

OVERVIEW OF EMPLOYEES EMPOWERMENT IN ORGANIZATIONS

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Abstract

Organizational environment is constantly changing and organizations must be able to have innovation commensurate with change. Also now organizations must be in a position almost immediately able to respond to customer demand. The person who receives a customer request in practice, it should be able to do whatever is necessary to keep customers. In other words, employees are forced to think, choose and participate. Empowerment, makes organization's needs for high-performance of employees, and also the answer to demands of employees based on independence and introduction.

Keyword : Empowerment, Mechanical Approach, Organic Approach

Introduction

Employee empowerment is one of the effective techniques for increasing productivity in employee and optimal use of capacity their individual and group abilities in order to achieve organizational objectives. Empowerment is a process in which through the development and influence expand and the capabilities of individuals and teams will be help to improve and performance continuous improvement. In other words, empowerment is a development strategy and organizational prosperity. In this section, with a practical approach has been paid to concept of employee empowerment, Explain of dimensions this concept, definitions, organizational characteristics of formidable employee, factors affecting on empowerment, achievements and obstacles in organizations. (Gilaninia 2012)

Concept Defining of Empowerment

Empowerment of human resources means create collection of required capacity in staff for enable them to creating added value in organization and role playing and responsibilities are responsible in the organization, with efficiency and effectiveness. (Doaei 1998)

Historical of Empowerment

History the first definition of word empowerment refers to 1788 in which considered empowerment as delegation in role of their organization and this authority must be granted to person.

Grew (1971) refers to common definition of empowerment that includes delegation of legislation power, delegation of authority, mission and sector power.

In particular this term was introduced in 1980 in the field management was a response to promote of Taylorism approach for job designed.

Empowerment literature has seen many changes until finally, Lee (2001) the empowerment considered context for increasing dialogue, critical thinking and activities in small groups and refers to allow the the activities to move beyond sharing, share and refining experiences, thinking, seeing and discussion are main components of empowerment.

(Rastgar 2007)

Previous Research

1) The relationship between organizational culture and staff empowerment (Case Study : HEPCO)

This research was carried out by Younes Rasoul Dasht (2008) and the results showed that empowerment lead to increased performance and increase organizational commitment

2) Assessment of factors affecting the staff empowerment process in productive organizations

In research conducted by Asghar Meshki (2005). According to results obtained most influential factor in staff empowerment process respectively management guidelines, conditions(environment)of organization, Sources of self-efficacy

3) How can established successful strategy for empowering of human resources?

Becker et al. (2003) concluded that Human resource management can not be considered as part field organization empowerment and they are only characterized and limited duties in field of staff

Empowerment Approaches

Mechanical Approach : According to this view, Empowerment is means delegating and the power from top to bottom with clear boundaries and limits and also strict accountability which increases managerial control(Boula 1994). In this approach, empowerment is a process during which senior management, has developed a clear vision, and paint programs and specific tasks to achieve it in organization. Provides information and resources needed to perform duties for employee and allows as needed to do practice change and processes improvement. In summary, this empowerment approach, means decision in a particular range. (Abdollahi & Nave Ebrahim 2006)

Organic Approach : Organic approach is a view from bottom to up, and reduce control. Based on this approach, empowerment is defined in terms of personal beliefs. According to this view, capable individuals are have common characteristics. Reflects the experiences or beliefs of employees about their role in the organization, thus, empowerment is not something which managers carry out to employees instead is mindset of employees about their role in the organization. However, organization management can provide a required platform for empowerment of employees. (Spritzer 1995)

Empowerment Process

Staff empowerment is a process through which extends a culture of empowerment. Empowerment process is consisting three phases :

Information sharing : Allows to employees know their organization status and to analyze. Information sharing begins with trust in the organization, and breaking traditional hierarchical thinking and increase employees' sense of responsibility.

Autonomy working across organizational boundaries : Boundaries organization is specified through destination (Why do you?), values (what is your action guide?), imagination (what your imagination of the future?), objectives (what, when, where, how and why do they?), roles (which are you?), system and organizational structure (how your work will be supported?).

Replacement self-bring teams instead hierarchy : Whenever a group of people with specific responsibilities for work and production processes are selected, plan and implement, from start to finish, will manage everything, and divided responsibilities into equal and fair. Self-bring teams advantage are summarized in provide job satisfaction, change of attitude, commitment, better communication between employees and managers, more effective decision-making processes, improvement of operations, reduce the cost and organization efficiency.

(Fox 1998)

Effective factors in the process of employees empowerment

1. **Specify objectives, responsibilities and authority in organization :** Employees must be aware of their responsibilities and duties description, the purpose and mission organization, and its stages and work processes.
2. **Job enrichment and job promotion :** Organization must to act in order to be up to date technical and professional information of staff, and increase their content of job.
3. **Mentalities and organizational belong :** In order to satisfy this factor must respect for employees in organization and assistance to resolve personal problems.
4. **Trust, sincerity and honesty :** Organization must create positive environment and friendly working relationships between employees and increase trust between managers and employees.
5. **Diagnosis of and appreciation :** Proportionality received salary and bonuses with the work they do, appropriate distribution welfare facilities organization, Proportionality Job promotion employees with their suitability.
6. **Participation and teamwork :** Applying the opinions and ideas of employees in decision and their cooperation in improve and promote of organization affairs, delegation of authority to staff at various levels, participation of employees in offering suggestions for affairs better.
7. **Communications :** Including communication and easy access employees to managers and supervisors, transparency and clarity work community of employees with managers and supervisors.
8. **Work environment :** The importance to employee health and safety in working environment, create appropriate opportunities for employees job promotion, reduce stress and tension in working environment.
9. **Optimization of processes and working methods :** Being clear and transparent of workflow and information in organizations, periodic review and modification of work methods and affairs simplification.
10. **Information, knowledge and job skills :** existence facilities to develop job skills in organization ,existence fields of effective and efficient training in organization.

(Hugman 2001)

Practices Empowerment of Employees in Organizations

Empowerment and Training : Training programs would be useful if implemented and supported with the participation of employees and relying on scientific methods. The real purpose of training programs is relationship between employees and management and also participation in institutional programs to enhance work motivation. (Ghasemi 2003)

Empowerment and Participation : Overall, based on various theories employee participation is main core of democracy. (Ghasemi 2003)

Empowerment and Unions : Throughout the history unions are only institutions that have been able to induce a sense of empowerment to employees. (Fathi Vajargah 2004)

Empowerment and Quality : moral commitment in total quality management is an inherent problem, because employees will be authorized to participate in decisions. (Saki 1998)

Empowerment Strategies

Strategies of increase collective awareness through storytelling

If employees have responsible to their solve problems, talented to efforts improve their personal and organizational life. Approach storytelling as an essential factor of empowerment lead to strengthen of efforts based on cooperation. When people discover or creating their story cooperation or reflect, in fact, their life story express in organization to positive ways. (Rappaport 1995)

Strategies of training problem solving skills

Employees must increase capacity of their problem solving skills. Problem solving skills can be will lead to staff empowerment in level individual, interpersonal and group as an essential step in creating change of location. In this strategy, must allowed to employees their problems identifying and solving based on the content of the stories takes shape in a collaborative environment. in this case, first team to summarize aims of problem solving. These aims include: identifying the problem, choose one of the important problems, selecting of purpose for solving or bigger problem, Creative thinking in order to problem solving and achieve to aims and identify resources to help achieve this objective. (Honald 1997)

Strategies of skills training and support resource mobilization

Protections, including the protection individuals of their, protection managers of individuals, protection law of individuals. Organization can to spread collective support in organizations through writing, speaking and or lecture of legislator or political individuals. If employees know that in organizations resources for their personal development is available and support needed are in this way empowerment is accomplished with high speed and acceleration. (Wilkinson 1998)

Practical measures to empowering employees

1. Demonstrate leadership commitment through empowerment
2. To consider the interests of employees through empowerment
3. Staff training to increase their knowledge, skills and abilities through empowerment
4. Application of quality teams through empowerment
5. Employee participation in planning and performance information sharing through empowerment
6. delegation of authority through empowerment

(Gilaninia 2012)

Existent obstacles in organizations to implement of empowerment

1. Governing formal structure and hierarchy
2. Low level of trust and confidence among organizational members
3. Inappropriate attitudes of managers and employees and also inappropriate leadership and management styles
4. Lack the necessary skills in Staff
5. Large differences between individuals and organization and also existence of coordinated personnel systems
6. Tension and stress in the environment

(Dennise 1998)

Techniques and tools creating Empowerment in organizations

The following are some examples of creating Empowerment technology in organizations, include :

1. Implementation of recommendation system in organization
2. Formation of quality circles
3. Establishment of working groups
4. Create and apply appropriate system performance evaluation and introduce sampled staff in specific time period
5. Create of motivational facilities
6. Job enrichment

(Tuner 2003)

Conclusions

Empowerment of human resources is Create set of required capacity in employees. The first definition of the term empowerment is returned to 1788 in which empowerment believed that as delegation in their role of organization. Empowerment approach includes two mechanical means delegating and power from top to bottom and organic means low control and power from bottom to top. Empowerment process is summarized in three steps information sharing, autonomy working across organizational boundaries, and also replacement self-bring teams instead hierarchy. Can be lead to will empowerment employees in organizations through training, participation, unions, quality. Given to above definitions and issues in this research and taking into account the importance of empowerment and factors of proper implementation and also its existent obstacles can be make a positive impact in the organization and will lead to personnel job satisfaction.

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