Human Resources Empowerment

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Abstract
Importance of human resources is no secret to everyone and organizations to survive in a complex and challenging environment needs capable and creative staffing. Empowerment and human resource development is a management approach where employees are empowered to make their own decisions and be involved in the decisions. What is important is that in order to strengthen human resources ways to pay for staff training improving human resources are not only technical training rather than developing. And this importance, may be made only in the realm of strategic human resource management programs. (Herse, Paul, Blanchard, Kenneth 1996, p 43). An employee has the potential that helps them to empower the realization. Managers should use to improve the level of empowerment and poor employee skills development and better use of organizational resources to achieve organizational goals. This paper aims to address the issue of empowering human resources, benefits, barriers and expressed the requirements and guidelines principles and the process of empowerment is. (Morris & Wilcox, 2000, pp. 15-16)

Keywords: Empowerment, Human Resources

1. Introduction
Surely in all AGES human resources, the most important factor to achieve development that was considered and has always been considered as the engine of development.

Nowadays, that man has achieved the wonderful advances in science and technology, despite the technology's role in achieving economic and industrial development, not only of the importance of human resources, but the unmitigated attention to human resources used as creator and receiver technology, has become increasingly necessary.

The most important element of any form of organization that can lead the country towards development is human resource. The proper use of human resources as the most important and the greatest wealth of any society is always considered to be an important issue for governments. In other words we can say that man is the objective of developing and operating and extent on development goals and how the administration and management of this vital resource wealth is considerable. (Abtahi, 1999)

has vague sense and different concept so different people have different perceptions based on their characteristics. The concept of empowerment for the first time in 1990 drew the attention of many experts.

The results of empowering employees are improving job satisfaction and customer satisfaction. For successful implementation of empowerment we needed to change organizational culture.

Empowerment as a concept has a great impact on the efficiency and effectiveness and its enforcement personnel in their tasks of monitoring and greater flexibility. (salehizadeh, 2006)

There are many obstacles and resistance on the way of empowering. Empowering the way there are many obstacles and resistance. the excellent art of management is breaking the resistance empowerment is a process consistent with the objectives and comply with internal systems and also consistent with the organizational structure of the human body is the best kind to be established.

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Due to the growing complexity of the external environment of the organization and technology and many other factors, the only organizations able to pass this way toward organizational objectives that enable applications to run well so the importance of this is two-fold. (Ebili, 1996)

This paper focuses on empowerment, describes the benefits and barriers process and describes its programs and suggests the requirements, principles and strategies in order to achieve a successful empowerment program for organizations.

2. The Concept of Empowerment

The concept of empowerment has a sense of empowerment and of countless interpretations and the diversity of definitions and approaches; the integration of these concepts is faced with the problem. As defined in the enabling factors is used, such as intrinsic motivation, perception, commitment, structure, occupation, possession or power transmission and sharing of resources and information. (Blanchard. Carlos. Randolph, 1999)

The empowerment is continuous process and permanent and dynamic environments can be analyzed at different levels.

Empowerment issues refers to the context of motivational or psychological, structural changes, cultural, historical and institutional values and attitudes.

Empowerment, is an aggregation of systems, procedures and measures to develop the capability and competence of individuals to improve and increase productivity, and development and the growth and prosperity of the organization and staffing will be handled according to organizational goals. (Buckingham. Marcus, Clinton. Donald, 2004)

Psychological empowerment of human resources concept that states, feelings and beliefs related to their job and organization intrinsic motivation is defined as the increase in 7 is as follows:

Authority, decision-making, intelligence, independence, creativity and innovation, knowledge, skills, and responsible breeding

7 dimension are listed and the results are great benefits. research shows that if people feel their capabilities, both personal benefits and organizational benefits are achieved. The oldest definition (1788 AD): Delegation in the role of the organization should be given to the person.

Blanchard: that is the freedom of the people by the power of knowledge and its own motive power.

V. ten and Cameron: empower and help people to improve their feel confident.

Holdink and Wagner (1995) is the most transferable authority to non-managers to take corporate decisions.

Robbins and Coulter (1996): the transfer authority to the staff.

Born and Molmen (1996) refers to the development and enrichment of jobs of employees in the organization.

Aytzhaky and York (2000): this term that is based on employees are freedom and responsibility to make more decisions.

Peters (2002): the participatory management that employee participation in decision making and maximize their involvement in the organization.

Hill and Hawk (2004) learn things that others can do it and less rely on you.

Scott and Jaffe (1996): Empowerment is nothing more than a state of mind. Empowerment cannot exist unless the individual attitudes, group behavior and organizational values to protect it, process will fail. If only one of these three levels varies with the empowerment.
Kritner (1996) : Empowerment occurs when employees are adequately trained all information is provided, the tools may be available, people are fully involved and to participate in decision-making and ultimately be a good reward for desired results.

Peter Drucker: The "Drucker" thanks to strong economic growth, well-educated employees is the enabling environment in which employees in different groups are working together to undertake activities. Empowering employees, is the most pivotal inventions managers attempt to, decentralization and the elimination of bureaucracy in organizations. Empowering people leads to managers and organizations achieve their goals faster and without wasting resources.

Enabling the employee cause, the organization and the job of their own and work at it to boast. Without empowerment, not managers, not organizations cannot be successful in the long run. Leadership, employee empowerment is the most important factor. The manager directly and indirectly, affect all the factors at the organizational environment.

Manager capable of providing the necessary background by delegating more power to employees, giving them independence and freedom of action, provide a collaborative atmosphere, creating a culture of teamwork and eliminating the conditions that lead to powerlessness staff.

**Empowering Patterns**

Leadership challenges, cultural and economic issues one hand, elements of the strategic development of human resources (organizational learning, innovation, staff development and prosperity customer) On the other hand, organizations are empowering employees to make strategic orientation.

To explain the strategic model, empowering employees is essential influencing factors are analyzed by empowering employees. According to a study conducted by (Melhem y2004), four factors have a direct and significant impact on employee empowerment. Special attention to provide the competitive environment, organizations must be able to respond to rapid change and high quality, as well as employee satisfaction, customer satisfaction.

According to this model, the factors that influence employee empowerment include:

**The Knowledge and Skills of Staff**

Enhancing the skills and knowledge of staff that are directly related to entrepreneurship and effectiveness and instead of replacing Knowledge Workers craftsmen caused a paradigm shift in the development of human resources and staff development skills trump knowledge organizations.

Empowering process, calls for enabling employees to share knowledge and information in line with organizational performance. Employees must obtain the necessary information to make decisions. If successful change management programs, which combine to create effective communication channels. Performance feedback, provide the basis for strengthening the sense of competence. Evaluation and feedback is a valuable part of the organization and an important factor in the process of empowerment.

Feedback and evaluation can support the development of skills, and the ability to be effective in changing environments.

**Trust**

Leaders need the confidence and strength of staff to diffusion and acceptance of new ideas by positive impact on the flow of information and knowledge and accountability.

Influence of individual differences on employee empowerment, So many personality traits can affect the empowerment process. Locus of control (locus of control) is direct impact on the belief that each person about how his behavior impacts the behavior.

Therefore, people who think they can control what is going on around them (They believe that their actions have consequences) of these people are said to be introverted. Most people understand the concept of
environmental factors as opportunities for balancing power and influence, tend. Self respect provides the opportunity action (self-control) that is in focus, balance of power and authority.

**Communications**

Bilateral relationship will expand the knowledge of the communication channels to better serve customers; Distributing information to employees is critical to high performance organizations. Channels of communication and information and knowledge trust is in organizations promote organizational.

**Motivation**

In this module, Pay attention to the needs and motivations and rewards employees based on performance and rewards of the spiritual (non-material) are more important than material rewards.

(Theorist) on the belief that a sense of control over things and activities, Knowledge of the tissues and structures in which work is done, Accountability in the work, share the responsibility for carrying out organizational activities and fairness in reward based on individual and team performance leading to improved productivity and employee empowerment.

According to studies conducted by Robbins and colleagues empowerment process is important because provide a unified framework to clarify the role of subjective variables, environmental, and cognitive. In this process, the relationship between organizational structure and elements of the work environment is effective. (Structure, human resources, management practices). (Robbins, et.al, 2002)

In this model, perceptions, opportunities to influence the nature of work and organizational support, trust and commitment, institutional and business environment affect the texture. The most important step raises in the process of empowering employees, providing an environment that gives an opportunity to practice with some degree of authority and power and intrinsic motivation on employee. Many studies on empowerment, show that the environment for staff provides opportunities.

Therefore, enabling environments bring opportunities and non-enabling environment limits for employees. It depends on the amount of influence that do apply to influencing the outcome. If employees are empowered to influence and still do not have the opportunity or support any potential environmental effects. In other words, the staff there will be a feeling that they are supported to enable effective manner, provide opportunities for influence. Significant relationship between organizational commitment and empowerment and autonomy is an important factor in building trust and confidence causes tend to be high-risk and most positive organizational changes are caused by the existence of trust between managers and employees. Empowered sense of self-directing individuals to create and lead the initiative in their business practices and processes.

**3. Strategic Process of Human Resource Empowerment**

In general, there are the procedures and processes for human resource development and active involvement of senior managers in the organization, enabling staff. If this attitude is institutionalized in organizations, staffing brings capabilities and knowledge. This model consists of three processes that within this process, seven procedures or steps to be followed. The process steps are evaluated and based on the vision of the organization and human resources, which are presented as follows: (Blanchard, Kenneth, 2000, p 55)

**The Strategic Process**

- Step 1) Stated philosophy and mission of organization
- Step 2) Accurate and adequate understanding of the strategic situation

This step involves the following steps:

A) In this step, examining business strategies by identifying the main deterrent business applications deterrent for managers and those involved in the business. And it will be determined how lower levels of
employee participation given its role in the institution. And will be determined how lower levels of employee participation given its role in the institution.

B) Analysis of the internal environment: Several factors affect management decisions within the enterprise environment.

But the most important effect of the quantitative and qualitative characteristics of human resources, organizational culture, organizational structure and job skills that should be of interest to experts and human resource managers.

C) Analysis of the external environment: This component includes identification and analysis of key factors outside the organization that potentially impact on the organization's human resource management.

Analysis process of the Situation of Human Resources
Step 3) Analysis of strengths, weaknesses, opportunities and threats

In this step, strategies and HR policies are defined by how a company's employees to achieve organizational goals to prepare... And examine human resource development programs in several ways (training, job rotation, promotion, etc.).

Organizational analysis
In analyzing the strengths these factors should be noted, weaknesses, opportunities and threats:
- The strengths and weaknesses within the company,
- Their role on corporate performance,
- Due to shortages of skilled staff,
- Review of staff qualifications,
- Evaluate the impact of new technology skill level of employees,
- Attention to detail current operations sections.
- Swot analysis model for organizational unit.

Step 4) Analysis of human resources due to the elements

At this stage we want to know where we are and where we want to go? Gaps between what we are and what we want to achieve, how much is fact? After identifying and reaching this goal, the organizational elements that could be important involved in human resource systems. Therefore, diagnosing organizational culture and human resource systems can helped HR managers in planning future human resource and development institutions.

To answer questions about the capacity of human resources, which should include consideration of four Basic contract.

(Wagner J, A Holenbach J, 1995)

1) Organizational Culture
2) Organizational Structure
3) Employees
4) HR Systems Employees: These systems, mechanisms of staff and employee selection, communications, training, compensation, career development are considered or to say HRM are included all four systems to provide maintenance.

Step 5) review and analysis of the weaknesses, strengths, opportunities and threats, and organizational elements
At this point, are reviewed all the steps 3 and 4, according to factors such as the focus is on the resources of the Institute, identified the key people who have made a significant impact on business strategy firm and prioritization of key terms and their people, the activities of the Institute.

Step 6) the practical application of human resource empowerment.

What is important at this stage, to increase staff knowledge and creating new challenges and explore its implications. Activities and management practices seem can institute this matter, because management practices, increase staff knowledge and skills. Programs such as socialization, education, human resources development and management development, performance evaluation, provide feedback to employees, employee involvement, job fit, job rotation and be offered eventually led to the empowerment of employees.

Step 7) performance and provide feedback

Before running the program should be approved by senior management. Implementation of co-management and measurement tool must be run according to HR functions. The ultimate goal of human resource development strategy is to set goals mutually consistent way paying compensation systems, training and career development programs, are supported. Whereas, the attitude of staff training and development managers to manage a little attitude, so some programs will fail to develop. (Mcnamard, 2001)

The necessity and importance of human empowerment

" Congreve and Kanango " (1988) counting reasons for taking seriously considering empowerment:

1- Studies show that empowering subordinates and management skills are an important part of organizational effectiveness and management

2 - Analysis of power and control in organizations suggests that increases employees share in power and control, organizational effectiveness.

3 - Experience in organizational form implies that employee empowerment strategies play an important role in the creation and survival of the group and ultimately the survival of the organization.

4. The benefits of empowering staff

View of Peters (2005)

A: personal benefits (eg, reducing ambiguity and role conflict and increased self-control)

B: organizational benefits (eg increased improvement in economic performance)

Views of Bowen and Lawler (1992):

The benefits of employee empowerment in service organizations are described as follows:

1 - Empowering employees quick responses to meet customer needs while providing timely.

2 - People are able to return to dissatisfied customers during service and quick responses timely.

3 - Employees are empowered to feel better about themselves and their jobs.

4 - Empower employees who interact with customers with warmth and open arms.

5 - Excellent staff service can be a great source of ideas.

Empowerment on the other hand has the following advantages: (Born 1 ... Molleman E, 1996)

1 - Creating knowledge and promoting knowledge

2 - Production of behavior and balanced staff

3 - Creating added value to the quality of staff

4 - Improving employability

5 - The development of work skills

6 - To update the employee information

7 - Harmonious personality growth in staff

8 - Doing things right.
Which ultimately will lead to increase organizational development and performance in achieving the goals of the organization?

5. Barriers and challenges to implementing empowerment programs: (Abtahi. Syed Hussain, 1999 p 35)

1. **Fears of employees:** employee empowerment in the face of fear, because it threatens their sense of duty are likely to increase.

2. **Lack of personal security (threat management):** directors, due to the large area monitoring and control, employee empowerment as a threat to their authority know.

3. **Organizational structure:** high rigid organizational structure with many layers of management and control; Empowerment is a serious obstacle.

4. **Managers Negative attitudes about subordinate:** According to McGregor’s theory x managers have a negative view towards their employees and lazy as a result of the elusive and evade responsibility to empower the vision express skepticism.

5. **Despair management:** However managed to get to because of time management may be the empowerment process with despair

6. **Lack of sufficient time and resources:** for programs that empower the source and spend a lot of time so organizations with limited resources and cannot implement these programs have successfully.

7. **Needs to control:** empowerment programs require different controls so administrators need more control and the absence of adequate control levers can be prevented empowerment.

6. Empowering the Learning Organization

According to Peter Senge’s "learning organization where the employees to achieve their desired outcomes are constantly developing their capacities. In such organizations always encourage new ways of thinking are People often learn to learn from each other. Dependence on and responsibility for learning organizations to minimize as much as possible to increase so that people’s decisions and actions.

**Empowerment Programs**

Since empowerment is a strategy, so it is necessary to realize a coordinated set of programs (Babai. AA et al. 2002, p 87)

The resultant three streams empowerment is the key:

1. Collaborative management

2. Delegation

3. Bonuses based on performance

**(Participatory Management of Mason. J 1999)**

- It is the target process in which a supervisor with the staff member attempts to identify and resolve the issue.

  - Participation can planned boost creativity and access to information.

  - Through employee participation in management decisions have contributed to achieve.

**Applying the Principle of Involvement in the Organization Causes:**

- Employees understand the importance of collaboration and its role in the organization.
- Staff will identify performance limitations.
- The staff accepted responsibility and ownership issues are resolved to undertake them.
- Staff are evaluated their performance in line with their personal goals and objectives.
• Active employees explore the opportunity to enhance their competence, knowledge and experience
• People freely sharing knowledge and experience.
• Staff to talk openly about the issues and consequences.

Delegation
Delegating some of the responsibility vested in the Director’s staff (Abel. KHODAYARI, 1996, pp. 18-16)

The following principles:
1. Of handing over authority may not be part of it all.
2. Discretion of the quitter does not foreclose transfer of responsibility.
3. The assignment is revocable.
4. The assignment must be accompanied by supervision.
5. Fit between the authority and responsibility must be maintained.

Bearing in mind that the difference between delegation and empowerment merely indeed barriers to empower their employees to do their jobs effectively and completely (Kriner)

Bonuses Based on Performance

Reward plays a major role in empowering employees, especially non-material rewards that accompany that makes people feel appreciated is an excellent manager for the character and become excited. Effective rewards can provide managers and employees in a win - win puts and improve organizational changes. (Robbins 2001). Course, it should be noted that any type of reward is not suitable for any employee.

Empowerment Process

Empowerment process management model determines whether the six basic steps to create a loop that eventually leads to continuous improvement (Kinla 2004, p 43)

Defined and Communicated

At this stage, the concept of empowerment in different ways to inform all members of the organization.

So the ways to reach clients include:
1. The use of official publications
2. Describe the organizational empowerment ceremonies and celebrations
3. Explain and interpret speeches empowering executives
4. Inclusion in the agenda of public meetings to discuss enabling managers

Determine Goals and Strategies

Goals and strategies of empowerment depends on how we define the real goal is always to improve performance

Education

The concept of empowerment support through knowledge and skills training. new employees must learn a set of knowledge and skills that allow them high freedom of action and decision-making power.

Matching Organization Structure:

In structuring an effective organization for the empowerment of the following should be considered:
1. Eliminate non-value-added jobs
2. The composition of jobs in natural units (combination of group and individual units in new jobs)
3. Reduce the layers of management and supervision
The Matching System

At this step in the process of empowerment in line and consistent with the In fact, any system that can be linked with the control and management staff should be able aims to improve its capabilities - leading building ( Salehzadeh,2008)

Evaluation and Improvement

As with any evaluation process must be designed complete to fully empower the adjustment :

Factors Affecting Empowerment:

Various factors can directly or indirectly affect the capability of the most important of them can be named as follows : (Bowen D E, Lawler EE. 1995 )

1. Identify the objectives, responsibilities and powers
2. Enrichment jobs and job promotion
3. Morale and organizational attachment
4. Trust, sincerity and honesty.
5. Recognize and appreciate.
6. Collaboration and Teamwork
7. Communications
8. Workplace
9. Optimization of processes and procedures
10. Information, knowledge and skills of staff

Empowerment Principles (Pitts DW, 2005)

1. There are no standard guidelines for empowerment.
2. Capability of the device to achieve a goal that is not gole .
3. Empowering should be manage.
4. Values should be based on empowering employees and managers should be accepted .
5. Trust and employee engagement should be considered.
6. Managers and supervisors should also be empowered.
7. Around authority staff should be identified.
8. Employees should be involved in the organization's current information.
9. Learning ability is nothing more than corrective measures.
10. Coaching and streamline oversight and effective control.
11. Celebration and recognition of individuals is essential for future success .
12. Capability of the process is difficult and time to go.
13. Empowering should be insisting on the directors.
14. Teams of autonomous administrative hierarchy should be replaced.
15. Behavior patterns have been successful empowerment should be strengthened
16. Views shared leadership must arise between managers and employees.

Requirements Empowerment ( pairVaskat , 1998, p 22 )

1. Values
2. Structures
3. To be clear objectives, responsibilities and powers
4. Leadership
5. Processes
6. Distribution of Information
7. Cooperation
8. Raising the competencies
9. Supervision
10. Trust , sincerity and honesty.
11. Rewards
12. Job enrichment and job promotion

**Guidelines For Employee Empowerment In Organizations** (SalehiZadeh, S., 2006)

1. Individuals choosing and carrying out the tasks involved in your career.
2. Create, working environment, to share information, discuss and a sense of belonging to common goals
3. Encourage employee innovation and decision-making in matters
4. Free share employee to actualize their ideas and solutions.
5. You can boost morale of their success with the encouragement and recognition.

7. Conclusions
   - Delegation to empower individuals, not just because people are empowered through knowledge and motivation in releasing the power of empowerment.
   - In an organization empowerment employees as the main driving force to advance of the organization. (Ghoshshchi, J., 2001, p 19)
   - Rules and red tape in organizations, especially, government agencies to any employee creativity and innovation is restraining. Therefore empowering these organizations are felt strongly.
   - Administrators can give enhance and enable the implementation of programs and staff have provided grounds for Prosperity and thereby promote employment and capacity utilization of existing manpower agencies provide, and finally improve the performance of the organization.

   - Managers to increase, empowering employees help in addition to creating an attractive and lively work environment and clear goals they hold periodic meetings, the sense of empowerment among employees. Administrators can maintain a happy, popular lectures on certain principles, such as the investment climate and clear goals and objectives, self-management, rating and giving feedback, which will be exciting. (Posiant Albert, Charles, 1997, p 13)

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