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INTEGRATED INFORMATION

International Conference on Integrated Information

Kos, Greece September, 29 – October, 3 2011

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All papers have been peer-reviewed

Institute for the Dissemination of Arts and Science

Piraeus, Greece, 2011

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ISSN:

Printed in the Greece, EU

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Preface: Proceedings of the International Conference on Integrated Information (IC-ININFO 2011)

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Aims and Scope of the Conference

The International Conference on Integrated Information 2011 took place in Kos Island, Greece, between September, 29 and October, 3, 2011. IC-ININFO is an international interdisciplinary conference covering research and development in the field of information management and integration.

The conference aims at creating a forum for further discussion for an Integrated Information Field incorporating a series of issues and/or related organizations that manage information in their everyday operations. Therefore, the call for papers is addressed to scholars and/ or professionals of the fields of Library and Archives Science (including digital libraries and electronic archives), Museum and Gallery Studies, Information Science, Documentation, Information Management, Records Management, Knowledge Management, Data management and Copyright experts the latter with an emphasis on Electronic Publications. Furthermore, papers focusing on issues of Cultural Heritage Management and Conservation Management are also be welcomed along with papers regarding the Management of Nonprofit Organizations such as libraries, archives and museums.

One of the primary objectives of the IC-ININFO will be the investigation of information-based managerial change in organizations. Driven by the fast-paced advances in the Information field, this change is characterized in terms of its impact on organizations that manage information in their everyday operations.

Grouping emerging technologies in the Information field together in a close examination of practices, problems and trends, IC-ININFO and its emphases on integration and management will present the state of the art in the field. Addressed jointly to the academic and practitioner, it will provide a forum for a number of perspectives based on either theoretical analyses or empirical case studies that will foster dialogue and exchange of ideas.

Topics of general Interest

Library Science, Archives Science, Museum and Gallery Studies, Information Science, Documentation, Digital Libraries, Electronic Archives, Information Management, Records / Document Management, Knowledge Management, Data Management, Copyright, Electronic Publications, Cultural Heritage Management, Conservation Management, Management of Nonprofit Organizations, History of Information, History of Collections, Health Information

Symposia

The Conference offered a number of sessions under its patronage, providing a concise overview of the most current issues and hands-on experience in information-related fields.

- Symposium on Integrated information: Theory, Policies, Tools
- 4th Symposium on Business and Management and Dynamic Simulation Models supporting management strategies

- Session on Open Access Rrepositories: Self-archiving, Metadata, Content policies, Usage
- Session on Evidence-Based Information in Clinical Practice
- Session on Business Management and Communication Strategies supporting Decision Making Process in Tourism Sector
- Session on Electronic Publishing: A Developing Landscape
- Session on Information and Knowledge Management
- Session on Information Content Preservation as Outcome of Conservation of Cultural Heritage: Ethics, Methodology and Tools
- Session on Advances Information for Strategic Management
- Session on Information History: Perspectives, Methods and Current Topics
- Session on Divergence and Convergence: Information Work in Digital Cultural Memory Institutions
- Session on Contemporary issues in Management: Organisational Behaviour, Information Technology, Education & Hospital leadership.

The wide range of aspects that the sessions covered, highlighted future trends in the Information Science.

Paper Peer Review

More than 300 papers had been submitted for consideration in IC-ININFO 2011. From them, 91 were selected for presentation, after peer review in a double blind review process. The accepted papers were presented at IC-ININFO 2011.

Thanks

We would like to thank all members that participated in any way in the IC-ININFO 2011 Conference and especially:

- The famous publishing house Emerald for its communication sponsorship.
- The co-organizing Universities and Institutes for their support and development of a high-quality Conference scientific level and profile.
- The members of the Scientific Committee that honored the Conference with their presence and provided a significant contribution to the review of papers as well as for their indications for the improvement of the Conference.
- All members of the Organizing Committee for their help, support and spirit participation before, during and after the Conference.
- The Session Organizers for their willing to organize sessions of high importance and for their editorial work, contributing in the development of valued services to the Conference.
- PhDc Marina Terzi for her excellent editorial work, contributing in the production of the Conference proceedings.

CONFERENCE DETAILS

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Dionysis Kokkinos, National Technical University of Athens

KEYNOTE SPEAKER

Professor Amanda Spink

Professor Amanda Spink has published over 340 scholarly journal articles, refereed conference papers and book chapters, and 6 books. Many of her journal articles are published in the Journal of the American Society for Information Science and Technology, Information Processing and Management, and the Journal of Documentation. She is Editor of the Emerald journal Aslib Proceedings. Amanda's research has been published at many conferences including ASIST, IEEE ITCC, CAIS, Internet Computing, ACM SIGIR, and ISIC Conferences. Her recent books include Information Behavior: An Evolutionary Instinct and Web Search: Multidisciplinary Perspectives, both published by Springer. Amanda's research focuses on theoretical and empirical studies of information behavior, including the evolutionary and developmental foundations. The National Science Foundation, the American Library Association, Andrew R. Mellon Foundation, Amazon.com, Vivisimo. Com, Infospace.com, NEC, IBM, Excite.com, AlltheWeb.com, AltaVista.com, FAST, and Lockheed Martin have sponsored her research. In 2008 Professor Spink had the second highest H-index citation score in her field from 1998 to 2008 [Norris, M. (2008)]. Ranking Fellow Scholars and their H-Index: Preliminary Survey Results. Loughborough University, Dept of Information Science Report].

Symposium on Advances Information for Strategic Management

Organizer: Associate Professor Nikolaos Konstantopoulos, *nkonsta (at) aegean.gr*

University of the Aegean

Dept of Business Administration

Description: The present symposium aims at investigating various features of using Information in order to can be approached Strategic Management practices. The above related with the environment of public sector, enterprises as well as the customers .The contribution of this symposium is that brings together researchers from a wide range of academic backgrounds evaluating different strategies and perception in today business environment. This Symposium will cover various topics on Strategic Management and Information. Some of the covered topics are: Information organisation, Outsourcing, International Information, Performance Management, Corporate Social Responsibility, Franchising, Decision Making, Mergers & Acquisitions, Customer satisfaction, Recruitment process, Customer Behaviors

PROF. NIKOLAOS KONSTANTOPOULOS

Associate Professor Dr. Nikolaos Konstantopoulos is a member of the educational and research personnel of the University of the Aegean in the Department of Business Administration. He has academic and professional background and previous experience in SA Companies in different countries of Europe.

He has teach in difference Universities in France and in Greece. His main research interests are Business Administration, Entrepreneurship, Dynamic Simulation Models, Strategic Business Communication and Public Administration.

Empowerment in the Tax Office of Greece

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Abstract: *The objective of this study is to determine empirically the existence of difference in each of six dimensions of Manager's Empowerment functions and to recognize their managerial tendencies in human resources in the Evia income Tax Office in Greece. The dimensions of Manager's Empowerment Functions that were considered were the* ***Informational*** *Role, the* ***Decision-Making*** *Role, the* ***Planning*** *Role, the* ***Evaluating*** *Role, the* ***Motivating*** *Role and the* ***Developing*** *Role. We used a sample of 30 managers and a factor analysis was conducted on the results of the questionnaire. The principle question of this paper was how those in power exercise the six Managers Empowering Roles in the above organization. The results of this survey are that managers do not always encourage the transfer of power and authority to the fullest in order to maximize their skills to the maximum.*

Keywords: *Empowerment, Tax Office, Informational role, Decision-making role, Planning role.*

I. INTRODUCTION

Owing to the fact that we are experiencing continuing Environmental, Economic and Demographic shifts, human resources concepts need to deal with these changes by repositioning the leadership model to the realities of the new world. Naturally, the broad definition of human resource management would be incomplete without further explaining what we mean by such terms as "human resources" and "management".

For this action the human factor through his muscular and intellectual force (Konstantopoulos et al., 2009a, Konstantopoulos et al., 2009b), is called to play the being first energetic role, bodily, responsibly, effectively and in time with anthropocentric operation without handings - over in the institutions, in order to it manages the remainder productive factors as, the buildings, the machines and the systems. As a process the Empowerment is a combination that transfers the power, responsibility and the encouragement of workers in order to achieve higher productions combined with the highest job satisfaction.

The concept of Empowerment could be defined as a process and as a result. As a process, the Empowerment is a combination of actions that transition decisions, the power and responsibility from managers to employees, so to achieve the highest possible performance, combined with the highest satisfaction from the work. As a result, the Empowerment is how we feel and behave workers. As a multidimensional concept, the empowerment consists from next dimensions that are, a sense of the meaning of work expressing the emotional connection with the worker's work, a sense of competence expressing the confidence of employees and the feeling that he has the potential and ability to do his work effectively, a sense of self-determination expressed the feeling that the worker has the discretion/ autonomy / freedom and control initiatives needed to make his work more effectively and a sense of influence and impact which reflects the perception that the worker can work through to exercise influence.

The Manager's Role includes the following six Manager's Empowerment functions. The empowered manager's *Informational* role who had applied information and communication system skills, the empowered manager's *Decision* role who had applied decision making and action taking skills, the empowered manager's *Planning* role who had applied project planning and organizing system skills, the empowered manager's *Evaluator* role who had applied systems evaluation and internal control skills, the empowered manager's *Motivating* role who had applied the leadership motivation and reward systems skills and the empowered manager's *Development* role who had applied selection, placement and development of people skills. The above managerial skills and how Empowering Managers use them it was described by investigators (Vogt and Murrell, 1990).

Others investigators (Kirkman and Rosen, 1996), (Konczak and Trusty, 1996), (Zimmerman and *et al*., 1992) defined that the Empowerment of human resources is not an unknown issue or insufficient. However in Greece there have not been investigations in the Public Sectors. It is important, therefore, to examine the origins and meaning of Empowerment, the extent to which it has been introduced in Creek public organizations, and the obstacles to its successful implementation. Effective implementation of Empowerment is a difficult, risky behavior, but the payoff is likely to be worth the price.

II. METHODS

The method of selection of the sample was designed to meet the requirements of the investigation. So the sample was chosen to be from the manager's in Tax Office of Evia Greece. We investigate the tendencies of Manager's Empowerment Functions. The questionnaire that has been described by investigators (Vogt *et al*., 1990) consisted of 30 questions. For the verification of

these groups of functions has planned a brand of five Color Zones. The *red zone* reflects the managers who tightly control the power in the organization, use the least Empowering style of management, are very concerned with control or power, the *orange zone* represents a managerial style that is more control oriented and less empowering or oriented toward sharing power, the *yellow zone* who reflects the managers who rarely acts in the extreme in matters concerning the use of power, the *blue zone* who reflects the managers who uses a style that is more Empowering than controlling and the *green zone* who reflects the managers who not only shares but creates power. The whole survey was conducted in 2010.

III. RESULTS

In order to meet the objective of the study, a descriptive analysis has been performed on the variables. For the statistical analysis it was used the statistical program S.P.S. S. 17.0. Statistics for the dependent variable of Management-Information communication system skills, Decision making and action taking skills, project Planning organizing and system Integration skills, system Evaluation and internal control skills, leadership Motivation and reward system skills, selection placement and Development of people skills (Mean, Std. Deviation, etc.) in Tax Offices are presented in (fig 1). The differences observed in the value of mean due to the different number of questions that was included each aspect of the Manager's Empowerment Functions.

	Mean	Std. Deviation.	Std. Er. Mean
Management - Information	36,5	9,31	1,7
Decision making	34,6	9,69	1,77
Project Planning	30	9,52	1,73
System Evaluation	34,4	9,26	1,69
Leadership Motivation	29,7	8,76	1,6
Selection placement and Development	30,9	10,96	2,00

Table 1. The Manager's Empowerment Functions

Statistics for the dependent variable of Red zone, Orange zone, Yellow zone, Blue zone and Green zone, percentages appeared for each of the six Manager's Empowerment Function. The differences observed in the value of percent due to the different number of questions that was included each aspect of the color zones.

The managers in the case of Informational Function and Decision making Function (fig 2.) and (fig.3) only one third of them prefer to use the managerial style that creates the power of Empowerment. In Informational Function more than fifty percent and in Decision making Function at least fifty percent intend applying a style that is more Empowering than controlling.

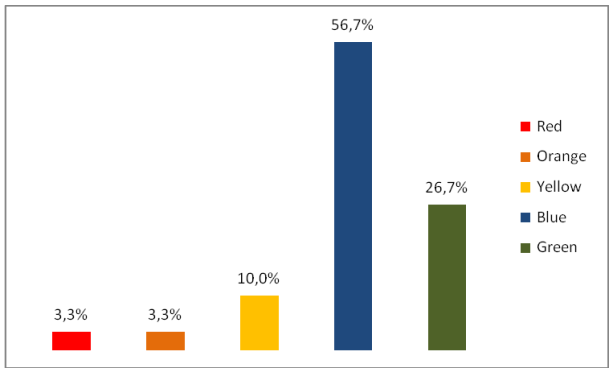

Figure 1. Informational Function in color zones.

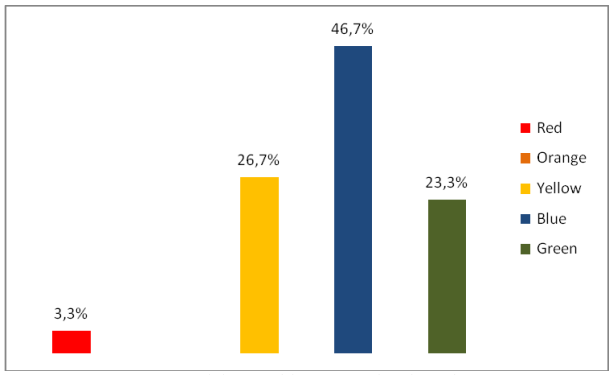

Figure 2. Decision making Function in color zones.

In the case of Planning Function, (fig.4) approximately only one tenth of the managers creates power. Approximately forty per cent are considering applying a style that is more empowering than controlling. Fifty per cent prefer to act in the extreme in matters concerning the use of power.

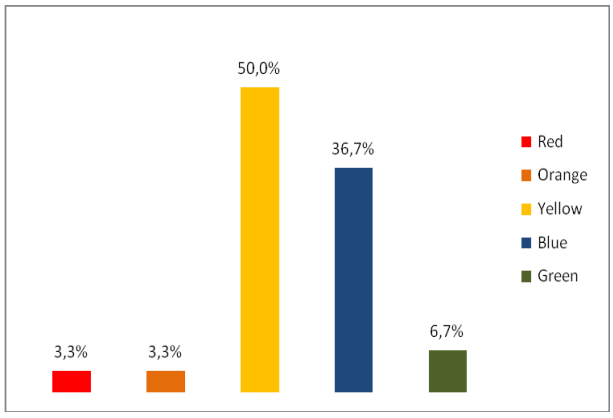

Figure 3. Planning Function in color zones.

The managers in the case of **Evaluating Function** (fig.5) only one ten of them they creates the power of empowerment.

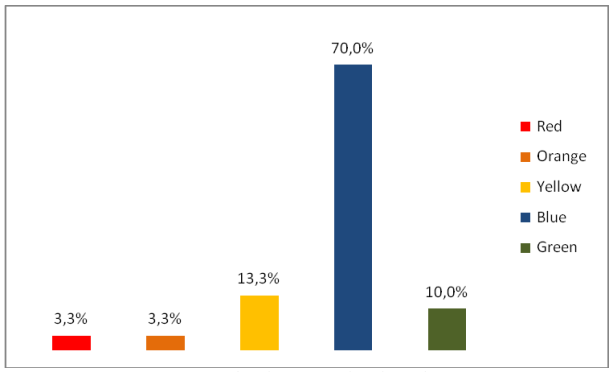

Figure 4. Evaluating Function in color zones.

The managers in the case of **Motivating Function** (fig.6) they don't creates the power of empowerment, because they prefer to use only 3,3 per cent. Approximately forty per cent prefer to apply a style that is more empowering than controlling.

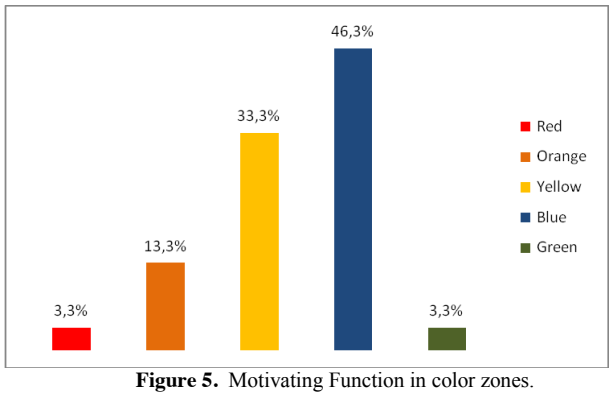

Figure 5. Motivating Function in color zones.

The managers that use the behavior of **Developing Function** (fig.7) prefer to use only 13,3 per cent of the power of empowerment.

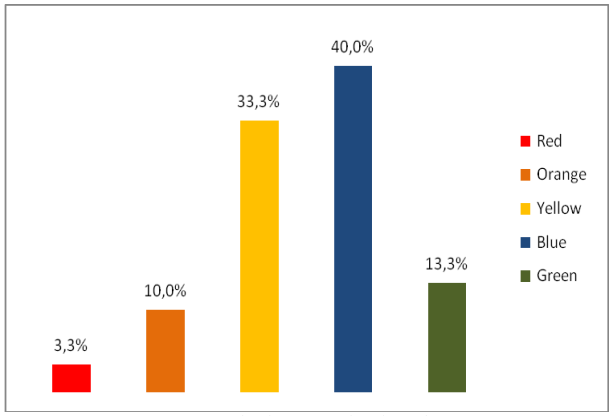

Figure 6. Developing Function in color zones.

The managers in the case of **all Management Functions** (fig.8) they don't creates the power of empowerment, because they prefer to use only 3,3 per cent.

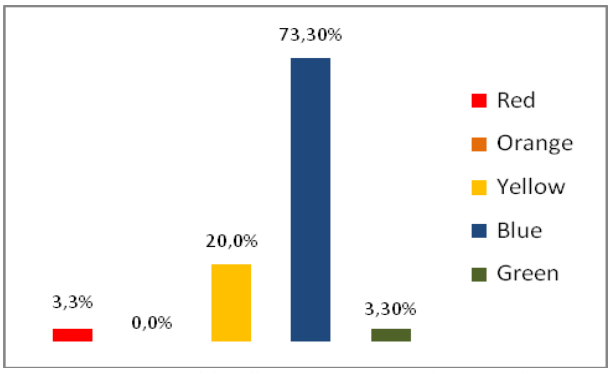

Figure 7. Total for all Management Functions in color zones.

III. CONCLUSIONS

The results obtained show that the levels of all management styles who occurred from color zones means that the organizations are in the earliest stage of Empowering their human resources and needs to implement more powerful managerial skills with effective methods and procedures to creating better and more human organizations.

The base of relative researches should be drawn the suitable education managing and be accompanied from the suitable institutional frame. The intensification is considered as a organizing need that in order to it is built, it is created and it is required a lot of long-term planning, time, effort and capable and capable and empowered executives. Because the Empowerment depends on a lot of factors it will supposedly be included in entire the system of administration because it cannot be considered as separate and independent phenomenon.

The Manager's Empowerment functions is necessary to be apply now in public Organizations because become efforts for development of Public Administration in Greece. In any case a move forward on this matter will demand more detailed empirical investigation, which could be applied in Tax Offices and general in Public Administration.

Our objectives are the Human Recourses to be able for constitute source of competitive advantage, with the increase of efficiency and their effectiveness. In order to can the Public Administration, covers the modern needs of Greek society.

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