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(235)

(500)

(30.3%)

(50.6%)

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.1

Empowerment

Employees'

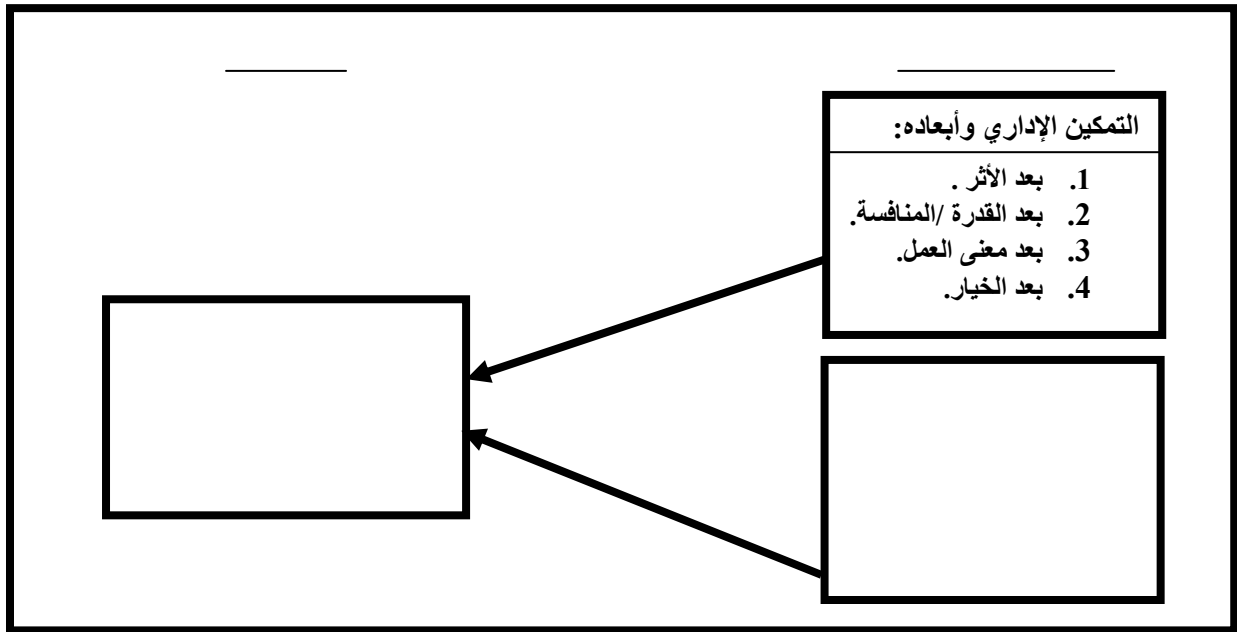
Bennis

2005/2/9

.2005/10/20

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(1)



(1)

%		%		%		
%30.6	46	%12	60	%30	150	
%53.5	107	%26	130	%40	200	
%66.7	100	%20	100	%30	150	
%50.60	253	%60	300	%100	500	

:Organizational Support

:Creative Behavior

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(836)

2004

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(1).

(%30.3)

.2

: (0.92)
 ()
 0.88 :
 0.89
 0.83 (14) :
 0.92

:/ Meaningfulness ()
 Competence
 Choice
 .Impact ()

:
 (Descriptive Statistics)

-1

10 9

:()

(Simple Regression Analysis)

-2

.(Spreitzer, 1995: 1465)

:()

(ANOVA)

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-26)

:

(Scheffe Test)

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(33

(40-34)

(45-41)

.(3)

.(Vecchio, 1991: 370)

(Vecchio)

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 .(

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(Fragoso, 1999)
(Luthans, 1992: 439)

Employees' Empowerment

(Robbins, 1993: 682)

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(Potterfield,

1999: 2)

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(Ettorre, 1997:4)

-6

(Riggs, 1995:7)

(Robbins, 1993: 683)

(2)

:Impact -1

Progress

-1

-2

-3

(making a

difference)

:Competence / -2

-4

-5

:Meaningfulness -3

-6

-7

(2)

X				
X				
X		X		
X	X		X	
X	X		X	
			X	
	X			
X	X		X	
X	X		X	
			X	
		X		

Recourse: Robbins, Stephen P., Organizational Behavior: Concepts Controversies and Applications, 6th Edition, Prentice-Hall Inc., Englewood Cliffs, N.J., 1993:683

: **E- Education** -1 :Choice -4

: **M-Motivation** -2 .Self-determination

(2)

: **P-Purpose** -3

: **O-Ownership** -4

(Stirr, 2003)

Empower

(

Stirr
 (3As)
 Authority + = +
 Accountability = Achievement

(104 :1996)

W-Willingness to change -5

(Hitchcock and Willard, 1995:7-8)

Organizational Structure -1 : E-Ego Elimination -6

...

R-Respect -7

:Management Style -2

(

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(Tagiuri and Litwin)

(62 :1998)

:Worker Profile -3)

:Flow of Information -6

:Employees Assessment -7

:Informal Power -4

Barriers to

Empowerment

(Civerolo, 2004)

:

" " -

Cliques

Organizational Culture -5

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(Caudron, 1995:34)

.Self-directed tems

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. (467 :1997) "

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. (389 :2002) "

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(Civerolo, 2004)

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-2

(Robbins, 1993:

-3

.679)

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Industrial

Informational Age

Age

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-2

(396 :2002)

-3

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(Vecchio, 1991:365)

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(91-90 :2001)

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(112)

" (1 :2002) .4 " (139 :2004) .1
75 " "

457

: " (97 :2001) .5
" 40

" (371 :2003) .2
:
(430)

(Self, Holt and .1
" Schaninger, 2005:133-140)
467

" (187 :2003) .3

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			(Kwasniewska and Necka,	.2
			:	" 2004:187)
" (Littrell, 2002)	.5		"	
"	:	159	229	388
	.2002-1999			
				...
(Bishop, Scott	.6			
" and Burroughs, 2000: 1113-1132)	.			
"				
			(Kratzer, Leenders	.3
			:	" and Engelen, 2004: 63-71)
9	380		"	
			44	
(Ugboro and Obeng, 2000:	.7			
"	" 17-61)			
"				
			Subteams	
	250			
			(Lapirre and Giroux, 2003:	.4
			"	11-23)
			"	"
" (Masseti, 1996: 83-97)	.8		:	.
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(3)

%68.4	173		
%31.6	80		
%17.8	45	30	
%38.7	98	39-31	
%37.2	94	49-40	
%6.3	16	50	
%3.6	9		
%9.1	23		
%22.9	58		
%30.8	78		
%33.6	85		
%39.5	100		
%18.2	46		
%42.3	107		
%7.9	20	5	
%31.6	80	10-6	
%26.5	67	15-11	
%34.0	86	16	
%36.4	92		
%55.3	140		
%8.3	21		
%26.5	67		
%30.0	76		
%43.5	110		

.4

1-4

(3)

(%68.4)

(%31.6)

(%30)

(%43.5)

(%37.2)

(49-40)

50)

(%6.3) (

(4)

	8	%76.05	0.96	3.80	.	1
	5	%76.68	0.95	3.83	.	2
	7	%76.44	0.96	3.82	.	3
	10	%75.26	0.99	3.76	.	4
	9	%75.42	1.05	3.77	.	5
	1	%90.91	0.94	4.55	.	6
	4	%79.37	0.96	3.97	.	7
	2	%83.00	0.91	4.15	.	8
	6	%76.52	0.95	3.83	.	9
	11	%74.39	0.99	3.72	.	10
	3	%80.71	0.81	4.04	()	11
	12	%71.62	1.05	3.58	()	12
	14	%68.38	1.01	3.42	.	13
	13	%69.88	0.99	3.49	.	14
	-	%76.76	0.59	3.84	.	14 -1

.(%18.2)

(%34)

5

(%7.9)

16

(%8.3)

(%55.3)

(%36.4)

(%33.6)

(%30.8)

.(%3.6)

(%42.3)

(%39.5)

(5)

	5	71.07%	1.01	3.55		15
	6	%69.96	1.02	3.49		16
	4	%71.30	0.97	3.56		17
	2	%73.12	0.94	3.65		18
	3	%72.81	0.97	3.64		19
	1	%74.39	0.95	3.71		20
	8	%67.60	1.04	3.38		21
	9	%63.95	1.05	3.19		22
	11	%60.63	1.04	3.03		23
	10	%61.82	1.21	3.09		24
	7	%67.67	0.99	3.38		25
	-	%68.58	0.70	3.42		25-15

(3.42) " :

. (%68.38)

(8 6)) ()

(7 11) (

(13) (4)

(5) (3.84)

(3.42) (%76.76)

(%68.58) (6)

(20) (%90.91) (4.55)

(%74.39) (3.71) (13)

(6)

	2	%80.55	0.76	4.03		26
	5	%74.55	0.99	3.72		27
	8	%62.77	1.09	3.14		28
	1	%80.87	0.85	4.04		29
	4	%77.15	0.9320	3.8577		30
	3	%77.87	0.88	3.89		31
	6	%71.30	0.99	3.57		32
	7	%65.06	1.18	3.25		33
	-	%73.76	0.53	3.69		33 -26

(%73.76) (23)
 (3.0316)
 (29) (%60.63)
 (%80.87) (4.04) (18 20)
 (28)
 (3.14)
 (%62.77)
 (26 29) (17 19)
 (30 31)
 (28)
 (7)
 (%73.87) (3.69) (23)
 (37) (6)
 (%80.71) (4.04) (3.69)

(7)

	4	%76.05	0.85	3.80	()	34
	5	%70.99	1.15	3.55		35
	3	%77.00	0.87	3.85		36
	1	%80.71	0.95	4.04		37
	2	%78.66	0.92	3.93		38
	6	%70.20	1.22	3.51		39
	7	%63.48	1.19	3.17		40
	-	%73.87	0.55	3.69		40-34

(40)

(3.17)

(%63.48)

(Analysis of

Variance)

(38 37)

(34 36)

(9)

(40)

(9)

(8)

(F)

(3.69)

α)

(64.23)

(%73.88)

(4.61)

(250 2)

(0.01 ≥

)

(41)

(

(%80.79)

(4.04)

(%33.9)

(45)

(3.09)

(43 42)

(%61.82)

(45)

(8)

	1	%80.79	0.79	4.04		41
	3	%77.08	0.86	3.85		42
	4	%70.75	0.95	3.54		43
	2	%78.97	0.71	3.95		44
	5	%61.82	1.19	3.09		45
	-	%73.88	0.57	3.69	...	45-41

(9)

F	F				
0.000	64.23	9.79	19.59	2	
		0.15	38.12	250	
			57.70	252	

(0.0001 ≥ α)

*

0.339 = (R²)

4.61 = (250 2)

(0.01= α)

(F)

(%17) ()
 (%31) ()
 ()

(Simple

Regression Analysis)

(10)

()

)

(Beta)

(

(T)

(0.56 0.43 0.54 0.49)

(10)

(10.69 7.58 10.18 8.79)

()

(0.01 ≥ α)

(2.326)

)

)

(252)

(Beta)

(

(%24)

(

(T)

(0.46 0.39 0.42 0.40)

(%29) ()

(10)

(Simple Regression Analysis)

T	T	Beta	R ²	B		
0.000	*8.79	0.49	0.24	0.44		
0.000	*10.18	0.54	0.29	0.52		
0.000	*7.58	0.43	0.17	0.40		
0.000	*10.69	0.56	0.31	0.45		
0.000	*6.997	0.40	0.16	0.31		
0.000	*7.26	0.42	0.17	0.34		
0.000	*6.699	0.39	0.15	0.34		
0.000	*8.29	0.46	0.22	0.32		

.(0.01 ≥ α) *

.2.326 = (252) (0.01 ≥ α) (T)

(11)

	()					
0.000	*9.324	0.53	4.07	(250 2)		
		0.64	3.85			
		0.54	3.69			
0.000	*5.302	0.57	3.66	(250 2)		
		0.72	3.34			
		0.74	3.35			
0.002	*6.247	0.44	3.85	(250 2)		
		0.56	3.71			
		0.41	3.59			

(0.01 ≥ α) *

4.61 = (250 2) (0.01 ≥ α) (F)

(12)

-	-	-	4.07		
-	-	-	3.85		
-	-	*0.38	3.69		
-	-	-	3.66		
-	-	*0.33	3.34		
-	-	*0.3178	3.35		
-	-	-	3.85		
-	-	-	3.71		
-	-	*0.26	3.59		

(0.05 ≥ α)

*

(8.29 6.699 7.26 6.997)

(0.01 ≥ α)

(2.326)

()

(252)

(F)

(%16)

(%17) ()

(5.302)

(9.324)

(%15) ()

.(6.247)

(%22) ()

()

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: -j

(12)

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(4.07)

(ANOVA)

(3.69)

.(11)

(11)

: -

(12)

(13)

	()					
0.000	*28.15	0.53	3.96	(251 1)		
		0.63	3.56			
0.000	*20.09	0.68	3.64	(249 3)	30	
		0.58	3.62		39-31	
		0.39	4.05		49-40	
		0.44	4.48		50	
0.000	*10.77	0.33	4.35	(248 4)		
		0.31	4.38			
		0.56	3.84			
		0.53	3.62			
		0.62	3.84			
0.000	*13.24	0.50	3.68	(250 2)		
		0.63	3.86			
		0.31	4.37			
0.000	*8.97	0.69	3.66	(250 2)		
		0.38	3.86			
		0.51	4			
0.000	*14.78	0.38	3.47	(249 3)	5	
		0.61	3.61		10-6	
		0.55	3.88		15-11	
		0.51	4.10		16	

(0.01 ≥ α)

*

4.61 = (250 2)

(0.01 ≥ α)

(F)

3.78 = (249 3)

(0.01 ≥ α)

(F)

3.32 = (248 4)

(0.01 ≥ α)

(F)

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(12)

(3.67)

(3.3471)

(3.85)

(3.66)

(3.59)

(3.34)

(14)

	()					
0.002	*9.626	0.65	3.52	(251 1)		
		0.77	3.23			
0.001	*6.010	0.82	3.27	(249 3)	30	
		0.68	3.27		39-31	
		0.60	3.60		49-40	
		0.69	3.80		50	
0.051	2.392	0.55	4	(248 4)		
		0.64	3.62			
		0.57	3.46			
		0.66	3.39			
		0.82	3.33			
0.000	*9.776	0.65	3.26	(250 2)		
		0.71	3.45			
		0.62	3.98			
0.028	**3.618	0.73	3.28	(250 2)		
		0.53	3.51			
		0.73	3.53			
0.001	*5.410	0.49	3.10	(249 3)	5	
		0.7	3.28		10-6	
		0.7	3.44		15-11	
		0.70	3.64		16	

(0.01 ≥ α)

*

(0.05 ≥ α)

**

6.63 = (251 1)

(0.01 ≥ α)

(F)

3.00 = (250 2)

(0.05 ≥ α)

(F)

4.61 = (250 2)

(0.01 ≥ α)

(F)

3.78 = (249 3)

(0.01 ≥ α)

(F)

3.32 = (248 4)

(0.01 ≥ α)

(F)

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(%22) (%31) ()

(F)

(5.410) (9.626) (6.01)

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.(0.05 ≥ α)

- (15)

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- ())

(F) (

(3.344) (6.509)

(7.689) (4.823)

.(3.744)

(F)

(1.372)

.(0.05 ≥ α)

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(Lapirre and Giroux, 2003)

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(Ugboro and Obeng, 2000)

(Kwasniewska and Necka, 2004)

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The Effect of Administrative Empowerment and Organizational Support on Creative Behavior: A Field Study of the Personnel's' Attitudes of the Jordanian Communication Company

*Mohammad Al-Harabsheh and Salah Al-Din Al-Hiti **

ABSTRACT

This study seeks to identify the attitudes of the personnel (i.e. engineers, technicians, and administrators) in the Jordanian Communication Company regarding the impact of administrative empowerment and organizational support on the employees' creative behavior. To achieve this objective, a questionnaire was constructed and administered among 500 informants. The number of questionnaires received was 235 (50.6%) of the total number, and (30.3%) of the whole society.

A number of statistical methods were employed to analyze the data. These methods include: means standard deviation, regression, ANOVA, and simple regression.

The study arrived at a number of findings, the most significant of which is that the independent variables of the study (i.e. empowerment and organizational support) showed an impact on the dependent variable (creative behavior), though the former variable showed more effect on creative behavior. The findings also showed statistical differences between the nature of work and the independent and dependent variables.

The study concluded with some recommendations, one of which is the encouragement of personnel to accept the idea of empowerment. One suggestion of the study to the company in question is that it should advocate the relationship between empowerment, organization and creativity which enables the company to enhance its competitive capabilities.

Keywords: Empowerment, Administration, Organizational Support, Creative Behavior.

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