Overview of Employees Empowerment to Improve Organizations

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Abstract: In view of rapidly changing business environment, organizations must devote greater effort to enhance their capabilities and it must not be forgotten that the success and competing power of the organization depend on able to respond to customer demand. The employees who receives a customer request in practice, it should be able to do whatever is necessary to keep customers. In other words, employees are forced to think, Availability of in information, freedom and autonomy and participate. The Empowerment of contemporary concepts that elevate the human element in the organization of contemporary to high standards of cooperation and team spirit and self-confidence, creativity and independent thinking and entrepreneurship, Empowerment, makes organization's needs for high performance of employees and also the answer to demands of employees based on independence.

Key words: Empowerment, mechanical approach, organic approach employment, human

INTRODUCTION

In business empowerment as a highly practical and productive way to get the best out of oneself and one's staff. The empowerment is a fundamentally different way of working together. The employees feel responsible not only for doing a good job but also for making the whole organization work better. In this context, teams work together to improve their performance continually, thus achieving higher levels of productivity. Organizations promoting empowerment are structured in such a way that their employees are able to achieve the results they want and to do what is needed to be done. Empowering people as encouraging them to become more involved in the decisions and activities that affect their jobs (Scott and Jaffe, 1991). In other words, empowerment is a development strategy and organizational prosperity. In this section, with a practical approach has been paid to concept of employee empowerment, explain of dimensions this concept, definitions, organizational characteristics of formidable employee, factors affecting on empowerment, achievements and obstacles in organizations.

Roots of the concept of employee empowerment: The definitions of empowerment itself vary widely across scholars. Many studies define empowerment as intrinsic task motivation or motivation reflective of the person-environment fit (Gilaninia, 2012).

In other literature, empowerment has been defined as perceptions and as commitment-based designs. Researchers have also defined empowerment in terms of job structure the transfer of power or authority (Zimmerman, 1990).

Empowerment of employees means create collection of required capacity in human resources for enable them to creating added value in organization and role playing and responsibilities are responsible in the organization, with efficiency and effectiveness (Burke, 1986).

The beginnings of the concept of employee empowerment can be found in several places in the discourse of studies on organizations. The socio-technical approach idea of job enrichment job autonomy, addressed another component of what is today referred to employee empowerment.

The empowerment could only be accessed through articles that discussed topics such as participative management, total quality control, individual development, quality circles and strategic planning. Since 1990, the studies with the title "employee empowerment" has exploded. The term can be used to describe both the individual aspect of the concept as well as the organizational one. A complicating factor in defining employee empowerment was that by its very nature, in order for empowerment to be successful, each organization must create and define it for itself because it is context specific (Sullivan, 1994). Empowerment is contingent on specific contextual factors so it must address the needs and culture of each unique entity. Without this self-reference, employee empowerment invariably fails because the commitment or the sense of

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ownership of the concept is not created. Various researchers have looked at the dimensions of empowerment through different lenses. Control of one's own work, autonomy on the job, variations of teamwork.

Mportance of employee empowerment: Employee empowerment gives people a sense of satisfaction and fulfillment in determining their work destiny. As employees feel more satisfied, they become more efficient and effective at their jobs. These feelings fuel the organization's ability to increase performance and productivity, resulting in increased profitability. In addition, empowerment builds strong leaders. Employees permitted to take on decision-making and problem-solving responsibilities are able to advance their leadership skills. For example, employees volunteering to lead special workgroups are able to practice problem-solving and decision-making which expands their leadership capabilities. Empowerment provides employees with the freedom to grow and to develop as facilitators, coaches, mentors, advisors, trainers and eventually, leaders.

MATERIALS AND METHODS

Literature review: In the past, the term empowerment has been broadly used to refer to many different concepts by many different researchers in organizational science. More currently, empowerment as a distinctive construct has begun to receive close scrutiny as to its:

- The relationship between organizational culture and staff empowerment (Case Study: HEPCO) found that results showed that empowerment lead to increased performance and increase organizational commitment
- Assessment of factors affecting the staff empowerment process in productive Organizations. According to results obtained most influential factor in staff empowerment process respectively management guidelines, conditions (environment)of organization, sources of self-efficacy
- How can established successful strategy for empowering of human resources? that Human resource management cannot be considered as part field organization empowerment and they are only characterized and limited duties in field of staff

Empowerment approaches: Mechanistic Approach (top-down approach) analyzed the key role of information, rewards, knowledge and power, while provided more specific ideas on how to implement empowerment. Attempthas also been made to particularly stress the role of information in introducing empowerment.

Empowerment can be applied through an informational and interpersonal license. And the role of increased autonomy and decreased structure as an empowerment strategy to exercise influence over oneself (self-management). The role of self-directed work teams in enhancing empowerment have evolved a theoretical model of empowered teams which differentiates the concept from self-managing teams (Kirkman and Rosen, 1999).

Some researchers use the term "empowered team" and "self-managing teams" synonym only according to them team management involves four dimensions; Potency, meaningfulness, autonomy and impact. The keys of empowerment information sharing, creation of autonomy through structure and team becoming the hierarchy (Randolph, 1995).

Organic approach (bottom-up approach): Analyzed the empowerment process within the context of both individual and organizational process that facilitated organic perspective on empowerment. This approach regarded empowerment as a process of risk taking and personal growth. This approach involved a set of fine empowering skills to start at bottom by understanding the need of employees, model empower behavior for the employees, build teams to encourage cooperative behavior, stimulate intelligent risk, taking and trust people to perform (Quinn and Spreitzer, 1997).

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

Information sharing: Providing the necessary information for employees to strengthen their self-commitment and unifying vision of the goals through the use of a variety and flexible means of communication, Information sharing begins with trust in the organization and breaking traditional hierarchical thinking and increase employees' sense of responsibility.

Freedom and autonomy: The adoption of policies and procedures enabling employees to possess the ability to freely discuss their ideas and the use of monitoring methods that helps in the diagnosis of errors before they occur and interact with employees.

Autonomy is the degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in doing the work. It is considered fundamental in building a sense of responsibility in employees. Although, most employees are willing to work

within the broad constraints of an organization, employees want a certain degree of freedom. Autonomy has become very important to people in the workplace. For example, a salesperson is considered to be highly autonomous by scheduling his or her own work day and deciding on the most effective approach to use for each customer without supervision.

Replacement of hierarchy with self-work teams: Senior management participation with employees through the use of work teams to increase their commitment to the community and encourage them to acquire new skills and expertise through continuing education and training courses and Self-bring teams advantage are summarized in provide job satisfaction, change of attitude, commitment, better communication between employees and managers, more effective decision-making processes, improvement of operations, reduce the cost and organization efficiency (Fox, 1998).

How to apply empowerment to increase productivity among employee: In order to empower employees, four different factors are important. Those different factor work as an element to empower employee which will give the employees space to act more independently in accomplishing their jobs those are: information, knowledge, power and rewards (Daft, 2001).

Information: In any organizations where the employees are fully empowered, no information about the company is held secret for employee. That's why employees must receive every information about the performance of the company.

Knowledge: Before and after empowering employees every company need to give training for increasing knowledge and skills of employee. Which build up their problem solving decision-making capability. As by having power of knowledge and skills, an employee can be able to contribute to the goals of the company.

Power: To make substantial decisions, employees must have the power by giving up some of the power traditionally held by management which means managers also must take on new roles, knowledge and responsibilities.

Rewarding: The employees need to get bonus on the basis their performances and company's performance. The employees can be more committed towards the company by having good appreciation ,engagement with growth, recognition and trust.

Effective factors in the process of employees empowerment: Determination of aims, responsibilities and authorities in organization: employees should know about their responsibilities, explanation of their task, aim and commission of organization, steps as well as its working processes. Enrichment of employments and improvement of employees' job: organization should proceed in order to develop technical information and specialization of employees and raise of their occupational content. Also it should use working circulation in order to fulfill principle of replacement in the organization.

Environment of job: Environment of job is among effective factors being emphasized in organizations. Attention to security and health of employees in the Environment of job, creation of suitable situations towards occupational development of employees, reduction of tension and existent tension in the Environment of job can be associated to the Environment of job.

Reduction of supervision: If employee would be a little under supervisor's eyes and has enough authority, empowerment will be better.

Education on the job: With regard to research literature, education has very important role in empowering employees. In fact, empowerment is one of very important factors in empowering individuals in the organization.

Individual factors are: Cooperation and team working. Using ideas of employees in making decisions and their cooperation, advancement of organizational affairs, delegation to employees in different levels, employees' participation in representing suggestions in order to do affairs and control proceeded affairs by employees can be as the factor of participation in empowering employees in organizations.

Organizational belonging and mood: In order to fulfill this factor, employees should be respected in organization and be assisted in solving their individual problems. Suitable backgrounds should be provided for employees so that they can represent their innovation, invention and creativity and the super manager assure that employees attend to do affaires being conceded to them.

Recognition and appreciation: Proportion of salary, wage and taken reward with a work that employees do, suitable distribution of facilities in organizations and proportion of job development of employees along with their aptness can cover the propound factor in organization.

Occupational information, knowledge and skill for providing this factor, facilities of developing occupational skills in organization, background of effective and

efficient education in organization and having technical and specialized information about posts can be useful.

Practices empowerment of employees in organizations Empowerment and training: One of the fundamental requirements before embarking on forming self-work teams is training of all the employees in the team so that they are prepared for the empowerment. They should have wiliness to change. They should be able to manage a change. The team members should learn good qualities and they establish sound relationship with the other team members. This is more important for any teams. For the interest of the organization, all teams members should work single minded to discharge their duties. The training of teams should be done in such way that all the members should understand their responsibilities, adjust them with the other members, motivate the others and they should have a motivational attitude.

Empowerment and job satisfaction: There are three essential elements for empowering which lead to job satisfaction, accuracy and clarity. The first step in empowering employees is to clarify objectives and expectations. People can only achieve the progress at work if they have a complete picture of what results they are expected to deliver. With empowerment the role of a manager shifts from closely supervising what people are doing to holding them accountable for results. This means that managers need to clearly define expected outcomes and communicate them frequently so that everyone understands their responsibilities.

Empowerment and total quality management: Employees' empowerment and improved levels of job satisfaction are facilitated by the top management leadership and commitment to the TQM goal of customer satisfactions by creating an organizational climate that emphasizes total quality and customer satisfaction.

Empowerment and transformational leadership: Charismatic or transformational leadership has been described as providing the articulation of a meaningful vision or mission of the work to the employees. This meaningful vision or mission enhances the intrinsic value of the employees' goal accomplishment. Providing appealing goals is an essential element of empowering leadership and it is necessary to enable the employees to visualize how their work plays a useful part in accomplishing worth while aims. Appealing goals energize employees to extend themselves to pursue self-importance, being influential and working toward valuable causes by taking a part in achieving those goals (Gilaninia, 2012).

Practical measures to empowering employees: Application leadership commitment through empowerment. Fostering opportunities for subordinates to participate in decision making. Employees development to increase their knowledge, skills and abilities through empowerment. Promotion of quality teams through empowerment. Employee participation in planning and performance information sharing through empowerment. Providing autonomy from bureaucratic constraint through empowerment and remove bureaucratic constraints and unnecessary controls. Enhancing confidence in subordinates accompanied by high performance expectations. Provide the resources needed for new work responsibilities. Recognize important contributions and achievements. Realign management systems consistent with empowerment principles (Gilaninia, 2012).

Existent constraints in organizations to implement of empowerment: Misuse of the newly acquired power by the employees. Managers may not want to divide power with someone they look down upon and low level of trust and confidence among organizational members. Managers afraid from losing their own jobs and special privileges in the system. empowerment is for team workers-employees that do not value team success or choose to focus only on individual success are likely to be disinterested or even to resist. Governing formal structure and hierarchy. Many responsibility on some employees. Distracting and stress in the environment.

Empowerment technology in organizations involving:
- Increased job satisfaction
- Effective team work
- Increased employee participation
- Reduces turnover rates.
- Implementation of recommendation system in organization lead to increases trust in the organization
- Lower absenteeism degree
- Better productivity and profitability
- Job enrichment lead to less conflict as employees will more likely agree with changes if they can get involved in the decision making process
- Configure teams of quality
- Formation of quality circles
- Create and apply appropriate system performance evaluation and introduce sampled staff in specific time period
- Strengthen team groups

Researcher can summarize empowerment at the following points: Instilling a sense of power granting decision-making authority and/or creating opportunities

to influence decisions providing ability to make choices. Empowerment is the level of responsibility and authority given to an employee. By empowerment, the employees are motivated and enthusiast to utilize their knowledge, skills, abilities and creativity by accepting accountability for their work. Empowerment to make employees feel important as it is a process that places trust in the abilities of the employees. Empowerment requires: Shared values, Shared power, defined boundaries communication, feedback and recognition. Researcher can summarize the following points General advantages of employee empowerment Increased job satisfaction:

- Opportunity to minimise employee turnover rates in organisation
- Effective team group
- Increased employee participation.
- Increases organizational commitment
- Increases trust in the organization
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- Less conflict as employees will more likely agree with changes if they can get involved in the decision making process
- Increases productivity and profitability

The effects of individual characteristics on employee's empowerment: Individual characteristics can affect their feeling about their job, like high self-confidence and internal control. The other factor is the way of relationship (communication) with others. The persons have positive and friendly relationship with their coworker and manager. They have high job satisfaction .

One of the individual factors influence empowerment, is psychological factors like personality and it's dimensions such as extroversion and introversion, self-confidence, psychological styles, stability, compatibility, psychological health and happiness . The studies showed that happy people have high self-confidence and firmly friendly relationship, meaningful religious believes. persons who are happy, they feel safe more than others, make decision easier than others have more participative spirit, feel more satisfaction in their relationship with others. Increasing happiness and individual social satisfaction are one of the goals and priorities of many organizations. Goals of most of professional organization are to provide people with happy spirit (Conger and Kanungo, 1988).

Of physical sources and factors are eating, drinking, sleeping, relaxing activities and exercising which they are the most usual physical factors. Success and social confirmation, social communication and friendly relationship, love and intimacy are social factors which can affect individual performance. Other

individual factors can be taken into consideration are persons' religious believes, relation with God and care about spirituality.

Principles of empowerment: For exercising of empowerment there is not any magic formula or standard prescription. The empowerment exercising has specific specialization. Empowerment is at service of a goal, empowerment is a tool for achieving goal and it is not goal. Empowerment helps to employees to help to their organization and themselves and give meaning to their job and pride feeling so that they can be able do the work desirability. Empowerment should be managed, Do it and be sure that it is exercising. Empowerment when can act well that be biased on values, when more energy can be achieved from empowerment that management be acceptable by employees.

The confidence and commitment are considered as two key points with capturing employees, thoughts and sprit can provide their participation in giving suggestion and make their efforts and faithfulness multiplied. Managers and supervisors should be empowered same as employees. With work frontiers definition can make clear the authority limits of employees and with obstacles removalthe conditions of this work will be available. Communications and information: are vital arteries or empowermentlife source.

Empowerment training is something more than mandatory actions, make employees ready for more participation and performance level improvement and make employees understand that if the organizations spend for them that are because, it grants more value for them.

The tutorship and making clear are more effective than control and supervision especially when you want encourage employees in participation and growing them. Empowerment is difficult process and it necessitates of spending more time, because cannot change beliefs, polices, working methods, organizational structure and behaviors easily.

RESULTS AND DISCUSSION

Empowerment strategies: Strategies of increase collective awareness through storytelling. If employees have responsible to their solve problems, talented to efforts improve their personal and organizational life. Approach storytelling as an essential factor of empowerment lead to strengthen of efforts based on cooperation. When people discover or creating their story cooperation or reflect, in fact, their life story express in organization to positive ways. Strategies of training problem solving skills

Employees must increase capacity of their problem solving skills. Problem solving skills can be will lead to staff empowerment in level individual, interpersonal and group as an essential step in creating change of location. In this strategy, must allowed to employees their problems identifying and solving based on the content of the stories takes shape in a collaborative environment. in this case, first team to summarize aims of problem solving.

These aims include: identifying the problem, choose one of the important problems, selecting of purpose for solving or bigger problem, creative thinking in order to problem solving and achieve to aims and identify resources to help achieve this objective (Honlod, 1997).

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

Practical procedures to empowering employees: Application leadership commitment through empowerment. Fostering opportunities for subordinates to participate in decision making. Employees Development to increase their knowledge, skills and abilities through empowerment. Promotion of quality teams through empowerment. Employee participation in planning and performance information sharing through empowerment. Providing autonomy from bureaucratic constraint through empowerment. Enhancing confidence in subordinates accompanied by high performance expectations (Gilaninia, 2012).

Existent obstacles in organizations to implement of empowerment: Governing formal structure and hierarchy inappropriate attitudes of managers and employees and also inappropriate leadership and management styles. Lack the necessary skills in staff large differences between individuals and organization and also existence of coordinated personnel systems. Managers afraid from losing their own jobs and special privileges in the system. empowerment is for team workers-employees that do not value team success or choose to focus only on individual success are likely to be disinterested or even to resist.

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- Configure teams of quality
- Create and apply appropriate system performance evaluation and introduce sampled staff in specific time period
- Strengthen team groups (Tuner *et al.*, 2015)

Role of top management in empowerment of employees: Empowering vision causes the employees reliance more less to their top management in doing work and in case of facing problem or difficulty, they try to accept the responsibility they are enjoying of high freedom of action and accept the responsibility to be answerable of doing work for archiving organizational goals and in case mistake appearing or deviation in work, they will not reproach each others rather, they will consider errors as learning opportunity and experience determination and try to correct mistakes and be teacher a lesson. The top manager in this role will do for behavior correction or behavioral obstacles and he is in think of future goals compilation of enterprise, organizing duty, coordinating, supervision and decision making is charge to member of group and in this way the manger spent the most of his time for strategy compilation and enormous and desires goals or he is doing for fundamental obstacles removal.

Researcher can summarize the following points to employee empowerment failure. There are a variety of possible reasons for the lack of greater empowerment in companies and the relatively low level of success. Managers need to provide growth and challenge opportunities and goals that employees can aim for and achieve. Failure to provide a strategic framework in which decisions have a compass and success measurements, imperils the opportunity for empowered behavior. Employees need direction to know how to practice empowerment.

If managers fail to provide the information and access to information, training and learning opportunities needed for staff to make good decisions, don't complain when employee empowerment efforts fall short. The

organization has the responsibility to create a work environment that helps foster the ability and desire of employees to act in empowered ways. Information is the key to successful employee empowerment.

Allow barriers to impede the ability of staff members to practice empowered behavior. The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways. These barriers can include time, tools, training, access to meetings and teams, financial resources, support from other staff members and effective coaching.

CONCLUSIONS

In order to meet employee empowerment and involvement challenges top management need to enter into a kind of relationship with its employees. It is a kind of synergistic partnership where each depends on the other for success. Employees can become more independent, more self sufficient and more empowered.

Empowerment approach includes two Mechanistic (top-down approach) means delegating and power from top to bottom and organic approach (Bottom-up approach) means low control and power from bottom to top. Empowerment process is summarized in three steps information sharing, freedom and autonomy and also Replacement of hierarchy with self-work teams. And, how to apply empowerment to increase productivity among employees. Can be lead to will empowerment employees in organizations through training, participation, total quality. And also Why Employee Empowerment failure Given to above definitions and issues in this research and taking into account the importance of empowerment and factors of proper implementation and also its existent constraints can be make a positive impact in the organization and will lead to personnel job satisfaction.

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