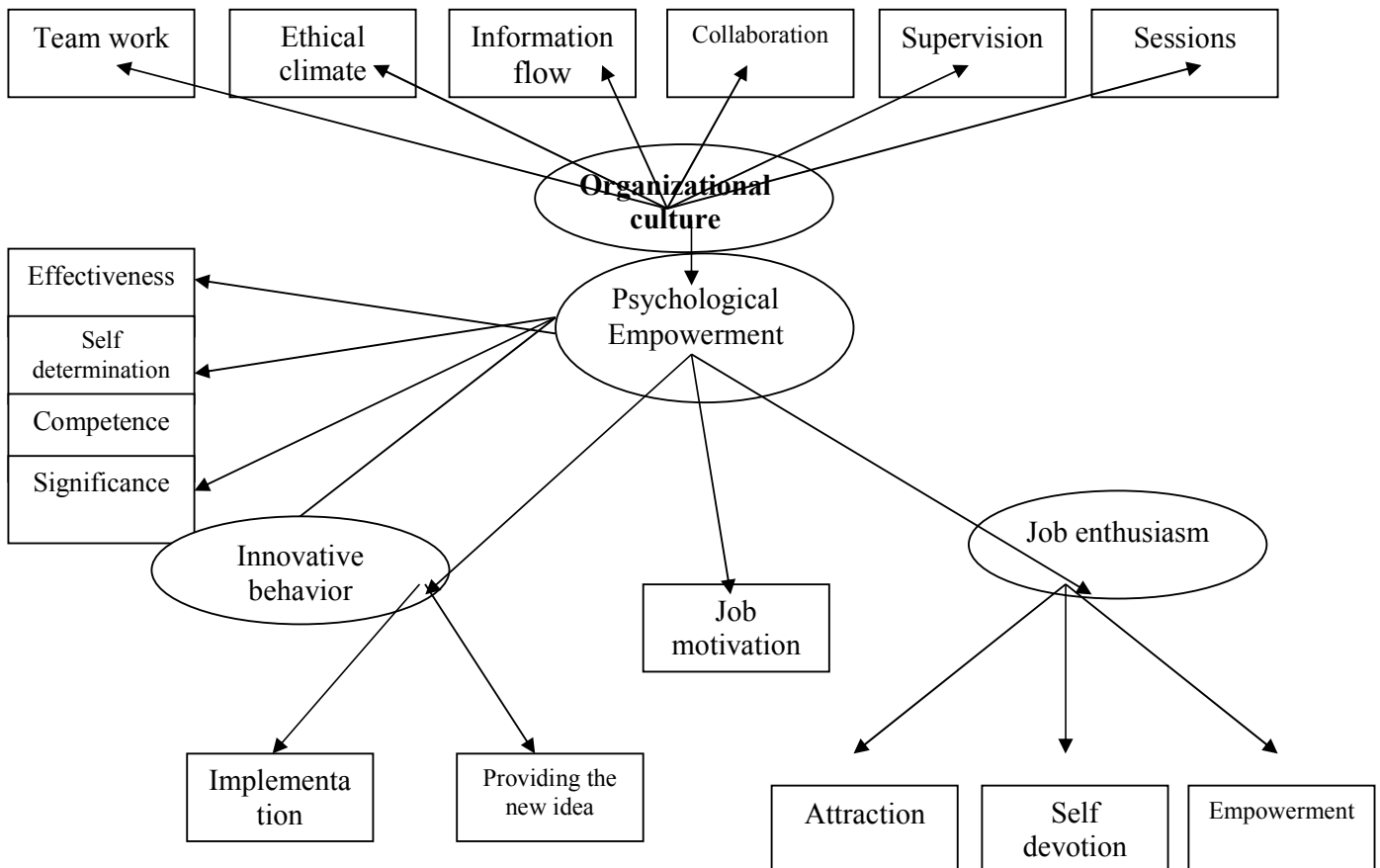
Stewart and Manz (Stewart G.L. and Manz C.C, 1997) have defined the empowerment as the employees' perceptions of abilities and power to cope with the events, situations, and employees who work with them at work.

Thomas and Velthouse have argued that the empowerment is a multidimensional concept and cannot be explained by a concept. Therefore, the psychological empowerment can be classified into four components (Thomas K.W. and Velthouse B.A., 1990) as follows: Significance: The opportunity under which the people feel that they pursue the important and valuable objectives (Appelbaum A.H and Honegger K, 1998); Competence: The competence or self efficacy refers to the individual belief in their abilities for doing the job activities professionally. (Gist, M., 1987); Self-determination: It refers to the individual feelings and perceptions of independence for starting, regulating and planning the job activities (Deci et al., 1989); Effectiveness: It refers to the individual' perception of being able to affect the job strategies, work implementation or results of job (Ashforth B.E, 1989). Different models have investigated the antecedents and consequences of psychological empowerment so far. Among these variables, the organizational culture is one of the most important predictors of psychological empowerment (Chiang C.F and Jang S, 2008), (Samad S, 2007), (Sigler T.H. and Pearson C.M, 2000). On the other hand, the organizational culture and psychological empowerment include the most important organizational outcomes, namely, the job motivation, job desire and creation of innovative behavior. The job motivation is a variable which creates the direction, intensity, and persistence of job behavior (Kanfer R. and Acherman R, 2000). Pinder has considered the job motivation as a set of energizing forces which are originated from the inside and outside of a person in order to be the starter of job behavior and it determine the shape,

direction, intensity, and persistence of job. The job enthusiasm is called to the amount of energy which is spent by a person for doing his job tasks and also the amount of acquired effectiveness in business (Schaufeli W.B et al, 2002). The job enthusiasm has three dimensions, namely, the attraction which refers to the individual focus on his job and makes the resignation from job difficult for a person (Salanova M. et al, 2006). Empowerment: In this dimension, the person takes the significant effort in his work and insists on difficult situations (Schaufeli W.B et al., 2002) Self-devotion: This dimension is determined with individual's severe psychological involvement with his work and is a combination of significant sense, enthusiasm and challenge. The employees' innovative behavior is a variable which is more taken into account in new studies and the researcher has considered it as the third variable. Mumford, Scott, and Gaddis (Mumford M.D. et al., 2002) have classified the innovative behavior into two dimensions: Presentation and examination of new ideas: including the processes of planning and analyzing the problem; discovery of ideas; creating and combining the ideas theoretically, and ultimately investigating their usefulness. The transition from the presentation stage and examining the ideas for their implementation changes the control structure of organization. The innovation creates an intervention in the power structure. The innovation process is necessary and essential, but requires the flexibility and empowerment as well as control and competence. The results of studies emphasize on the organizational culture as the basis of innovative process.

With regard to the introduced variables, the researchers have proposed a model for the way of combining these variables in Figure 1. Sigler T.H and Pearson C.M (2000), Baraba A.H. (2001), Dimitriadis Z.S. and Maroudas T. (2007), Samad S. (2007) and Chiang C.F. and Jang S. (2008) have found a significant positive correlation between the organizational culture and psychological empowerment in their studies. Thomas K.W. and Velthouse B.A (1990), Nokelainen P. and Ruohotiep (2003), Gagne et al. (2006), Hakanen et al. (2006) and Zhang X. (2007) have also conducted the studies on the psychological empowerment and job value motivation and found the positive correlations between them. Thomas K.W. and Velthouse B.A. (1990), Redmond, Mumford, & Teach, Spreitzer G.M., (1995) and Riley, Betli and Lin found the significant correlation between the psychological empowerment and innovative behavior. Furthermore, the studies by Chu, Laschinger, and Wong (2006), Gerco, Laschinger and Wong (2006), Laschinger H.K. and Wilkp (2008) and Kanai-Pak M. (2009) indicate the significant positive correlation between the psychological empowerment and job enthusiasm.

Figure 1: The proposed model for the causal correlation between the organizational culture and job enthusiasm, job motivation and innovative behavior with the mediation of psychological empowerment



Conger and Kanungo (1988) believe that the roots of empowerment should be analyzed as the power and control. According to a comprehensive definition of empowerment, Peters et al (2002) has considered the empowerment including seven dimensions of authority, decision making, information, independence, creativity and innovation, knowledge and skill, and the responsibility (Peters et al; 2002). The empowerment means the injection of force into the staff. The organizations should strengthen the feeling of self power in employees (Geisler; 2005: 48). The empowerment is correlated with the factors such as the delegation, job enrichment, and staff collaboration. Due to the empowerment, the employees properly do what have chosen or granted to them without the other individuals' supervision and control (Harley; 2006: 100). If the empowerment is properly understood and correlated with the idea of continuous improvement in general performance of organization, it will create the maximum operation of intellectual sources and this requires the transformational managers and leaders' support which motivates the subordinates in the organization to take efforts in line with the organizational objectives and interests and achieve them because the creative manager has the art of using the other individuals' creativity and finding the creative minds in the organization. The creative manger should create the space under which he can be innovative and motivate the individuals for creativity in the organization.

The managers can affect all three components of creativity, namely, the expertise, creative thinking skills and motivation, but the fact is that the effectiveness on the early two components is more difficult and time-consuming than the motivation.

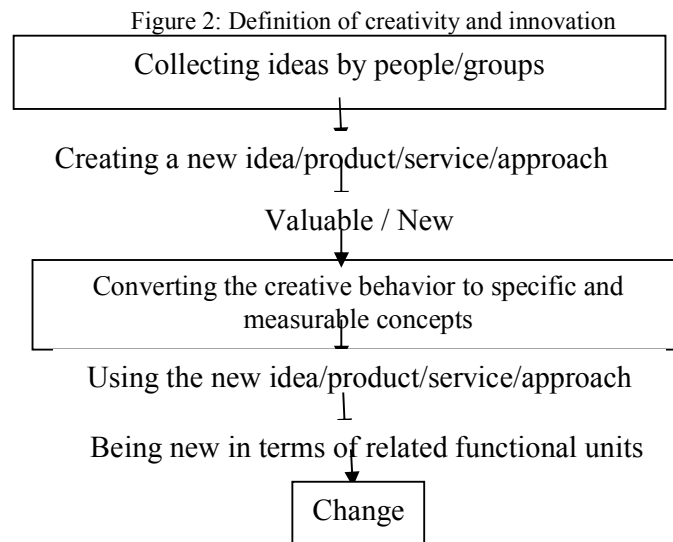
The creative managers' some of the characteristics are as follows:

- They welcome the creativity and innovation and not afraid of it.
- They emphasize on the encouragement more than the result according to the colleagues' positive characteristics.
- They focus on a subject and work.
- With have the scientific and research spirit.
- They have high levels of doing the mistakes.
- They have high critical spirit.

Therefore, the employees feel commitment to work and its consequences, and develop it as the increased job satisfaction and high effort. Bass's Transformational Leadership Model is accepted by the scientists and agents as the method by which the organizations can encourage the employees to perform beyond the expectations. Despite the great interest in Bass's model, this model also has problems. The most important problem of this model is its ambiguity in separating the sub-criteria of transformational leadership. This problem of the lack of support of factor structure for transformational leadership model and discriminant validity of components of this model is reflected in empirical studies. To solve these problems, Rafferty & Griffin have developed a set of transformational leadership sub-criteria which have theoretically higher reparability and the transformational leadership model by Rafferty & Griffin has 5 components including 1) Vision: It indicates an ideal image of future about the organizational values; 2) Inspirational relationship: Expressing the positive encouraging messages about the organization and statements which create the motivation and self confidence; 3) Support leadership: Expressing and taking into account the subordinates and considering their personal needs; 4) Civility stimulation: raising the employees' interest and knowledge of issues and increasing their abilities to think on the issues by new ways; 5) Personality appreciation: Granting the rewards such as the praise and approving the followers' efforts to achieve the specified goals. The organizational culture is the most important component which plays the role in facilitating and expanding the creativity and innovation processes or the opposite processes. From the perspective of Martin, a kind of organizational culture, in which we valorize for the innovation, change and creativity is one of the main challenges of today's management. This type of culture is the culture of participation and encouragement of team work.

If the organizational culture has the following characteristics, it can create the creativity in the organization:

- Acceptance of ambiguity;
- Tolerance of impracticability;
- Risk tolerance;
- Conflict tolerance;
- Emphasis on the goal instead of tool;
- Emphasis on the open system



All of these cases lead the organization to the innovation, but the human resource is the main and key pillar of all organizations and can help the organization to create the creative and innovative organization.

The organizations are continuously interacted with their external and internal environment. There are different, numerous and diverse changes in external environment and the organizations cannot be indifferent to them. In the case of any indifference and continuation of repeated behavior in a closed environment, this type of organizations will fail and not be able to maintain the current situation. Therefore, the continuation and survival of organizations and realization of their goals requires the predicted creativity and innovation movement in organizational pillars which are the staff, managers and organizational structure, and also its process should be designed and raised continuously and comprehensively in order to be safe from the collapse and loss.

Due to the logical flexibility of organizations against different changes and development of technology, the organization is updated and sets its policies, procedures, programs, and decisions based on the reality, and creates the changes if necessary, solves the problems and draw its development programs. In this case, the organization can survive and achieve the desired objectives.

The continuous and comprehensive improvement and innovation is in fact a kind of regular exploration to find the new ways and responses to environmental pressures and changes because the repeated reactions are not efficient yet in complex and changing today's environments in order to face with these changes and thus we should constantly search for new ways for responding to the environment. In other words, those organizations and systems, which are continually able to create and publish the new ideas and plans for coping with the environmental changes and pressures, can survive in complex and changing environment. The necessity for predicting the ways for solving the needs, which are created by possible changes in the future, is now the more evident issue for organizations. Any organization should be prepared for such these changes or take the risk for encountering with such this crisis.

Therefore, if the creativity and innovation is fully considered in practice and thought, it will lead to the growth and development of individual talents, individual, job and social success, increased quantity and quality in production and service, reduced costs and waste of material and human resources, increased employee's motivation, promotion of mental health and job satisfaction, promotion of productivity and growth and development of various organizations, the encouragement of healthy competition in production, distribution and service, reduced administrative bureaucracy and reduced sitting behind the desk and formality, and increased pragmatism and dozens of other advantages. Innovation: A company with the strategy of development and introduction of new innovative products or service to market before its competitors is called as the primary competitor of market or market pioneer. Ultimately, the innovation is the essential element of market entry strategy. (Juliac C., 2011)

3- Conclusion

In an attempt to create a supportive culture of creativity and innovation, the reliance on the open system approach is one of the best approaches to describe the organizational culture. In fact, this approach is a comprehensive approach (holistic) which suggests the correlation study, interaction and interrelationship of sub-systems and different cultural elements in an organization. The model of interaction between the people, roles, technology and external environment reveals a complex environment. Under these conditions, the creativity and innovation can be affected by several variables. The common values, norms and beliefs in the organization can

support or inhibit the innovation and creativity depending on how they affect the individuals and group behavior. Considering that the creativity and production of new ideas and thoughts by organizational managers and staff is significantly important and also with regard to the managers' characteristics in creative organizations and plans, which lead to more creativity and the culture that promotes the creativity, we can easily make the organization creative and the innovation as the shared belief and an institutional value because the creativity and innovation are essential for organizational life and continuation of their survival in competitive world and domestic and international markets. Under such these conditions, if an organization does not take a serious measure in line with the innovation and creativity, it will certainly fail because due to the vase development of science and technology and the entry of new products, the non-dynamic and without-innovation and creativity organizations will be quickly excluded from the competition and lose the possibility of compete and attend along with the competitors and thus will be changed into the closed and isolated organizations. This factor leads to the backwardness of these organizations and thus they become out of competition scene. To prevent the change of organizations to the a closed and isolated ones, the organizations of should be creative and innovative and thus the employees and experts should always take steps in line with the creativity and innovation and make this important issue as the organizational culture.

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