The Relationship between Innovative Organizational Climate, Organizational Justice and Job Engagement with Psychological Empowerment in Employees

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ABSTRACT

The aim of the present study was to investigate the relationship between innovative organizational climate, organizational justice and job engagement with psychological empowerment in employees of Ahvaz city. The sample of research included 400 subjects who were randomly selected through cluster sampling procedure based on Morgan table. For the measurement of the variable, Innovative organizational climate questionnaire, Organizational Justice questionnaire, Job engagement questionnaire and psychological empowerment questionnaire were used. The current research was correlation, and the data analysis was performed using Pearson correlation coefficient and multi-variant regression. The results at the p<0.0001 level it showed that there were a meaningful relationship between innovative organizational climate, organizational justice and job engagement with psychological empowerment. Also regression showed organizational justice and job engagement were predictive variables concerned with psychological empowerment.

KEYWORDS: Innovative organizational climate, Organizational justice, Job engagement, Psychological empowerment, employees.

1- INTRODUCTION

Changing in the conditions of today organizations has caused changing of their attitude toward manpower. In this condition the staffs of organization are not the success tool of manager and as the properties of organization, they have turned to main managers of workflow and partners of workplace. So, having only leadership skills is not sufficient for staffs and they need self-leading education methods [1]. For access to these features, organization must empower the most resource and competitive application agent, means human power [2]. Traditional methods of management in same conditions have cause removing of innovation and pioneering feeling, increasing of work capacity and limitation for them. Giving complete freedom in work also causes disorder and disruption of affaires. In fact, these two states have cause wasting of material and spiritual resources of organization and not getting to effectiveness [3]. Based on this factor, in the current time the center of attention to reducer factors of disability of staffs in performing occupational duties, is the concerned topic for improving of their performance. Today the main origin of competitive priority is not in application of IT spending, but is creativity, innovation, positive thinking, quality, commitment and ability of staffs which makes it good [4], and psychological empowerment of staffs have cause positive effects on attitude and behavior of them [5]. Therefore in these stormy conditions, organizations have no choice except suitable using from human power as one commutative priority [6]. In this way, studying of performed researches among successful organizations in performing empowerment program, have shown that one of the most important effective factors in establishing different dimensions of empowerment process, is creating suitable and creative organizational atmosphere. In the whole innovative organizational atmosphere is recognized as creating and keeping of organizational atmosphere which has develops and growths creative activities and makes learning simple [7]. By some studies it was shown that it causes wide changing in substitution of traditional, centralized and inactive structures with dynamic, active, collaborative and self-management organizational structures [8]. In fact the traditional structures with some features like concentration, extreme division of labor, inflexibility toward environment changes, close control and its mechanical shape, takes any mobility, creativity and dynamic from staffs. Instead, dynamic and organic organizational structures by network shapes and features like lack of concentration in decision making, division of power, high flexibility, reduction of not environmental trust and trend to self-control, have make stronger field for performing of employment [6].

Other factors which can be related to rate of psychological empowerment of staffs are the understood rate of justice in organization. Organizational justice which is self-relied centralization on concepts and judges of staffs about rate of fairness of procedures and decision makings of organizations [9] is related to various studies like Irland and Web [10] research and Dejban et al. [6] with rate of empowerment in related

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organization and have shown that increasing usage of empowerment methods of staffs in productions, has increased the rate of justice among organization and it empowers and willing individuals in their occupational and executive affaires. Based on this, the component of occupational engagement which from viewpoint of some theorists like Schoufeli et al. [11] is mention to rate of energy that is spent by individuals for performing his occupational duties is one of the factors which can effect on psychological empowerment agent in organization. Kanai-Pak [12] by a study has resulted that psychological empowerment can be predicted and reviewed by component of occupational engagement. Some researchers have performed in this field which we mentioned some of them in follow:

Isaksen and Isaksen [13] has studied relation of creative organizational atmosphere and psychological empowerment and they obtained significant relationship among these two items. Zhang and Bartol [14] and Gumusluoglu and Ilsev [15] in a separated study have showed that those peoples which empowered in organization, more likely have shown creative behavior. Mihm et al. [8] by a study have result that each structure and talented atmosphere is not suitable for performing empowerment of staffs. The suitable structure is those that accept factors and indexes of empowerment and be a good bed for its variables like innovation and creativity.

In a study by Panayides and Venus Lus [16] the effects of trust in innovativeness and performance of supplying chain was reviewed and it was appeared that trust in innovativeness is effective and both of them was known as predictors of performance of supplying chain. Akgun et al. [17] by a study have reviewed the effect of encouragement variables, happiness of environment and experience on innovativeness of firm (in production and process) and the results of different studies in the field of effect of time on innovation have shown that the sufficient time for attendance of individuals in innovative activities is very important and in the other hand, creating supporting environment for innovation has a negative effect on working pressure.

Researches by Laschinger and Wilk [18] and Greco et al. [19] have shown the significant positive relation among psychological empowerment and occupational engagement. Schinder et al., 2007, quoted by Dejban et al. [6] in their researches have resulted that individual features like self-confidence, creativity and innovation, positive thinking and so on are very important in dominating for difficulties in organization and for access to these goals we have require to apply suitable and scientific solutions related to it. Empowerment is one of the most important ways for creating these features among individuals and is a new motivational agent in dynamic place. Irland and Web [10] have reviewed trust in the chain of strategic supply with multi approaches method. In one of these approaches they have considered this topic from viewpoint of organizational justice and they have argue that two dimensions of distributive and procedure justice have relationship with trust levels in the internal organization relations. Irland and Web [10], Wat and Shaffer [20], Aryee et al. [21] and Scandura [22] by some separated studies between distributive and procedure justice sometimes had fond positive relation to supervisor and sometimes they had found no any relation among them. Wauner, 2005, quoted by Taghipour [23] in a study has resulted that procedure justice is the best predictor of job satisfaction and rate of individual capability and beyond the role behavior and in this field, although the distributive justice is effective too, but it has less effect. Dejban et al. [6] in a study have illustrated that procedure organizational justice and exchange of leader of member (as predictor variables), can predict suitably trust to supervisor and dimensions of psychological empowerment. Distributive justice has no the power to predict the criterion variables and predictor variables better illustrated the trust to supervisor.

In a study by Taghipour [23], he has understood that there is positive significant relationship between culture and dominated atmosphere on organization, occupational motivation, job engagement and innovative behavior with psychological empowerment.

According to above topics and necessity of analytical and scientific view to employed human power in organizations by potential abilities and capabilities existing on them and this subject that if they have been on attention, they will create important and sensitive role in complete and comprehensive development and progress, this study is searching for scientific answer that whether there is relationship between factors like creating innovative atmosphere in organization and establishing organizational justice and so growth of job engagement among staffs, with increasing of staff's psychological empowerment in organization? And whether we can access to this factor by these methods and attempt in the direction of changing organizational atmosphere toward creativity and increasing of work obligation and organizational justices?

2- MATERIAL AND METHODS

The statistical society of this study consisted of all staffs of one of the industrial organization in Ahvaz and the testing items had done based on Morgan table and form of sample volume were 400 individuals that were selected by stage sampling method from that organization.

Measuring tool:

1) Psychological empowerment questionnaire: for measuring this variable this study has used edited empowerment questionnaire by Spreitzer [24, 25] and it was consisted of 12 acts. The reliability domain of this questionnaire in the study of Taghipour et al. [26] was calculated by two methods of Alpha Chronbach and Tans

if from 0.66 to 0.88 which mentions suitable reliability. Spreitzer [24] for determining convergent and differential validity of general questions of empowerment questionnaires and sharing of four subscales variance with general empowerment structure had used confirmatory factor analysis. In the industrial sample index of adjusted goodness of fitness (AGFT) was equal to 0.93, average of remained squares (RMSR) was equal to 0/04 and the index of non-modal fitness center (NCNFI) was equal to 0.97). In this study the reliability of questionnaire was obtained from Alpha Chronbach 0.93 method.

2) Questionnaire of innovative organizational atmosphere: for the first time this questionnaire was made by Cigel and Kaumer [7] and consisted of 24 statements. Afshari and Anami [7] for reliability of this questionnaire have used Alpha Chronbach and reported its value as 0.79 and 0.74. The criterion validity of questionnaire was reported by these researchers as 0.46 and 0.30. In this research the reliability of questionnaire was obtained from Alpha Chronbach 0.50 method.

3) Organizational justice questionnaire: organizational justice questionnaire was made by Niehoff&Moorman (1993) and was translated by Shekarkan and Naami [27] and consisted of 20 statements. In a study by Shekarkan and Naami [28] the obtained reliability coefficients for this questionnaire

4) Job engagement questionnaire: in this research job engagement is made by 17 acts questionnaire by Selando and Schoufeli, 2001, quoted by Khosravi, [28] and consisted of 17 statements [23]. Karimzadeh (2008, quoted by Taghipour, [23]) in his study obtained the reliability of questionnaire by Alpha Chronbach 0.89 and its reliability as 0/45. Also for determining validity, Schoufeli and et al (2001, quoted by Taghipour, [23]) had measured correlation of scale of job engagement with scale of job burnout and fond negative and high relationship among these two scales (r=-0.38 in first sample and r= - 0.42 in second sample). In this study the reliability of questionnaire is obtained by Alpha Chronbach 0.95 method.

3- RESULTS

A) Descriptive findings: in this part we can see minimum, maximum, mean and standard deviation of variables in the table1 that are as follow:

Table1. Between innovative organizational atmosphere, organizational justice and job engagement

Name of variable	Minimum	Maximum	Mean	Standard deviation	Number of testing item
Psychological empowerment	21	60	44.88	8.62	400
Innovative organizational atmosphere	32	94	68.90	7.90	400
Organizational justice	22	93	63.29	15.26	400
Job engagement	29	85	62.02	12.50	400

B) Findings related to hypothesizes of study:

-First hypothesis: there is relationship between organizational atmosphere with psychological empowerment.

-Second hypothesis: there is relationship between organizational justice with psychological empowerment.

-Third hypothesis: there is relationship between job engagement with psychological empowerment.

Table 2. Correlation matrix between independent (predictor) and dependent (criterion) variables

Name of variable	Psychological empowerment	Innovative organizational atmosphere	Organizational justice	Job engagement
Psychological empowerment	$p \leq 0.001$, r=1	$p \leq 0.001$, r=0.41	$p \leq 0.001$, r=0.59	$p \leq 0.001$, r=0.8
Innovative organizational atmosphere		$p \leq 0.001$, r=1	$p \leq 0.001$, r=0.58	$p \leq 0.001$, r=0.44
Organizational justice			$p \leq 0.001$, r=1	$p \leq 0.001$, r=0.62
Job engagement				$p \leq 0.001$, r=1

As shown in Table 2, there is positive significant relationship between innovative organizational atmosphere and psychological empowerment (P=0.001 and r=0.41) and also between organizational justice and psychological empowerment (P=0.001 and r=0.59).

So hypothesizes number one, two and three of study were confirmed. On the other hand by increasing of innovative organizational atmosphere, organizational justice and job engagement, rate of psychological empowerment is increases among staffs.

-Fourth hypothesis: there is multi relationship between innovative organizational atmosphere, organizational justice and job engagement with psychological empowerment in staffs.

Table 3. Multi correlation coefficient between innovative organizational atmosphere, organizational justice and job engagement with psychological empowerment in staffs with methods A-Enter B-stepwise

A	Statistical indexes	Multi correlation	Determination coefficient	Ratio F Possibility P	(β)Regression coefficients		
Criterion variable	Predictor variables				Innovative organizational atmosphere, organizational justice and job engagement		
Psychological empowerment	Innovative organizational atmosphere, organizational justice and job engagement	0.82	%67	F=272.40 p≤ 0.001	β = 0.72 T =19.57 p≤ 0.001		
B	Statistical indexes	Multi correlation	Determination coefficient	Ratio F Possibility P	(β) Regression coefficients		
Criterion variable	Predictor variables				Innovative organizational atmosphere	Organizational justice	Job engagement
Psychological empowerment	Innovative organizational atmosphere	0.41	%16	F= 79.60 p≤ 0.001	β= 0.41 T= 8.90 p≤ 0.001		
	Organizational justice	0.60	%35	F= 110.74 p≤ 0.001	β =0.10 T =2.04 p≤ 0.042	β= 0.54 T= 10.88 p≤ 0.001	
	Job engagement	0.82	%67	F= 272.40 p≤ 0.001	β= 0.01 T= 0.31 p≤ 0.76	β= 0.14 T= 3.34 p≤ 0.001	β= 0.72 T= 19.57 p≤ 0.001

As shown in table 3, the obtained results from regression analyzing in the sum of sample by contemporary method (part A) for determining multi correlation coefficient in linear combination of predictor variables with criterion variable and determination of share of predictor variables in variance distribution of criterion variable have shown that there is multi significant relationship between innovative organizational atmosphere, organizational justice and job engagement with psychological empowerment of staffs (p≤ 0.001 and MR=0/82). Also, based on coefficient of adjusted assign of 67% from whole of variance of dependent variable contemporary by independent variables were predictable and describable. In the (B) part of above table the regression analyzing is shown with hierarchy stage method for determining correlation coefficient of independent variables in the step by step linear combination with dependent variable and determining relative share of each independent variables in the definition of dependent variable. Whereas contemporary each of three variables are effective in prediction of dependent variable and innovative organizational atmosphere is omitted in the step by step combination of variables from predictor variables. In fact in the prediction of criterion variable it hasn't much effect (β=0.01 and P≤0.76).

4- DISCUSSION

According to goal of study four hypothesizes were edited.

First hypothesis: there is relationship between innovative organizational atmosphere with psychological empowerment of staffs. Based on findings of table2, there is positive significant relationship between innovative organizational atmosphere with psychological empowerment (r= 0.41 and P= 0.001). Therefore the first hypothesis was confirmed. On the other hand, by increasing of innovative organizational atmosphere, rate of psychological empowerment of staffs is increase too. The obtained results from this hypothesis are similar to findings of Mihm et al. [8] and Taghipor [23].

Based on findings of this hypothesis we can infer that by emphasis on this fact that human beings are the main pillars of organizations, attention to their mental and innate needs of them in organization, can be very helpful for organizational efficiency and usefulness. One of these internal needs is attention to blossoming and incidence talents in individuals. So existing of innovative place and creativity in organization can cause increasing of staff's attempt and their self-confidence and this factor is effective on their empowerment in performing their duties and has increase production process in working place.

Second hypothesis: there is relationship between organizational justice and with psychological empowerment in staffs.

Based on findings of table 2, there is positive significant relationship between organizational justice and psychological empowerment (P=0.001 and r=0.59). So the second hypothesis is confirmed. On the other hand, by increasing of organizational justice, rate of psychological empowerment of staffs is increase too. The

results obtained from this hypothesis is similar to findings of Irland and Web [7], Wat and Shaffer [20], Taghipor [23], Aryee et al. [21], Scandura [22] and Dejban et al. [6].

We can infer from findings of study that whereas the justice is the sign of health of each organization and harmony of environment for showing physical and mental abilities of individuals, by creating encouragement among staffs we can increase the feeling of empowerment among individuals and improve work process. Based on this, researches of some individuals like Dejban et al. [6] have shown that those organizations which try to increase justice atmosphere for staffs in organization, can benefit more rate of production growth and those individuals have more trend for staying on their job and this point can confirm current finding.

Third hypothesis: there is relationship between occupational engagement with psychological empowerment among staffs.

Based on findings of tble2, there is positive significant relationship between job engagement and psychological empowerment (P=0.001 and r=0.81). So the third hypothesis is confirmed. On the other hand, by increasing of job engagement, rate of psychological empowerment of staffs is increase too. The result obtained from this hypothesis is similar to findings of Kanai-Pak [12], Laschinger and Wilk [18] and Greco et al. [19] and Taghipour [23].

In explanation of this study we can infer mention that whereas having eagerness for each activity can be an effective factor for showing hidden talents of individual and generally trend for performing work has prepares the field for increasing of attempt and motivation and following job-related activities, so this stimulus factor, probably can be considered as effective power in creating empowerment feeling and increasing of power and thought and psychological capacity of staffs in working environment and it is very effective in process of improving status of organization. So by encouraging and creating eagerness among staffs, we can improve their power in the job field.

Fourth hypothesis: there is multi relationship between innovative organizational atmosphere, organizational justice and job engagement with psychological empowerment among staffs.

Based on findings of table 3, it was shown that there is multi relationship between innovative organizational atmosphere, organizational justice and job engagement with psychological empowerment among staffs. So the third hypothesis is confirmed. During analyzing of this hypothesis it was illustrated that among three predictor variables, organizational justice and job engagement are better predictors for criterion variable of psychological empowerment. Results from this hypothesis are similar to findings of Mihm et al. [8], Irland and Web [7], Wat and Shaffer [20], Taghipor [23], Aryee et al. [21], Scandura [22] and Dejban et al. [6].

5- CONCLUSION

Finally, according to findings of current study and confirming of above hypothesizes can increase attention to creativity and innovation in organizations and value to innovative thoughts and behavior of active and efficient people of society if there is justice atmosphere among organizations, can be very effective on motivation feeling and increasing of their eagerness for presence in organizations and sense of attachment to active peoples of society. Otherwise, this process by increasing of power feeling and organizational self-esteem among staffs makes many profits for organization via performing of suitable role behaviors for promoting of organizational goals and then flourishing of society.

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