

EMPOWERMENT AND ITS IMPACT ON THE ORGANIZATION PRODUCTIVITY

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Abstract

Today, Employee empowerment is considered as an important issue in human resource management organizations and in this regard, it is important that each of the individuals feel about their competence. Human resources are considered as a strategic asset of the organization and empowerment of employees is a new approach in order to human resource development that causes an increase in productivity, improves quality, and profitability of products and services of organizations. In order to achieve this goal and to help researchers and managers in the area of human resources in this article, we try to explain the patterns, the importance of this issue in organizations to explain.

Keywords: Employee, empowerment, impact, human resource

1. Introduction

In the age of competition, one of the most important components for global market entry and development, is to have efficient employees in manufacturing and service sectors. So many organizations avoid a culture of command and monitoring and go toward synergistic capabilities. Proper organization and job design are ways that increase employee responsibility in individual, group and team. Proper use of individuals, providing individual and group progress in a way that makes it possible to develop individuals, educational and training methods that increase the competence and confidence in staff, will cause from individuals up to the organization to make empowerment people that serve.

Empowerment is one of the most promising concepts in the business world that were considered less. And despite much talk about the benefits of empowerment, its exploitation is weak and insignificant but now it has become a matter of days (Ghorbanizade & et al, 2009). Accordingly, the issue of the present paper is that what is the importance of empowerment in the effective implementation of organizational activities? In other words, the purpose of this article is the explanation of empowerment and its impact on the effective management of the organization and expression of role, importance and variables of empowerment on a successful application of management. With this goal, the dynamics technique system is used as the optimal method for analyzing complex and multi-dimensional problems.

One of the important factors in the survival and existence of an organization is the quality of manpower. In other words, the importance of human resources is more than financial and material resources. The role of human and efficient resources, competent and wise in achieving organizational goals is undeniable. Human resource is the most important, and most expensive, is the most valuable asset of an organization. Qualified human resources create a strong organization. Empowerment is an environment that employees in different groups are performing work together. Sense of empowerment, is a new discussion that has a significant effect on employees' performance, organizational and personal benefits such as creativity and flexibility, problem solving, job performance quality, job satisfaction, mental health. In addition, these individuals are empowered with self-control and self-regulation. They easily accept

responsibility, and have a positive attitude about themselves, others and their environment, and essentially see others as partner, not a competitor. When conflicts or problems occur, instead of being indifferent or blame on others, are looking for solutions. They accept criticism and are constantly learning. One of the factors affecting empowerment is information, knowledge and job skills. Bowen and Lavler know empowerment as share the front line employees in four elements: information, knowledge, and power as a reward.

2. Empowerment in historical context

Before the Industrial Revolution, goods were made by craftsmen who were responsible for the entire production process. In the 1920s, Taylor opinion father of scientific management in break the task into smaller tasks, deciding best way based on way of studying work. Under such a regime, the workers had little in the area of intellectual work and intellectual power should be centralized management, while scientific management as the productivity was very successful. Ideas about from alienation of workers, reflect as high turnover of staff absenteeism and conflicts. Kar Elton Mayo criticized human relations school Taylors And recommended that involving worker ,have a lot of benefits in business and employees' morale. Workers can be spontaneously and Do good work without close supervision. In 70 a greater interest appeared in industrial democracy that focuses on workers partnership rights. And use support of legislators for guidance expensive in most Western European countries except Great Britain. Around the 80's, new forms of participation that are less amenable to the concept developed jointly negotiating with greater emphasis on employee involvement in quality circles, team and participate in the benefits justified as part from a larger series of reforms. The main thing about these plans is that they did not challenge the prerogative of management. It was in the late 90's that empowerment appear in new form. In this concept empowerment is consider in political field and special business. Logic of firm that show movement to political rights in Western Europe and America, has been underpinning the new management approach. The main message was the need to move from purely rational model, which was run by accountants and engineers manage the simple intuitive models, summed up "Productivity through employees " autonomy and entrepreneurship," the new philosophy that when combined with "customer is king "concept, create Current theories of empowerment. Significant point in this regard was that successful organizations are on a negative force in this period that will affect empowering. In the '80s and '90s, rational and downsizing organizational was common. In such a context, empowering business was a necessity because the employee organizations lost or could not do the same. So speaking of enrichment and job satisfaction put in second place of impotence toward performing work and In this literature there is a lot of tendency for all the various forms of empowerment No classification scheme for empowering is not completely satisfying because it is not clear about the different types of it And widely is based on accepted definition (Doaee, Habibollah, 2002). Accepting empowerment as something that no single entity, enabling a wide ranges of projects covering a variety of managerial incentives those they can include. However, they all share the common perceptions of managers and staffs are inseparable connected. They can change range from a mechanistic (eg restructuring) to organic (the attitude and culture).

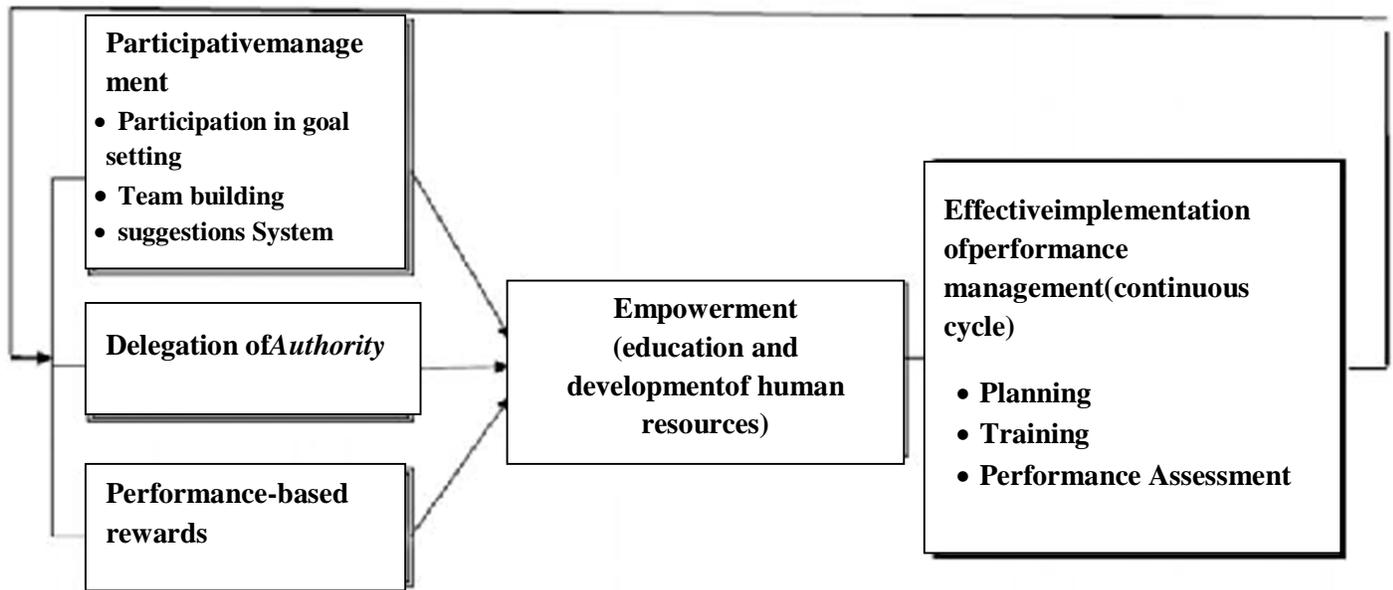


Figure 1: mechanisms associated with effective performance management and effective performance management.

Empowerment of Human Resources

Empowerment has general and specific countless meaning and this various definitions and approaches, faced the integrity of this concept with problem. such a way that define empowerment factors is used such as intrinsic motivation, understanding and commitment, job structure, and the sharing of resources and data transmission, power or authority . The first definition of empowerment, back in 1788 that empowerment knew as delegating authority to the organization role of individual. This authority should be granted to an individual or seen in his organization's role (Soofali,2003) In the dictionary, empowerment evokes the different meanings. Empowerment, is a collection of systems, methods and measures to develop the capability and competence of individuals to improve and increase productivity, organization development, growth and prosperity And human resources according to the organization's goals are used. Empowerment, is not only giving power to employees but cause employees with learning the skills and motivation, could improve their performance. Empowerment is to provide the necessary resources available to employees and empowerment of development process. "Important" is also meant to strengthen impression that cause employees to solve problems and improve the capacity of political vision and social of staff and Enable them to identify environmental factors under control (Soofali,2003) .Some people know empowerment give granted authority of decision-making to employees to enhance their performance and useful role in the organization That through internal and external challenges can be achieved .Some experts summarized empowerment model in the following steps:

The first step consists in identifying and eliminating the conditions that cause the feeling of powerlessness in employees. These factors may include organizational change, organizational structure, reward systems, and the nature of jobs.

Second stage: is use of techniques or management strategies to or administration empowerment. This includes management strategies, Participation, feedback systems, merit-based rewards and job enrichment (Figure 1)

Step Three: Using efficient information resources. These resources help empowerment effective action that in the second stage referred to it.

Fourth stage: the experience of workers through the process of empowerment .last parts to strength feeling the potency or efficacy of the subordinates (Ghani zadeh,2008).

Human resource management and its role in empowering

During the life, management on human is as a vital and privileged factor to survive (competition) and superior of human society. Human resource management emerged in the 1980s and by the fans as a new chapter in human resource management has evolved. Economic development in the new era of changing national and international trends in social indicators, political, cultural, diverse work force increasing the dramatic changes in the nature of work force has caused human resource management experts facing with new challenges. "Human resource management is the strategic approach to attract, development, management, motivation and commitment to achieving the organization's key resource: the people who work in or for it." The other hand, empowerment is an important strategy for the development of the organization that in recent years considered by all those involved with organization .

Empowerment is Opportunities that give to individuals to self-selection, accountability and participation in decision-making in organization. Empowerment means that providing for people, freedom and necessary information to do what they want to do successfully. "According to the definition that proposed about empowerment, key component of empowerment, is giving freedom to employees in activities related to their job. Benefits that can be achieved in this regard include:

- Independent functioning for staff to improve quality and make better use of creative activities
- Careers Enriching
- Possibility of express detailed job description
- Strengthening and support the team
- Increasing the organization's competitiveness by creating intellectual capital
- Create the options and increase the independence of the decision-making and decision-making
- Providing freedom and independence in decision-making

3. Patterns of Empowerment

Leadership challenges, culture and economic issues on one hand, the strategic development of human resources, including: organizational learning, innovation, staff development and customer success on the other hand, forced organizations strategic orientation of employee empowerment. To explain the strategic model of empowerment, it is necessary to review and analyze the factors that influence employee empowerment. According to a study conducted by YahyaMolhem four factors have a direct and significant impact on the empowerment of employees, in the competitive environment, we need to pay particular attention to them ,to organization be able to respond to rapid changes and high quality. In addition to employee satisfaction, provide customer satisfaction. According to this model, the factors affecting empowerment are:

1-1 Knowledge and skills of employees

Improve the skills and knowledge that are directly related to entrepreneurship and employee effectiveness and replacing knowledge instead of industry workers caused paradigm shift in human resource development And development of staff skill and knowledge is winning card of knowledge organizations.

4-2. Trust

Leaders need to trust and develop power and acceptance of new ideas. Flow of information and knowledge has Positive impact on this dimension and accountability and responsibility of employees.

4-3. Communications

Two-way communication is a tool that will extend knowledge of employee in the communications duct of organization to better serve to customers. Distributing information to employees in order to the performance of the organization is critical. Information and communications channels within organizations cause the promotion of knowledge and organizational trust.

4-4. Motivation

Attention to needs and motivation of employees pay and bonuses based on performance and rewards in this model is intended, spiritual (non-material) are more important than material rewards. The theorist , which is believed to carry a sense of control over work and activities of the tissues and structures where the work is done, Accountability in the work, share the responsibility for implementing fairness in organizational activities and rewards based on individual and team performance to improve employees' empowerment and Productivity. Also, according to studies by Robbins et unified framework to elucidate the role of subject variables, environmental, cognitive and behavioral processes of empowerment is important in this process, the relationships between organizational context and in the model of perceived elements of the business environment, human resources, management practices is effective (Talebian,2009).

Employees the opportunity to influence the results of the work and the nature of organizational support, trust and commitment, are influenceworking environment and organizational context. The most important step in the process of empowerment, providing an environment that makes an opportunity to exercise their authority and power by the amount of inner motivation to bring in staff. Many studies on empowerment indicate that the environment provides opportunities for employees. Therefore, empower environments; bring opportunities and environments limits for employees. Itdepends on the influence rate that is applied to the impact on business outcomes, if employees be empower but he doesn't have the necessary influence, they are without Probable opportunities or environmental support. In other words, we should create the feeling in the staff that they are supported to be able to in an effective way, provide opportunities for influence. organizational commitment with empowermenthave a Significant relationship and independence is important factor in confidence building and Trust cause tend to high risk and most positive organizational changes are due to the existence of trust between managers and employees. Giving authority createssenseof self conduction in individual and cause take the initiative in their business practices and processes. Empowering process, know share knowledge and information for empowering employee know essential for employees to share knowledge and information in line with organizational performance. Employees should get the necessary information to make decisions, changing plan are successful if create effective management communication channels (Saadat, Esfandiar,2011). Performance feedback is the basis for a strengthened sense of competence. Evaluating and providing feedback is a valuable part of the organization and an important factor in the empowering process. Support Feedback and evaluation can effective development of skills, and the ability to change the environment. Individual differences affect on employee empowering, so many personality characteristics can be effective empowering process. Locus of control is defined as the person believe to how his behavior has a direct impact on consequences of that behavior. Therefore, those who think they can control what is going on

around them, (they believe that their actions will lead to consequences) of these people are called introverted. These people tend to understand environmental factors and concepts as opportunities for balancing influence and authority. Self-esteem (self-esteem) is an action that balances the control center, authority and provides an opportunity in this context.

5- Strategic human resource empowering process

In general, there are the procedures and processes for human resources development and active involvement of senior managers in the organization are empowering manpower. This model consists of three processes that within this process, seven procedures or steps to be followed. These processes and steps are based on the landscapes and human resources that are evaluated and presented as follows:

6- Strategic Process

Step 1: express the philosophy and mission of the organization

Step 2: Accurate and adequate understanding of the strategic situation

This step includes the following steps:

A) At this stage business strategies investigate and main forces deterrent the business identified and deterrent implications for managers and those involved in the business.

B) Analysis of internal environment: Many factors affect management decisions within the enterprise environment. But most of the quantitative and qualitative characteristics of human resources, organizational culture, organizational structure and job skills they need to be experts, and human resource managers.

C) Analysis of the external environment: This component involves the identification and analysis of key factors outside the institution that is the potential impact affect on human resource management.

7- Analysis of the Situation of Human Resources

Step 3: analysis of the strengths, weaknesses, opportunities and threats, In These step, strategies and human resource policies specify how a company makes its employees to achieve organization goals.

Step 4: Analysis of the human resources according to organization

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

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

At this point, all the steps 3 and 4, according to factors such as the focus are on the resources of the institution to determine and identify the key people who have an important influence on business strategy firm.

The empowerment of human resources

Step 6: empowerment operational program Human Resources

Things that important at this stage are increase staff knowledge and creating new challenges and explore its implications. Activities and management practices in institute can seem important because management practices, increase staff skills and knowledge. Programs such as socialization, education, human resources, improvement and management development, performance evaluation, provide feedback to employees, employee participation, job fit, and job rotation and ... Will be presented that lead to empower its employees.

Step 7: performance and provide feedback

Program should be confirmed by approval of senior management before implementation. Using tools to measure, should be performed with collaborative management and according to the human resources function. The ultimate goal of human resource development strategy is support by set goals and paid bonuses to such interactions through integrated systems, training and career development progress (Gronroos, 2001). Since managers view to employee training and management development is a bit of attitude, so some programs fail to develop.

8- Training and personnel empowerment

Organizations for revitalization and re-creating against these developments for empowerment their personnel attempted to implement programs that enhance the capabilities, capacities and capabilities. One of these planning measures is implementation and evaluation of educational programs. In-service training in terms of organizational refers to the type of training that generally occurs after recruitment of a person. According to Peters in-service training include kind of training that provide to improve employee performance and increase efficiency in the organization (Tabarsa, 2005).

To create a common understanding of the concept refers to three points:

- 1- After hiring a person in an organization or institution will be done
- 2- The purpose of this type of education is preparing people for the optimal implementation of the duties and responsibilities of the job
- 3- This type of training is mainly provided as three essential axis developments of knowledge, skills and attitudes to create or change. In Empowerment organizations, employees are constantly learning and develop Their decision making ability, communication, individual recognition, competition, accountability, creativity, respect for justice and fairness, consistency and investigation. Some researchers in results of their research base on examine the education system its impact on employees' job performance point out the fact that 70% of managers and 65 per cent stated that career training increase knowledge and enhance the ability of their business by improving employment data (Gilani nia, 2005).

Conclusion

In other studies they recognized the relationship between psychological empowerment and teachers job commitment and expressed that between psychological empowerment components and career development There is a relation. Seems that capacity building of human resources should be considered as a lifelong process that Beginning in the family and then in schools and universities continues and reaches its peak with employment in organizations. This requires organizations that provide needed services and equipped families with necessary capacity to participate effectively in individual and group decisions making. Also educational institutions and universities, should be integrated in the training of personnel in the areas of social, political, economic, cultural, business should take necessary action and also effective organization are needed to cover the area of public and private organizations In this case, at time the family firm are trained properly empowers people who can effectively participate in decision making and in order to provide promote national productivity. With regard to the effective factors on empowerment employees and continuous change in market demands, customer strategies, technology and knowledge organizations must move towards learning and learning created through the analysis of human resources processes and empowerment. Therefore, empowerment is necessary because employees in today's organizations need to create scope for creativity and creative teams and changing customer demands. Today's organizations need the flexibility, agility and the ability of employees to accept do the job, so in order to empowerment of planning

human resource, is part of strategy and Cornerstone of human resource empowerment is recognizing patterns that influence organizational decisions, empowerment cannot be imposed. Empowerment is a multidimensional process that:

- How do leaders lead?
- How staff will react
- How to treat their colleagues
- How do the processes involved are organized

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