EMPLOYEES EMPOWERMENT IN ORGANIZATION

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Abstract
Lack of staff with experience and skills is one of the main problems in executive organization. Empowerment has challenged the effectiveness of traditional management roles and traditional organizational structure. Empowerment means authority along with responsibility for the tasks delegated. The idea of empowerment in modern organizations due to the increasing volume of employee’s responsibilities is very important. Empowerment is widely used in different ways. Many managers talk of empowerment in the workplace and authors and scholars have recommended empowerment as the solution to many organizational problems. Empowerment is used in areas such as social work, urban redevelopment and external development for many years.

Keywords: Empowerment, Approaches of Empowerment, Employees, Organization

1. Introduction
Rapid changes threatens life many organizations and a global economy is driven by economic pressures. New media of information technology, global consumer culture, the emergence of global standards and the possibility of to share in costs are environmental affecting changes that there are in today's organizations. Incompatibility or lack of adaptation to environmental changes threatens the survival of many organizations (Abtahi & Abbasi, 2007). The vast environment changes in the world of today are rapidly changing is essential for flexibility in organizations to ensure survival and empowerment and give freedom of action to employees is one of the basic strategies to increase performance and provide of survival in today's organizations (Goodarzi & Gominian, 2002).

Charelezeh hendeh in his famous book titled "The Empty Raincoat" emphasized that "wisdom centralized" technical knowledge and the ability to acquire and apply knowledge is a new source of wealth and objective of empowerment is that the brain of people become like to their arms (Abtahi & et al, 2007). The opinion of many senior managers, in an environment with features of intense global competition and new technology, will be Cause give up of centralized control and increase the flexibility organizations and meanwhile empowerment is best philosophy of decentralization (Abtahi & et al, 2007).
2. Empowerment

Empowerment is a term that within a few years of rapid and increasingly accepted. Popularity empowerment approaches has prompted some writers that that called 1990s era of empowerment. Empowerment has challenged the effectiveness of traditional management roles and traditional organizational structure. Empowerment without making appropriate changes in the hierarchy of the traditional bureaucracy is impossible and it requires a flat organizational structure with few hierarchical levels and improving communication between teams. Empowerment means action of authority along with responsibility to do the duties. Empowerment increases a feeling of employee’s ownership about their work so that they would feel proud to their work and undertake tasks willingly; otherwise they will have one empty look without feeling to their work. Employees with more empowerment have commitment and more satisfaction and less job stress, probably have more business cooperation and partnership. By performing empowerment, it can be easily achieved organizational goals and is received from benefits such as improving working conditions, increased job satisfaction, customer satisfaction (Abdollahi & et al, 2006). Employees can well afford their duties when have skill, knowledge and ability and are well known objectives of the organization. The process of empowerment is a tool that can help to managers in the field (Abdollahi & et al, 2006). In organizational structures and management styles must be occur fundamental changes so that all employees is involved in the decision-making process, the working groups are formed, power and more authority should be delegated to subordinates and organizational structure of the network is replaced hierarchy structure. Under such circumstances, organizations should be more alive, dynamic and more flexible and managers pay more attention to the interests and opinions of employees. Employees must know themselves belonging to the organization and its owner (Hardy, 1998). Today, many leading organizations long-term relationship between employees and the organization is considered one of the pillars of success, because such relationship ensures organization that the one hand investment in training and upgrading the knowledge and skills could benefit employees about return on this investment in the future years and on the other hand employees will ensure about job security and needs of themselves and their families in the future years. The organizations are working to provide employee job security by their empowerment in different dimensions and Followed provide the field of creativity and innovation and the use of resources to achieve maximum yield (Hardy, 1998).

Empowerment is widely used in different ways. Many managers talk of empowerment in the workplace and authors and scholars suggest empower as solutions for many organizational problems. Empower is used for many years in areas such as social work, urban redevelopment and external development. Oxford English Dictionary defines empower thus: granting authority or power to someone to do something or create this feeling in person so that he can do more work. In recent years the use of this word has spread in organizations as many writers remembered it as a therapeutic drug and common slogan of management in the early 1990s. (gilaninia & et al 2012)is defined empower as "the philosophy of to give decision-making and greater accountability to the subordinate in the organization". Empowerment reminds different means, such as the granting of power and responsibility, granting more authority to the staff, granting decision-making authority to subordinates, sharing people to determine their professional fate, the process of sharing power by members of the group, the more opportunity for freedom, improving and use of skills and .... "Alfred Bandura “found empowerment as to create adaptive power with surrounding environment conditions and consider four main actions..."
for it: 1. emotional support of people when involved in doing stressful things; encourage and give positive feedback to them; 3-introduce examples of successful people and effective to them; 4. gaining experience through a successful activities (Gilaninia, S Delafrooz N, Tohidi R(2013)).

3. Approaches of Empowerment
Spiritual approach includes:
Psychological Empowerment: empowerment of human resources is a psychological concept that is related to states, feelings and believes of people to organizational work and defined as the process of increasing internal motivation in job and consists of two mechanical and organic approaches (Sanati, 2007).

Material approach includes:
Mechanical:
According to this view, empowerment means the authority and power from top to bottom, with clear boundaries and limits and accurate response that increases management control. In this approach, empowerment is a process which senior management has developed a clear vision and determines programs and the specific tasks to achieve in the organization. It provides information and resources needed to perform tasks for employees and allows them do necessary procedural changes and improvement of processes. In this approach, results of work and activity are more controlled by management and simplification of work and duties is emphasized. In short, in this approach empowerment means decision-making within a certain range (Sanati, 2007).

Organic approach:
This approach is the view from the bottom up and reduces control. Based on this approach empowerment is defined in terms of personal beliefs. According to this view, capable people have common features that come under the title of empowerment dimensions. These dimensions are not specific management actions but also reflect the experiences or beliefs of staff about their role in the organization. Thus empowerment is not something that managers do for employees but it is thinking employees about their role in the organization. However, organization management can provide the necessary conditions for the empowerment of employees. But should choices and operate empower employees. They must feel that have the freedom of action and power to make decisions, should be have personally sense of belonging to the organization and competency and expertise about their abilities and should be influencing the system which they work (Sanati, 2007).

4. The Benefits of Human Resources Empowerment
(Bowen and Lawler,1992 & Nejadjavad, M, Gilaninia S,2016) the benefits of employee empowerment on service organizations described as follows:
1. Empower employees to the needs of our customers reply rapidly and timely in providing services.
2. Capable person reply rapidly and timely to customers dissatisfied during returning services.
3. Empower employees have better feeling about themselves and their jobs.
4. Capable employees connect warmly and welcoming with customers.
5. Empower employees can be a great source of services ideas (Abdollahi & et al, 2006).

5. Costs of Empowerment
Empowerment is not without cost. One consequence of it is that increases the areas of employee jobs. This requires that employees be properly trained to be able to do wider range of their duties. Also it is effective on recruitment as a means to ensure that staffs employed have the necessary characteristics and skills. Empowerment will have both positive and negative consequences for the employees. According to CRM application impact on customer satisfaction in financial and credit institutions (Case study: Financial and Credit Institutions in Guilan, Iran) Gilaninia ,S & et al 2011), although capable people gain confidence in their abilities but increasingly they experience failure and are conflicted in their role, because ability is caused that employees gain additional responsibilities. Moreover, if we look at the organizational vision, employees who are more capable and with responsibilities and skills enhanced has expected more compensation from the organization that will increase the costs of organization (Rafigh & et al, 1998). Environmental conditions such as leadership style of authority, job design and reward system provide data for people about the implications of to assess tasks, circumstances and events related to future behavior. These data form evaluating the responsibility of the person (effectiveness, competent, meaningful, and right to choose). This means that the assessment of task strengthens and sustains individual behavior, and this behavior affects the environmental events. External visible events and conditions are as real facts, but judging and behaviors of individuals on tasks by the perceptions that are beyond the facts, are formed. Such perceptions are interpretation beyond the perceptions of realities. Therefore, intrinsic motivation of tasks and the immediate behavior is unaffected external events, but are under the impact of the events interpreted. Therefore two elements of public evaluation and interpretive styles to help describe the diversity in job evaluation structures have been added to the model (Tomas, 1995). General assessment refers to individual beliefs about the effectiveness, competent, meaningful and Right to Choose. These beliefs are more abstract. In contrast, specific evaluation motivates the individual behavior in job position (Majidi & et al, 2008 and Beiglo RE, Gilaninia S, 2015).

6. Factors affecting the development of a sense of empowerment in employees
About effective factors in creating a sense of empowerment in employees have been conducted various studies. Each of researchers has studied various aspects of empowerment issue and effective factors and features in this area are examined. Including : Deneseh Kenla author of human resource empowerment book believes that an organization for maximum use of employees should create ways to explore competence of people in order to develop these competencies and to maximize the opportunity for qualified people to influence in all work aspects of the organization. Thus we need that moved beyond the concept of empowerment that focuses on the distribution of influence and this influence is nothing but power. We need to have organization strategy of empowerment that has focused on the distribution of competency-based influence. In organizational performance, "contrasting empowerment" is not lack of power, but is ineffective (Kenla, 2007).
In study of Kay et al emphasis on that staff understands from their psychological empowerment is more effective than external factors and teamwork is important organizational factors in facilitating success of empowerment (Kay et al., 2008).
7. Relationship between employee empowerment and training
One of the main problems of the executive organs is lack of staff with experience and skills. Universities and institutions of higher education in preparing people to enter the organizations do not have much role. College graduates with a set of scientific information are still no capable to work in the executive agencies. Therefore, staff training and empowerment and increasing job skills is one of the most important strategies for empowerment of human resources in the organizations desired. Develop training programs for staff and implementing short-term and long-term that increase intellectual ability and professional staff are the factors that Has very important role for empowerment of staff. Lack of education funding is as one of the most important Executive organization obstacles (Horabadi Farahani, 2006).

8. Discussion and Conclusion
New system of management has great emphasis human resources and considers it as most important organization's assets. The organizations are working to provide employee job security by their empowerment in different dimensions and Followed provide the field of creativity and innovation and the use of resources to achieve maximum yield. The idea of empowerment in modern organizations due to the increasing volume of employee’s responsibilities is very important. Empowerment of employees has proposed to transfer power in the organization, involving subordinates in leadership, improve effectiveness by increasing the power and ultimately increase intrinsic motivation to work. Empowerment increases a feeling of employee’s ownership about their work so that they would feel proud to their work and undertake tasks willingly; otherwise they will have one empty look without feeling to their work. Employees with more empowerment have commitment and more satisfaction and less job stress, probably have more business cooperation and partnership. By performing empowerment, it can be easily achieved organizational goals and is received from benefits such as improving working conditions, increased job satisfaction, customer satisfaction.
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