EVOLUTION SYSTEM EMPOWERMENT

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Abstract
Since human capital is the most valuable factor of production and a major source of competitive advantage and provides essential capabilities of each organization is one of the most effective ways to achieve competitive advantage in the present conditions, more efficient, staff organizations. What towards Human resource development is important to the improvement of human resources and technical expertise that is not only educational, but also a variety of ways, and this is important to the development of training, but in the realm of human resource management strategic programs possible of be . Consistency in the development of human resources required to develop empowerment programs that play an important role in consolidating and integrating human resources management program to provide a suitable model plays empowerment. In order to achieve this goal and to help researchers and managers in the areas of human resources, in this paper the patterns of empowerment, empowerment comprehensive model is presented.

Keyword: Empowerment

Introduction
In today's competitive world, one of the most important tools for achieving the goals and missions of the organization's survival and development, the human element. The evolution of the concept of what life gives and also ensures the survival of the organization, human resources.

Organizational success, an effective mixture of money, materials, machines and human resources to achieve short-term and long-term goals depends on the complexity, diversity and unity organizations have developed many specialized areas, the potential benefits of each of the components the manufacturer maximize. The reality is that if the organization of creative people, Knowledge-oriented opportunity to establish conscientious and access to other issues, we will lose many opportunities and situations. To achieve the goal of universal, or even stay at this level, in order to continue to develop new and replacement personnel is essential for future growth and progress belongs to those who the industry and it aim. Such a transformation is inevitable in human resources and organizational structure and management scientists believe that changes in the labor force, is the root of all successful organizations (Dimani, 1996). It does not change if the human resource management industry is sentenced to certainly doomed. After the planning, development, human resources planning, human resource empowerment, one of the major strategies to achieve sustainable development and globalization that have an important role in the human resource managers.
Statement of Problem

In the past two decades, enabling managers has become one of the most important concerns. Increased competition in global markets has led to create a comparative advantage lies in the stability, durability and also provide more larger share of the market accordingly. The competitor must be compared with the best products and services at competitive and winning customer satisfaction, as well as continuing to maintain the quality. This assumption is based on the fundamental belief that it is a serious enterprise survival and development, which takes place when the forces of knowledge, Creative and motivated problem solving and self-management capabilities that can be done. This credit can be created to enable optimum capacity for playing a role that has been defined with greater efficiency and effectiveness. It is certainly true that in the light of knowledge, experience, and ultimately empowered element will provide an incentive payment to. This means enabling the decision-making process will be interactive and interdependent decision making to determine what policies, provide appropriate method in critical situations, Power, new roles and new initiatives that can provide coordination between managers and ultimately played melodic instrument development will be organized to bring (Buckingham, Marcus, Clinton McDonald, 2004).

But despite the great importance of empowerment, unfortunately in Iran for several reasons, including the uncertainty of organizational goals, the lack of a proper definition of the relations of work and personal relationships, lack of appropriate performance evaluation system, the definition of appropriate indicators to measure labor productivity and the factors. With this approach and qualitative development of the organization and creating new opportunities with regard to what takes place when an organization has the capability of human resources, The authors of this paper are those of the analytical approach to the efficacy of the model structures, The three pillars model of the causal variables (input factors of the instrument) intermediate variables (internal factors) and output variables (outcomes and results) as contributing factors in the empowerment process, Institutional failures and describes the methods available to analyze.

The importance and necessity of empowerment in organizations

Organizations today are influenced by factors such as increased global competition, rapid changes, the need for quality and service, and there are limited resources and under great 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 should remain in the competition back in skilled manpower, creative and motivated high be. Human resources constitute the real wealth of an organization. There is a relationship between human capital and productivity in organizations, An important concern of successful enterprises worldwide gathering of educated human capital and the wisdom that is able to change an organization that belongs to those that.

A successful organization is composed of a set of organizational cultured people, ideas and common goals with a flexible system of team work, experience and knowledge in the management of their growing love for progress have been. Therefore, any person who performs the task organization, will feel ownership. Potential use of human resources is a big advantage for any organization. In personal productivity, organization of individual talents and potential and actual uses to advance the potential forces and talents to make dramatic progress in the development of the individual and the organization will be similar. Therefore necessary to achieve the objectives of the organization, effective management of these resources is precious. In this regard, development, progress, prosperity and improving the abilities of attention in recent years as the enabling scholars and experts in human resource management is
situated. As organizations deal with the challenges of the labor organization and continuous improvement area priority, the need for greater support and commitment to their work is felt to engage. Enabling new and effective techniques for improving organizational productivity through the use of power (Jzny, 1996). Through knowledge, experience, and motivation are his power lies in releasing the power of empowerment. Capacity to exploit the potential of this technique originates from the human ability to make full use of it does, and in a healthy environment organization provides a balance between the complete control of and freedom of action by the administration, which complete the proposed. Empowerment will be examined in the discussion of issues such as climate and environment management of organization for what? Management of risk ideas and thoughts to give you? The choice and use of competencies and qualifications, or in jobs that once information is based solely on having? Does the organization have a fair system of reward and punishment? What is the participation rate? Environmental managers how to have fun doing? Today, the organization's advantage to outshine each other, not in the application of new technology, but also the high level of confidence and commitment to organizational objectives lies. For various two-stage transitions, organizations need to adapt to different situations and learn new techniques. In this case we can identify where the construction work is powerful and effective reach. New organizations are responsible not only for the task, but also to improve the overall performance of their responsibility. They continued to increase the productivity of working together to address such.

**Definition of Empowerment**

Enabling a general and specific meaning to many interpretations and definitions of the various approaches, the integrity of this concept has difficulties, such as the definition of the enabling factors, such as intrinsic motivation, understanding, and commitment to, the job, or the transmission and sharing of resources and information is used. (Robbins, et.al, 2002) In fact, continuous and permanent process of empowerment in a dynamic environment is analyzed at varying levels. Empowerment issues, motivational or psychological, structural, cultural, and historical values and attitudes in organizational context refers.

Empowerment, is a collection of systems, methods, and measures the ability to develop and improve their competency and increased productivity, growth and prosperity of the organization and human resource development, and goals of the organization have taken. (Ebili, 1996)

**Empowerment Models**

**Definitions of the Word Empowerment**

Different definitions of the term empowerment have been presented by researchers and experts in this field. The definitions provided below covers almost all the concepts.

- Empowerment is recognizing the value and contribution of fulfilling the tasks that can be.
- Enabling the creation of human resources capacity necessary to enable them to add value to the organization and the organization's role and responsibilities are entrusted, along with efficiency and effectiveness.
- It is designed to enable organizations to control the way that people are ready to accept more responsibilities and have.
- Empowerment is the development of capabilities and competencies in order to achieve continuous improvement in organizational performance.
- Empowerment is the ability to promote diagnosis and analysis of the use of force, an insight in the work done, and full participation in decisions that affect their lives.
Empowerment is freeing up internal forces people to achieve extraordinary results. Empowerment in the context of changing organizational culture and the courage and guidance in creating an organizational environment. Leadership challenges, cultural and economic issues from one hand, the strategic development of human resources, including: organizational learning, innovation, staff development and customer success the other hand, organizations are empowering employees to strategic direction.

Model to explain strategic empowerment are critical determinants of empowerment is analyzed. According to a study conducted by Yahya Molhem (2004), four-factor relation empowerment have significant effects on the competitive environment, organizations must be able to respond to that particular attention should be high quality rapid changes to the employees' satisfactions, customers provide. These models are based on factors that influence employee empowerment:

1. **Knowledge and skills of employees**
   Improving staff skills and knowledge that are directly related to entrepreneurship and employee effectiveness rather than replacing Scientists Instead of Craftsmen paradigm shift in the development of human resources and staff development skills trump knowledge organizations.

2. **Trust**
   Leaders need to trust and acceptance of new ideas are published and power. Positive effect on the flow of information and knowledge, and is the responsibility of staff.

3. **Communications**
   Communication is two-way means of communication of knowledge workers at tract will expand to better serve our customers. Distribution of information to employees is critical to high performance. Communication channels and information on organizations for promotion of knowledge and organizational trust is.

4. **Motivation**
   According to the needs and motivation of employees pay and bonuses based on performance and rewards in this model is the spiritual (non-material) are more important than material rewards.

   The theorist (1), which is believed to carry a sense of control over the work and activities of the tissues and structures of knowledge in which the work is performed, a liability at work, sharing responsibility for implementing activities organizational justice in giving rewards based on individual and team performance leading to improved productivity and employee empowerment are.

   Based on studies done by Robbins and colleagues integrated framework to clarify the role of subject variables, environmental, cognitive and behavioral processes of empowerment is important in this process, the relationships between organizational context and environment elements (structure, human resource management practices) is effective. (Robbins, et.al, 2002)

   In this model (Figure 2) perceptions of employees, the opportunity to influence the nature of work and organizational support, trust and commitment, the organizational context and environment influence. The most important step in the process of empowerment, providing the opportunity to practice with the extent of the environmental authority and power to create intrinsic motivation in employees. Many studies on empowerment, suggest that the environment provides opportunities for employees. Thus, enabling environments and opportunitiesofuunableenvironments, setslimitsfoemployees. The penetrationratethatis appliedtothe impactonbusinessoutcomes, depends. If employees are empowered to influence, but it does not have the opportunity or support any potential effects of the environment. In other words, the staff there will be this feeling that they are able to support effective manner, provide
opportunities for influence. Significant relationship between organizational commitment and empowerment and independence is important in building confidence and trust, which tend to be high risk and most of the trust between managers and employees of positive organizational change that. Delegation of authority, the people who brought guidance and his sense of initiative in their business practices and processes are.

Empowerment process aimed at empowering employees to share information and knowledge considered essential to organizational performance. Employees with the necessary information to make decisions and plan for successful change management blend to create effective communication channels. Performance feedback, is the basis for strengthening the sense of competence. Evaluation and feedback is a valuable part of the organization and an important factor in the empowerment process. Supporting feedback and assessment can be used to develop skills, abilities and work environment is changing.

Influence of individual differences on employee empowerment, the empowerment process of personality can be effective. Locus of control (locus of control) is the individual believed to be a direct effect on how his behavior has consequences for the behavior. Therefore, people who think they can control what is going on around them, (they believe that their actions will lead to consequences) of these people are said to be introverted. Most people understand the concept of environmental factors and balancing the opportunities for influence and power, tend. Self-esteem (self-esteem), locus of control, which is practical, and the balance of power made in this area provides an opportunity.

**Strategic Human Resource Empowerment Process**

In general, the procedures and processes for human resources development and active involvement of senior managers in the organization are competent manpower that if this attitude is institutionalized in organizations, human resources, empowerment and knowledge to the brings. The model consists of three processes that within this process, seven procedures or steps to be followed. The process and steps are based on the landscapes and human resources that are evaluated are presented as follows:

**Strategic process**

Step 1) Stated philosophy and mission
Step 2) Accurate and adequate knowledge of the organization's strategic
This step includes the following steps:
A) At this stage of the business strategies by identifying the key business forces deterrent, the deterrent implications for managers and those involved in the business and how to define a certain lower levels of employee participation and the role of the Institute of, is determined.
B) Analysis of internal environment: Several factors influence the management decisions of the internal environment, but most of the quantitative and qualitative characteristics of human resources, organizational culture, organizational structure and job skills that should be given to human resources professionals and managers.
C) Analyze the external environment: This component includes identification and analysis of the key factors in the firm's potential impact on the organization's human resource management, which includes.

Process analysis of human resources
Step 3) To analyze the strengths, weaknesses, opportunities and threats
In this step, strategies and human resource policies that are specific to how a company's employees achieve organizational goals and programs for human resources development of several ways to prepare (training, Circulator job, improvement) examined to.

**Organizational Analysis**

In analyzing the strengths, weaknesses, opportunities and threats should be noted that these factors:

- Environmental strengths and weaknesses within the company,
- Role on corporate performance,
- Due to shortage of staff skills,
- Competency of staff
- New surface technology effects proficiency of personnel,
- This section details the operation,
- Model analysis swot The Unit

Step 4) an analysis of the organization's human resources

At this stage, we know where we are and where we want to go? Existing gaps between what we are and what we actually get to it, how much? So, to identify and reach this goal, the organizational elements that could be involved in human resource systems are important, therefore, can identify organizational culture and human resource systems and human resource management institutions in future planning and development of human resources, help.

To answer questions about the empowerment of human resources, which should include consideration of four major contracts.

1 - Organizational Culture
2 - Structure of the organization
3 - Personnel
4 - Human Systems: The systems and mechanisms selected staff personnel, communications, training, compensation, career development, and will take into consideration all the other systems to provide maintenance of four human resource management, include.

Step 5) Re-analysis of the weaknesses, strengths, opportunities and threats, and organizational elements

At this stage, all stages 3 and 4, according to factors such as available resources focus on the organization, and identify the key people who have an important impact on the organization's business strategy and prioritize their key terms of the Institute's work again are checked (Belanchard, 2000).

The process of empowerment of human resources

Step 6) enabling the practical application of human resource

What is important at this stage to increase staff knowledge and providing new challenges and evaluate the outcomes. Activities and management of the institution, can in this matter seem, because management practices, increase staff skills and knowledge. Programs like this: socialization, training, human resources, improvement and management development, performance evaluation, provide feedback to employees, employee participation, job fit, job rotation and ... It is proposed that leads to empowerment.

Step 7) performance and provide feedback

Management program must be approved prior to implementation. Using measurement tools to work with and manage the human resource function is performed. The ultimate goal of human resource development strategy is to set goals and paid bonuses to such interactions through integrated systems, training and development path of career advancement be supported. Since
managers' attitude to training and management development of a quantitative approach, so some programs will fail to develop. (Mcnamard, 2001)

Contributing factors in the empowerment process.

Considering the above factors on empowerment can in conclusion to express the following:

1. Being clear objectives, responsibilities and authority within the organization: the responsibilities and duties of its purpose and mission of the organization and its business processes, procedures and be aware.

2. Job enrichment and job promotion: the need to be up to date with technical information and increase the content of their job action.

3. Spirit and belong to an organization in order to meet the challenge of this causes problems for the organization in respect of personal assistance and help. For invention, innovation and creativity in the field of providing appropriate and ensure that senior management is willing to do things that they have been assigned.

4. Trust, sincerity and honesty: the need to create space between the positive and friendly working relationships and trust between managers and increase.

5. Diagnosis and appreciated: Fitness salaries and bonuses received by the work that they do, proper distribution and fitness facilities in the promotion of occupational competency can be raised in the organization to cover operating.

6. Collaboration and Teamwork: Using views and ideas to improve and advance the decisions and cooperation in matters of organization, delegation of authority to different levels of participation in proposals for better control of affairs by themselves can be as Working to increase participation and empowerment in organizations affect.

7. Communication: The communication and easy access to managers, supervisors, managers and supervisors to do with clarity of communication and their knowledge of current affairs and business of the company in connection with the.

8. Working environment: Among the factors that are more or less emphasis on the organization's work environment. The importance of health and safety in the workplace, creating opportunities for job promotion, can reduce stress and tension in the workplace, including issues related to the workplace is.

9. Optimizing processes and techniques: transparent and clear organization of data and workflow, documentation techniques and periodic review and revision of the techniques and simplification of procedures and techniques of optimization factors meet.

10. Information, knowledge and skills of job: To provide opportunities for the development of occupational skills in the operating organization is effective and efficient in the areas of training and technical information may be useful in relation Posts.

Enabling the implementation of the organization's achievements

Empowerment, as mentioned in the previous section, the potential at the present time it is not perfect. Among the achievements that can empower organizations in the implementation and enforcement of these factors to obtain the following:

- Ensuring customer satisfaction and increase
- Alignment with market needs
- Increase job satisfaction
- Increased sense of belonging, participation and responsibility
- Having to change the attitude of the
- Greater commitment and quality of work

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Better communication with managers and supervisors
• Reducing operating costs and increasing profit organization
• Increase the efficiency of the decision making process
• Continuous improvement in the organization and increase productivity
• Creating new initiatives and use of intellectual resources.

Barriers and enable organizations to implement
Implementation of empowerment in organizations enhance productivity and organization is very helpful. Necessary for the implementation of this technique requires the support and cooperation of its senior managers and operational factors are in progress. Among these factors are barriers to implementation:

• The formal structure and hierarchy
• Low level of trust among members of the organization
• Bad attitude, poor management and leadership and management styles
• Lack of skills in
• There are many differences between people in the organization and personnel systems

Ghyrhmahng
• Tension and stress in the workplace.

Techniques and tools to create competencies in organizations
Basic infrastructure and adequate to enable the organization to organizations in need. The influencing factors in enabling organizations to fully and properly implemented, it can ensure that the best use of human resources and hence maximum productivity in an organization there. But how to implement these techniques and tools can be used? Here's a few examples of the techniques outlined in the organization's ability to provide explanations, if necessary, is.

1. Implementation of the recommendation system
2. Formation of quality circles
3. Formed working groups: the duties of the competent working groups. For this purpose, the development of the requirements gives rise to a number of factors at work together in developing their managers S-hymanand. Some of these include: respect, information, control, decision making, responsibility and skill.
4. Developing and implementing appropriate systems to evaluate the performance and present the sample period.
5. Motivational opportunity
6. Job Enrichment: Job enrichment needs to have enough information about the job through a job analysis can be achieved. Job analysis is a method for detecting and identifying duties, responsibilities, working conditions, and the relationship between business and human characteristics. The analysis and summary of job duties, responsibilities, relationships with other professions, knowledge and skills required for the job and working conditions. Analysis of the most important jobs and tasks that is best for all enterprises, human resource development and the preservation and enrichment of jobs they do.

Achievements Empowerment Programs
Enabling applications, the ability to practice creative and innovative ways that organizations and their business plans to sustain their position has always been to offer the best to preserve. A major advantage of using these plans is that the organization provides understanding and commitment more. According to the author of this paper, the problem of understanding is one of the most important benefits. When understanding the organization and duties need to be taken into account
and it is often a part of their organization committed to excellence known. This situation is especially true when there is an organizational performance and knowledge and to understand this relationship. Such an understanding, understanding and ultimately will make the commitment.

The following are some of the main benefits of synergy can be executable programs:

- Customer focus and customer satisfaction as the core of important organizational decisions as a team, a group of important organizational decisions.
- Participation and sharing of responsibility, authority and organizational skills
- Monitoring and evaluation of individual and organizational performance by assessing groups
- Agility and adaptability to rapid changes and transformations in the environment
- Most of the keys to working together and thinking together as a core concept of organization change power to command the ability to take control of the lease management capabilities to other change responsibility lies.

Requirements empowerment programs

The program can provide the following requirements must be synergy.

1. Gain the commitment and participation of

   When managers and processes of empowerment and self-involved that they will believe it. Then they have different ways to be involved in this process.

2. Create a clear and realistic expectations

   It depends on the operating environment and the result of synergy can be directed process. Expectations must be reasonable and likelihood of success can feel the business expertise needed to set goals and achieve productivity.

3. Emphasize the importance of enabling

   Enabling the organization to focus on thoughts that should therefore be the focus of activities. Providing the resources and funding needed and possible and facilitate the process. Has delegated responsibility to the following sections.

4. To minimize bureaucracy

   Programs can be synergistic, both during design and during implementation of administrative bureaucracy should not be affected, as will be correspondences and meetings abundant, they cause reduced performance and commitment of managers, professionals and will be engaged in it.

4. Delegation

   Because of work enabling team members' roles and responsibilities should therefore exclude them and what they are expected to be identified. They are required to balance the powers and responsibilities exist. The fit to be trusted, then you can be sure that there is commitment to the program. The delegation can only lead to the conclusion that first job objectives are clearly stated, secondly, the work has been completed and a third group supported platform for creativity and innovation (Abtahi, 1999).

**Challenges in Enabling**

The main challenges to both management and the outcome can be examined.

A. Management Challenges

   Not believable

   Some managers believe that, not only has enough expertise to carry out assigned responsibilities but do not have the capabilities to new roles. They believe that ability is innate, not acquired, and therefore with all state related processes, and empowering the opposition or obstruction in the way they do (Babaii, 2002).
Security threat management

Some managers believe that empowerment will lead to a loss of control. So they did not show much willingness to share or transfer your job skills and they prefer to work on tasks that others are involved.

Failure to allocate sufficient funds

Programs that are aimed at empowering will ultimately lead to the growth and excellence of quality borrowers but managers are making appropriations for these programs on the additional time overhead it counts. Unfortunately, this rule has emerged from the experience of many organizations.

B - Challenges outcome

Change in management style

Empowerment programs, management styles, and leadership styles will change. The following changes are recreating challenges for the property. Because it requires questioning traditional ways of working, taking risks, experiencing failures, focusing on team activities, increasing scope of authority, according to the new values, a willingness to share information and improve organizational methods are the most fierce resistance will look into all organizational levels.

Changes in performance

Empowerment programs that will speak clearly, instead of finding fault in seeking a solution, they will contribute to the climate. Material personal interest of the organization and ultimately prefer the look of the index does not reflect the total. However, the centralized structure of most organizations, the enumerated items have the potential to challenge and numerous problems especially in the area of labor relations can be.

Change organizational structure

Enabling processes, organizational structure of the pyramid to the circle will change. This structure also allows it to operate with a degree of freedom and more responsibility. Spirit of cooperation and teamwork as a major value to the organization as(28) and in the face of the pyramid structure, which can not be denied. Unless it is already been approved and signed, it will create many challenges.

Conclusions

In this paper, the emphasis is on peace and security in the workplace, aggression, coercion and the monopoly powers and achievements, it does not impact the environment. Relationships based on mutual respect and trust essential to create unity in the collective decision-making, implementation and accountability, and he believes that if management structures and complementary to existing regulations in line with the empowerment and teamwork to change can be a step in the empowerment of their is removed and the result is the creation of an enabling business environment for each of the organizational aspects. Otherwise, all efforts would be doomed to failure (Nykodym & Simotti, 1994).

Organizations active in the field of competition, creation of new jobs and need to get some skills, empowering them is inevitable. Through the power of synergy, capacity, delegation of work, increased responsibility, and a sense of self-autonomy in decision making, increased productivity and organizational efficiency and thus increase. It infrastructure such as capital, human resources, motivation, and attitude, necessary to coordinate the sharing of information through the use of three main points, determine the autonomy to decide on PA teams, replace the hierarchy of the organization, to allow competent. What is the result of increased loyalty and sense of belonging to the organization through the active participation and provide innovation will be and
finally, thereby improving the productivity of the organization will emerge (Jezni, 1996). It is mentioned that competences required to change the direction of empowerment that they were not successful, especially if the funds and there is no need for this job.

Results
With regard to the factors in the empowerment model (Figure 3) and the constant changes in market demands, customer strategies, technology and knowledge, organizations must move towards teaching and learning processes through the analysis of human resources and empowerment, occurs. Thus, empowerment is necessary because the employee freedom of action in today's organizations to create innovative and creative teams need changing demands. Organizations today require flexibility, agility and the ability of employees to accept work, so in order to enable planning of human resources, including strategic planning and human resource empowerment foundation stone recognizing patterns that influence organizational decisions.

References