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**INVESTIGATING THE RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP WITH  
STRUCTURAL EMPOWERMENT IN MEDICAL SCIENCES UNIVERSITY OF KURDISTAN  
PROVINCE**

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**Abstract:** The purpose of this research is investigating the relation between Authentic Leadership with Structural Empowerment in Medical sciences university of Kurdistan province. Number of statistical population was 252 persons from administrative staff who were selected 152 persons as sample. This research is one occasional by time period. This study in terms of method is descriptive – correlation research, and in terms of purpose is applied research. The sampling method is simple randomly and instruments for collecting data is authentic leadership standard questionnaire and structural empowerment. In order to determine reliability of questionnaire, sound and structure reliability method has been used and in order to estimate validity of questionnaire, Cronbach alpha has been used. The important findings show that there is positive and significant relationship between authentic leadership and all its dimensions with structure empowerment, also, balanced processing dimension has much significant relationship with structural empowerment.

**Keywords:** Authentic leadership, structure empowerment, Medical sciences university of Kurdistan province

## 1. INTRODUCTION

As for vital and key role of leadership in progressing organization to lane of aims and continuation of organizational survival, it is inevitable to coordinate, cooperation and direct interaction for all organizational levels with leaders in order to realize it. Thus, the leaders try to provide mature and blossom of organization, growth and development positive personal behavior by taking different leadership levels with culture (Khalifeh Soltani et al, 2010). Among leadership styles, authentic leadership style is a new strategy which can influence on behavior and insight of staff in organization (Seyed Taghavi and Kaheh, 2014).

In other side, one of the most important challenges of managers is to lacking sufficient resources, mental power and potential capacity for human resource. In some of organizations, abilities of staff shall not be used and the managers are not able or not incline to apply potential capacity. In other side, the persons can apply creativity, innovation and activity but in organizational environment, the capabilities are not used as suitable. On empowerment from structural point of view, it is necessary to pay attention empowerment as activities which organization do in order to share staff in resource of power and decisions and shall access to all staff to obtain maximum effectiveness and organizational success (Laschinger et al, 2012).

## 2. RESEARCH PROBLEM

Today, as for competitive and complicated environment of organizations, they are sentenced to have empowered human resource, since weak, indifferent human resource is regarded as barrier to reach in great aims and targets. Efficient human resources can be regarded as important indicators for superior of organizations (Nave Ebrahimi and Abdolahi, 2007). Empowerment is ability of person as if can make decision independently and use accessible resources to reach necessary aims (Mohammadi, 2006). The studies are classified twos sections in the field of empowerment: first section, psychological approach in empowerment of personnel. According to approach, psychological empowerment is regarded as collection of psychological moods and concentrates on how experience from thought and scale of role and penetration of organization. And this caused personnel has self-esteem and incline to success. Second section consists of all researches in which the researcher pays attention structural approach. In structural approach, power is focal of empowerment that means when power is transferred from high rank

of management to low rank of management as if in low ranks, personnel can participate in decision more, structural empowerment is done. At same time, in psychological empowerment, it is less attention to assign power in decision and stimulated procedure shall be considered more (Karisma foundation et al, 2016). According to Kanter structural theory (1993), empowerment in structure is detriment factor in shaping organizational behavior, because, organizational behavior is logical respond in workplace. Access to ability makes more commitment between staff in order to obtain aims of organization. This theory claims that persons react to their workplace, place and status logically (Laschinger, 2001). In many organizations, managers don't believe in staff and avoid from assignment power to them. Also, some of managers avoid from freedom and independency to staff by control severely them and don't allow to state idea, the same behaviors because self-esteem of personnel is lost and don't make empower from structural point of view (Laschinger et al, 2012).

One of the emerging styles is authentic leadership which is combination of different leadership styles and it is regarded as most complete leadership style today (Jalaabadi et al, 2015). The leadership style is minorlimed and grown style for followers and the followers shall follow in personal development and better performance (Emanda et al, 2014). Authentic leadership has deep awareness of thought and its behavior and aware from ethical insights and strength of self and others, it aware from texture where performs in it, it is confident, hopeful, optimism, flexible, ethics and based on future (Oliver and Gardner, 2005). This leadership style participates the followers in decision and empowers them from structural point of view (Carol et al, 2012).

## 3. THEORETICAL BASE OF RESEARCH

Authentic leadership was entered into literature newly. For the first time, in 1990, it was stated in sociology and education and as for its status, it is regarded as one of the most emerging concepts from leaders (Academic Journals, leadership magazine for management study and European management study) and accepted development of main framework by Gallop leadership institute (Seydtaghi and kaheh, 2014). Authentic leadership has root in authenticity of person. In fact, authenticity points to honesty of person to his relation. Also, authenticity is defined as recognition and dominant on experiences, thoughts, feelings, needs, preferences or insights which are derived from positive psychological capacity and influence on it too. Authentic leaders have

psychological positive mood but they can enhance the capacities on staff and aware from knowledge, weakness and strength. According to Avilo model (2005), authentic leadership consists of four dimensions which are self-awareness, ethical dimensions, transparent relation (communication) and information balanced processing.

History of the first empowerment dated to 1788 in which empowerment was regarded as assignment of power in organizational role and this power shall be assigned to person or his organizational role (Laschinger et al, 2012).

Armino et al (2012) performed research as discussion relation between authentic leadership with creativity of staff by consideration intermediary role. The results showed that all authentic leadership aspects have positive and significant relationship with creativity of staff. Also, in this research, mediator role of organizational behavior was confirmed. Since in previous researches, structural empowerment was neglected, this research tries to discuss relation between authentic leadership with structural empowerment.

#### 4. RESEARCH HYPOTHESES

##### 4.1. Main Hypothesis

There is significant relationship between authentic leadership and structural empowerment in Medical sciences university of Kurdistan province

##### 4.2. Minor Hypotheses

There is significant relationship between Self-awareness and structural empowerment

There is significant relationship between Moral perspectives and structural empowerment

There is significant relationship between Transparency on relation and structural empowerment

There is significant relationship between balanced processing and structural empowerment

#### 5. RESEARCH INSTRUMENTS

This figure was plotted in terms of Avilo and Gardner (2005) standard questionnaire. This model consists of Lickert 5 scales. The questionnaire consists of four self-awareness aspects (four questions) moral perspectives (4 questions) transparency of relation (4 questions). Also, in order to estimate structural empowerment, standard questionnaire by 12

questions was used and the pointing consists of four dimensions of delegation of authority (3 questions), sharing information (3 questions), participation in decision (3 questions) and control (3 questions).

#### 6. RESEARCH MODEL

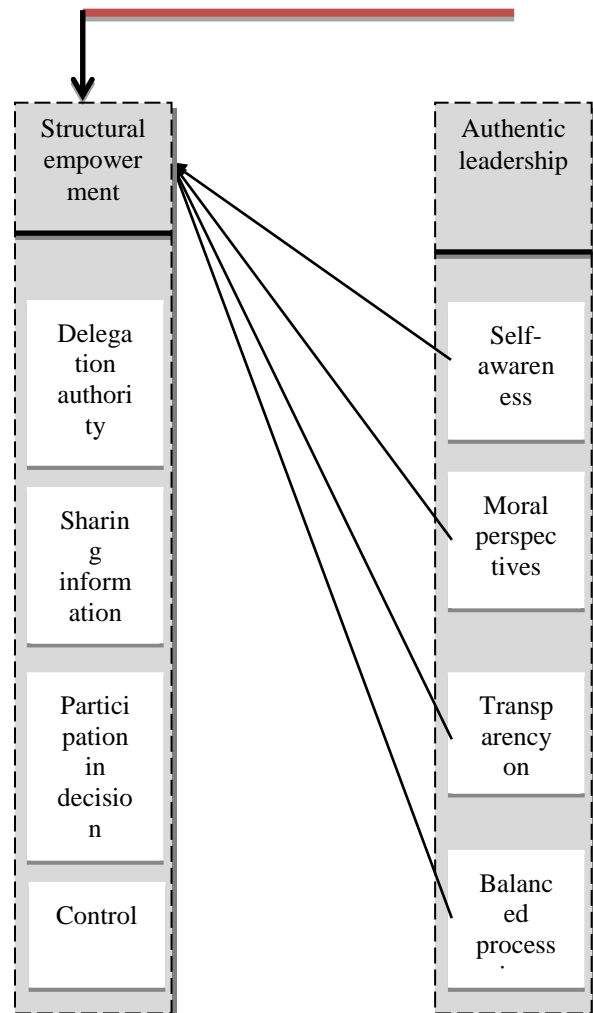


Figure 1. Research model

#### 7. RESEARCH FINDINGS

As displayed in figure 2 and 3, all factorial loads for authentic leadership and structural empowerment are higher than 0.4, thus, it is not necessary to delete them. Also, all significant coefficients of for authentic leadership and structural empowerment are higher than 1.96 which shows significant all questions and relations between variables in confidence level 0.95 (Davari and Rezazadeh, 2016).

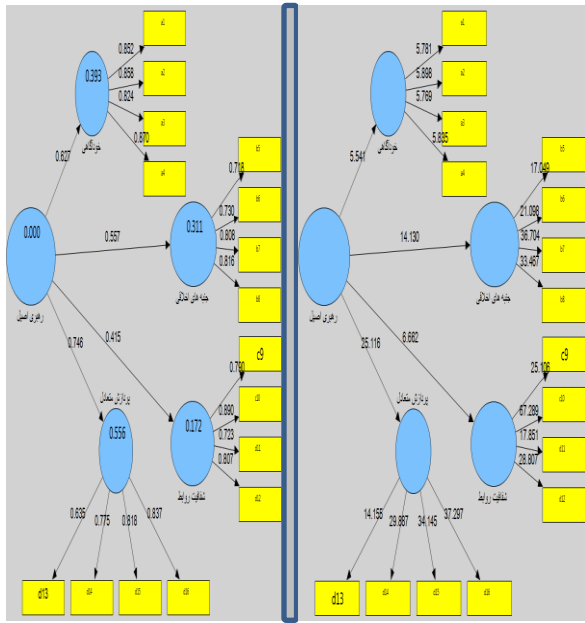


Figure 2. Coefficient of significant level and factorial load of authentic leadership

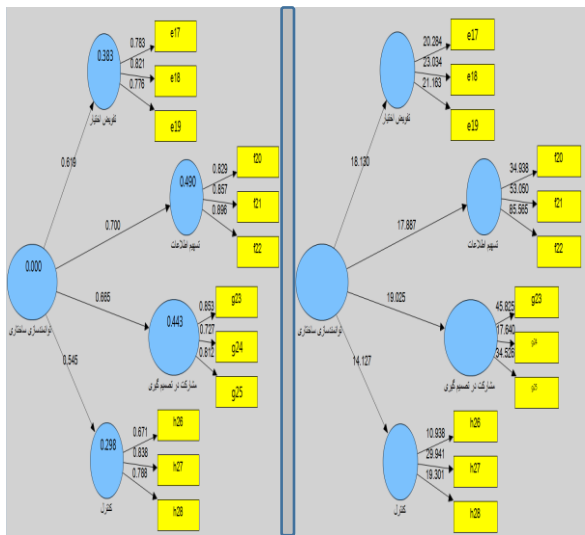


Figure 3. Coefficient of significant level and factorial load of structural empowerment

### 7.1. Inferential Analysis of Data

In order to recognize nature, direction and severity of relation, Pearson correlation coefficient was used.

Results of statistical analysis for Pearson correlation are summarized in Table 1 and 2.

Table 1. Results of research hypothesis

Hypothesis	Independent variable	Dependent variables	Si g.	Pears on corre latio n	Er ro r	Resu lts
Main	Authentic leadership	Structural empowerment	0.000	.678	0.05	Confirmed
First minor	Self-awareness	Structural empowerment	0.014	.419	0.05	Confirmed
Second minor	Moral perspective	Structural empowerment	0.000	.442	0.05	Confirmed
Third minor	Transparency relations	Structural empowerment	0.000	.539	0.05	Confirmed
Fourth minor	Balanced processing	Structural empowerment	0.000	.624	0.05	Confirmed

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As displayed in Table 1 and 2, correlation coefficient between authentic leadership with structural empowerment (generally) is 0.678 which shows relatively good correlation between authentic leadership with structural empowerment in Medical sciences university of Kurdistan, also, correlation coefficient for self-awareness with structural empowerment equals to 0.419, moral perspectives with structural empowerment 0.442, transparency of relations with structural empowerment equals to 0.539 and balanced processing with structural empowerment is 0.624.

As displayed in Table 4, tolerance value .981 is close to 1 and variance inflation value is smaller than 2, then, it concludes that there is not collinear relation between independent variables.

Table 3. Regression model of effect of authentic leadership variable on structural empowerment

Correlation coefficient	Determination coefficient	Adjusted determination coefficient	Standard error	Durbin-Watson	
678/0	459/0	455/0	117/38	904/1	
Model	Sum of squares	Freedom degree	Average of squares	F statistics	Significant level
Regression	685/8	1	685/8		0
Residual	912/34	150	232/0	435/37	Result of test
Total	597/43	151			

Since significant level of test is pertinent to 0.000, one can claim that above test is significant with error 0.05 and confidence level 0.95. Determination coefficient is 0.459, since this value doesn't consider freedom degree, thus, adjusted determination coefficient is used which is 45.5% and it means authentic leadership variable predicates 45.5% of variance for structure empowerment lonely.

Table 4: beta coefficient

Dependent variable: structural empowerment							
Model	Non-standard coefficient		Standard coefficient Beta	T statistics	Sig.	Collinear test	
	B	Standard error				Tolerance	VIF
fixed	63/50	/2380		0532/0	00/00	-	-
Authentic leadership	49/20	/0760	/6780	11214/0	00/00	/9810	1.019

Therefore, mathematical relation between authentic leadership variable with structural empowerment shall be as follow in medical sciences university of Kurdistan province:

$$Y = 0.635 + 0.492X1 \quad (1)$$

One can claim that one increment unit in X1 (authentic leadership) increases 0.492 increment in structural empowerment in medical sciences university of Kurdistan province, then one can say that regression model is significant from statistical point of view.

## 8. CONCLUSION

This study has been done with purpose of investigating the relation between Authentic Leadership with Structural Empowerment in Medical sciences university of Kurdistan province. Since increment of empowering staff is resulted to increment stimulation, performance and efficiency of organization, the study of cases and subjects which increase empowerment of staff shall be considered by researchers and scientists for management of human resources and organizational behavior and this is due to strong motive for research. The results show that there is significant and positive relationship between authentic leadership with structural empowerment. The result conforms to findings of Carol et al (2012), Laschinger et al (2012). That means when managers and leaders of organization delegate authority to staff, they have been participated in decisions. Also, the managers who make importance to offer information and facility (working facilities), freedom and independence, self-control, can influence on empowerment staff and creative behaviors (Laschinger et al, 2012). In present research, results of first minor-hypothesis which show relation between self-awareness with structural empowerment was confirmed. The result of this study conforms to findings of Carol et al (2012). It can be said that when managers aware from employee' needs, they can make decision better against staff. Also, when managers aware from strength and weakness can cover weakness by helping staff and delegate authority and empower them with giving their experiences. Also, second minor-hypothesis which show moral perspectives on different aspects of organization is due to moral perspectives and values on decisions which are related with employment, promote staff and stimulate them for empowering. The result of this study conforms to findings of Carol et al (2012) and Laschinger et al (2012). According to third minor-hypothesis, there is transparent relationship between structural empowerment, the

result of this study conforms to findings of Carol et al (2012) and Laschinger et al (2012). Finally, fourth hypothesis which show balanced processing with structural empowerment is accepted. The result of this study conforms to findings of Carol et al (2012), the most important property of authentic leaders is that they listen different insights and view of staff and encourage their participation. All of them are basic and important steps of staff empowerment.

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