CONCEPTS AND STRATEGIES OF STAFF EMPOWERMENT

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Abstract

History of first definition of empowerment returns to 1788 in which empowerment know as an authority in their organizational role this authority must give to individual or seen in his organizational role. This empowerment means individuals desire to take responsibility for accepting word for first time, officially interpret as responding. Gero (1971) the common dictionary definitions of empowerment refers to the delegation of legislative power, the authority, duties and Empowerment. In 1990 Gandez conceptualized empowering by giving decisions making to employees. But Zaymrmn (1990) refers to the definition of careless and indifferent. And believes that when it is easy to define what we want to consider empowerment regardless words like "helpless", "powerlessness" and "alienation" And if we want to define it according to many people is very difficult. Employee empowerment is a management tool that can be use to directed towards increasing the productivity of human resources. The purpose of this paper is to examine the concept and evolution of the concept of empowerment and provide diverse strategies in this regard.

1. Introduction

Employee empowerment is one of the most effective techniques for increasing employee productivity and better use of the capacities and capabilities of their individual and collective organizational goals. Empowerment is a process through which individuals and teams develop the ability to continuously improve performance and help to improve it. In other words, an empowerment is a develop strategy and organizational prosperity. In this paper, a practical approach with concept of Employee empowerment explains to determine this concept. Definitions of empower organizational characteristics, empowering factors and barriers to the achievement of organizations are the subjects that addressed in this paper. This paper tries avoiding sporadic and marginal arguments to an organization that administrator trying to improve the capabilities of their staff, define Frameworks and techniques to achieve this goal.

2. Importance and necessity of Employee empowerment in organizations

Today Organizations affected by factors such as increased global competition, rapid changes, the need for quality after-sales service and limited resources and... Are under high pressure. After many years of experience, the world has come to the conclusion that if an organization wants to be a leader in the economy and his business affairs And stay in the competition arena Should has skilled, creative and high motivation. There is a direct relationship between human capital and productivity in organizations. One Concern of the world's major economic institutions is gathering educated and wisdom human capital that can change in an organization which they are belonging. A successful organization is a set of organization composed of cultured people, ideas and common goals that with teamwork in flexible organization provide experience and knowledge with increasing love progress for management. Therefore, any individual who performs the task for organization will feel ownership. Using the human resources Potential is a huge advantage for any organization. Personal productivity of organization use set of individual
talents and potential to improve the organization and with potential power and talents to make tremendous progress in the development of individual and organizational alignment. In this regard, growth, progress, prosperity and improved capabilities in recent years as staff empowerment are considered by scholars and experts in human resource management. As organizations deal with the challenges of organization and continuous improvement are a priority, a greater need of support and commitment of staff and involving them in the work is felt, empowering new and effective technique for improving the organization productivity, by use empowerment of employees. Employees through knowledge, experience and motivation behind his powers and in fact Empowerment is release of this power. This technique provide potential capacity to exploit originates from the human capacity that it is not use completely and suggests healthy environment and an institutional balance between the actions of the management control and complete freedom of staff action, In issue of empowerment, which will be examined issues such as how is environment, climate management and employees? Does the manager give possibility to know opinions of their employees? Does Basis of choosing and applying the competencies and businesses or individuals based solely on having pure information? Is there a fair punishment and reward system in an organization? What is the level of participation in the organization? What extent managers have an attractive environment for work? Today, organizations have the advantage that they are not to outshine each other in applying the new technology, but in a high confidence level of employee commitment within organizational objectives. To passing of the two-stage, organizations must adapt to different situations and learn new techniques. In this case achieve ability to identify items that could be constructive and effective working environment. In new organization, employees are responsible not only for the task, but also to improve the overall function of responsibility. They deal with Continuous increasing the productivity performance in a way that working together.

3. Definitions of empowerment

- Empowerment is the development of capabilities and competencies in order to achieve continuous improvement in organizational performance.
- The empowerment of employees is use of power detection and analysis capability, having an insight in their work and participates fully in decisions that affect their lives.
- Empowerment is the release of internal forces to achieve amazing results.
- Empowerment In concept of organizational means culture change and in courage and conduct of the institutional environment.

According to Fox (1998), "Employee empowerment is a process and through it develops a culture of empowerment where dreams, goals, boundaries and attempts to influence their decisions and the results will be shared with the entire organization. In such cultural resources and compete for resources needed to provide effective and supported activities.

Blanchard is summarized empowerment process in three steps:
1 - Sharing of information: allow employees to recognize the situations are analyzed, Information sharing with trust in the organization, breaking down traditional hierarchical thinking begins and thereby increases the sense of responsibility to workers
2 - Autonomy and independence over the boundaries of the organization: Boundaries of the organization is determined through target (Why you work), values (what is your guide to action), imagination (what you think of the future), goals (what, when, where, how and why they are doing), roles (who you are), and organizational structure (how do you do that is supported)
3 - Replacing self teams Instead of hierarchy: Whenever group of employees with special responsibilities for work and production processes are selected, from its beginnings until finish
the job plan and execute their responsibilities to manage everything equal and fair share. Advantage of self-team summaries in providing job satisfaction, job attitudes, job commitment, better communication between employees and managers, more effective decision-making processes, improve operations, reduce costs and productivity.

4. **Factors in the process of employee empowerment**

1. The clear objectives, responsibilities and authority in an organization: the employees should have responsibilities for their duties, purpose and mission of the organization and to be aware of its business processes.

2. Job enrichment and job promoting for employees

   Organization should act in order to update the technical and professional information employees and increase job content. Also, in order to satisfy the principle of substitution, in organization could use the techniques of working torsion.

3. The spirit and organizational belongs: To meet this factor, must respect to the organization employee and help in order to personal problems. To invention, innovation and creativity in personnel must provided with appropriate field and senior management ensure that employees tend to do things that they have been assigned.

4. Trust, sincerity and honesty: Organization should increase atmosphere and staff to create positive and friendly working relationships and trust between managers and employees.

5. Diagnosis and appreciated: Proportion of salary and bonuses received by employees doing the work, organization and distribution facilities in proportion to the suitability can be promoting can cover proposed factor in the organization.

6. Cooperation and teamwork: Applying the opinions and ideas of employees in decision making and to improve and promote cooperation in matters of organization, delegation of authority to staff at all levels of participation of employees to propose better and control tasks by their own employees can be a factor in increasing participation, employee empowerment and teamwork in organizations.

7. Communication: include communication and easy access of employees to managers, supervisors, Transparency and clear communication with managers and staff working in the current affairs of the company in connection with its work area...

8. Work place: Among the effective factors that organizations are focusing on it is work place. The importance of employee health and safety in the workplace, creating job opportunities for improvement, reduce stress and tension in the workplace, including issues related to the work environment.

9. Optimizing processes and working methods: Being clear and transparent flow of information, documentation and periodic review of the working methods and improvement the working methods and simplification are effective factors in Optimization of processes and working practices.

10. Information, Knowledge and Job Skills: To satisfy this factor, opportunities to develop job skills in organization, more effective and efficient in the fields of education and technical knowledge and expertise can help.

5. **Practical actions to empowering employees**

1. Demonstrate your commitment to leadership through
   - Strategic thinking on innovation cause develop activities.
   - Reorganizing and consolidating operations and increase coordination of activities
   - Create an atmosphere of trust and honest communication
   - Targeted investments and provide incentives to facilitate change
involve in activities to test their successes
utilize a performance feedback system with 360 degrees rotation

2. To consider the interests of employees through:

6. **Confidence in a collaborative environment**

- Participation of employees in decision making, before a final decision
- Training employees to improve knowledge, skills and abilities through them:
  - provide a mix of formal and in-service training for staff
  - Learn new techniques and team building activities
- Considering Investment in training at any point of time
- The use of quality teams through:
  - Create a team of employees who work at multiple levels assume. (Members of the team are different from organizational levels)
  - Assignment of responsibilities to team members
- Participation of employees in planning and sharing performance information via:
  - Create a mechanism for employee participation in the planning process
  - Provide performance information throughout the organization via various ways such as charts, graphs, news
  - Placement data performance through meetings
  - Feedback from staff about the change routes
- Delegating via:
  - Eliminate part of regulatory categories
  - Provide more time for managers to focus on the problems and issues and institutional policies
  - Create a new position of authority to impose reasonable and appropriate for the employee

Therefore, the main objective of empowering human resources and organization for people working in this process first, it is necessary to be familiar with the concepts and strategies to implement by participate productivity of company. Understanding the concept of best practice among the empowerment goals that motivate employees to perform and doing it.

7. **Achievements of performing empowerment in organization**

Employee empowerment as mentioned in the previous sections is using potential in the staff at the present time it is not use completely. Including achievements that can empower organizations to make the application and implementation of these factors, the following:

- Increased customer satisfaction
- Alignment by market needs
- Increased feeling of belonging, participation and responsibility of employees
- Having the authority to change attitudes
- Greater employee commitment and quality of work
- Better communication by employees, managers and supervisors
- Reducing operating costs and increasing profit organization
- Increasing the efficiency of the decision making process
- Continuous improvement and increase productivity in the organization
- The creation of new initiatives and use of intellectual resources

Existent obstacles in organizations implement empowering. Implementation of empowering in organizations is very useful and increase productivity in the organization and staff. The implementation of this technique requires organization support and cooperation of its senior executive staff and agents in the promoting work. Including obstacles to implementation factors:

8. **Governing Formal structure and hierarchical**
- Low level of trust among organizational members
- Improper attitude, poor leadership and management styles of managers and employees
- Lack of skills in the staff
- Large differences between people in the organization and personnel systems
- Tension and stress in the workplace.

9. Conclusion

In order to employee empowerment of the organization of sub-structuring of the organization and proper organization is essential in organizations that, effective factors in empowering are fully and properly implemented. We can sure that the best using human resources and maximum productivity is in an organization. But to implement these factors what techniques and tools can be used? In following are some examples of the techniques to empowering organizations and when is necessary some descriptions are provided.

1. Implementation of in recommendations of organization
2. Formation of quality circles
3. Establishment of working groups: Including duties of the competent working groups
   For this purpose, the development of requirements in the workplace is one of several factors. Some of these include: respect, information, control, decision making, responsibility and skills.
4. Creating and implementing an appropriate system evaluation and introduce sampled employee in specific time period.
5. Grant motivating
6. Job Enrichment: Order to job enrichment should have enough information about the job through job analysis. Job analysis is a method for detecting and identifying duties, responsibilities, working conditions and human characteristics of the relationship between jobs and workers. The analysis and summary of job duties, responsibilities, and relationships with other professions, knowledge and skills required for the job and work conditions. Job analysis is the most important and best things that all institutions to develop and maintain human resources and enrichment of job them do. Relationships based on mutual respect and trust in the essential unity of collective decision-making, implementation and accountability. And believes that, if the management can change structures and complementary to existing regulations in the direction of empowerment and teamwork which results in the creation of an enabling environment in every aspect of the organization. Otherwise all efforts would be doomed to failure.

Resources

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