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The role of empowerment in Organization Development

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Abstract

Since human resources are the most valuable and most important factor of production capital and the main source of competitive advantage and creating basic functionality of any organization, one of the most effective ways to achieve a competitive advantage in the current situation is to make staff more efficient. What is important in the development of human resources is that the Improvement of human resources do not achieve only with technical training, but instead should be developed Staff training in different ways and this will not be possible unless with Implementing programs in the realm of strategic human resource management .Consistency in human resource development programs requires the development of employee empowerment programs that human resource management plays a key role in the integration and combination of the programs to provide an appropriate model for empowerment. In order to achieve this goal and to help the researchers and director of human resources, in this paper, we review the models of empowerment and moreover present a comprehensive model of empowerment.

Keywords: empowerment, organization improvement, organization development

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Introduction

Empowerment has general and specific meanings and its interpretations are endless. And because of diversity of definitions and approaches, consistency and integration of this concept faced with some problems So that the definition of empowerment used factors, such as internal motivation, perception, commitment,job structure,transfer authority or sharing of resources and

information.$(Robins, 2002)^2$The purpose of the organization is that can be improved attitudes, values and beliefs of employees changed; so that employees can understand the technical changes and implement them. Usually these measures are done in the form of restructuring and re-organization plan

Definitions of empowerment

✓ Empowerment is the process of giving power to employees, meaning to help them strengthen their confidence, overcome their weaknesses .In this meaning , empowerment will help to mobilize internal motivations(Whetten and Cameron,1966).

✓ The switch also believes that empowerment is not just giving power to the people, but also the employees learn the knowledge, skills and motivation to improve their performance. Empowerment is a value process that continues from excellent management of the organization to the lowest ranks. (Erfanmanesh).

Empowerment

Empowerment is an inevitable program to do more with less expenses. Organizers have fewer choices about whether they want to train managers and employees enabled or not. Empowerment happens because the more successful organizations are uncovering better ways to take full advantage of the intellectual resources of their employees. Organizations are this issue that only their real capital is their thinking. These reasons explain the growing tendency to empowerment(Kynla).

History of empowerment

History the first definition of word empowerment refers to 1788 in which considered empowerment as delegation in role of their organization and this authority must be granted to person or be seen in organizational role. This empowerment means an individual desire for responsibility, a word that was

interpreted to response for the first time officially. Grew (1971) refers to common definition of empowerment that includes delegation of legislation power, delegation of authority, mission and sector power. Before empowerment makes common in management, this term was used in political science, social sciences, feminist theory, as well as grants to developing countries. The authors of these fields define the empowerment as the provision of resources and tools for people; in a way that is visible to them and they can use them to their interests.

The purposes of employee empowerment

The purpose of empowerment is to facilitate the achievement of organizational goals. In any case, any increase in power ought not to lead to increasing conflict between managers and employees (Mohammadi).

The purpose of empowerment is to provide the best intellectual resources related to the field of organizational performance. The aim is that the most competent personnel impose the highest population relations in the most appropriate practices.

The purpose of empowerment is not about involving more people in decision-making processes of the organization, but it is to find ways to better utilize employees' thoughts and make the best possible decision. The purpose of empowerment id not to organize and develop of teams but it is increasing the competence to create new ideas and solve problems through the interaction and synergy of team members (Shirley&Swathi,2007).

Empowerment Principles

From the view of experts, Empowerment Principles are:

There is no magic formula or standard guidelines for the implementation of empowerment.

Empowerment is a tool for achieving goal and it is not goal. Empowerment helps to employees that they can be able do the work ideally.

Empowerment should be managed: Do it and be sure that it is exercising.

Empowerment when can act well that that be based on values.

The confidence and commitment are considered as two key points. with caring to employees ,we can provide their participation in giving suggestions and make their efforts and faithfulness multiplied.

Managers and supervisors should be empowered same as employees.

With definition of work frontiers can make clear the authority of limits of employees and with obstacles removal the conditions of this work will be available.

Communication and information are two critical features for empowerment.

Empowerment training is beyond on corrective measures.

Follow-up and making clear are more effective than control and supervision

The honor and appreciating employees is necessary for future success.

Empowerment is a difficult process and it necessitates of spending more time, because cannot change beliefs, polices, working methods , organizational structure and behaviors easily (Moslehi,et al).

Methods of empowerment

For empowering of human resources, directors chose, perform and follow up different ways that the most important of these methods can be summarized in these cases:

Participation

In this way, decisions are delegated to staff, involving employees and their active participation in decision-making and project organization is as one of the mechanisms and effective methods of empowerment which can lead to motivation and job satisfaction, and ultimately more empowering them.

Involve the people

It means staff provide their experiences, ideas and suggestions

Create commitment

More commitment to the goals of the organization include improve employee job satisfaction.

Flatting of structure

In this way, crossing the structure and reducing the number of layers and levels of management is performed in the organizational structure.

training

Undoubtedly, effective and penetrating training is an important tool in empowering employees to achieve organizational goals. Educational programs will be useful if that associate employee involvement and management as well as participation in institutional programs to enhance work incentives .It is achievable through periodic meetings, workshops and lectures of management. In addition to training and learning, mechanisms such as performance management, coaching, job rotation and succession planning can play the role of education in empowering employees (Moslehi,et al).

Definition of organizational development

Organizational development is the application of behavioral science knowledge system to develop, strengthen and emphasize on strategic planning, organizational structure and processes to improve the effectiveness of the organization. According to Richard Bkhard' theory, organizational development is a planned effort throughout the organization, led by the excellent category management organization to organization effectiveness and health through planned interventions in organizational processes, using behavioral science knowledge(Salmani).

Interventions of organizational development

Basic building blocks are teams, so the main units can be changed as teams rather than individuals.

Reducing unfair competition and development of cooperation between components of the organization

Decision-making in health organizations is in the place of resources is not related to a particular task or person.

All components of organization control their activities compared with the objectives.

Encourage open communication and trust between all levels of the organization

People support what they are involved in its creation. People who are affected by changes should play an active role in the process of planning and implementing change (Flkinz , et al 1992).

Concepts of organizational improvement

Organizational improvement is a way to improve organizational performance based on the training process and change values and attitudes of staff and members of the organization is located. In 1970, organizational improvement became a separate field in behavioral science and its aim was to make certain changes in the organization. Although the organization improvements in the operation is performed in order to modify or improve organizational performance but most attention is the issue of improving the welfare and needs of employees. In today's world workforce is increasingly diverse and organizations are ever-changing. With the passage of time by making changes to organizational improvement can respond to the realities of the organization. Some definitions of organizational improvement are:

Jones: organizational improvement consists of a series of techniques and methods that managers can apply in their practical research program to increase compliance in their organization.

Warren Bennis: Organizational improvement is a change in response to a complex educational strategy intended to change the beliefs, values and organizational structure So that the organization can adapt to new conditions, new markets and new technology and deal with the problem of rapid developments.

Lipit : Organizational improvement is a process for innovation and creation of necessary changes and developments or to deal with these changes in such a way that the organization reaches a level that can be called critical level or maintain its viability; this means that it has the power to adapt to the new conditions and can solve its problems; advice from its experiences and finally, to achieve a high level of organizational maturity.
Milz : organizational improvement can be seen as an planned and ongoing attempt that uses behavioral sciences to improve the organization through introspection methods.
Morehead / Griffin: organizational improvement is a planned process of change and development organization using behavioral science knowledge (Flkinz et al 1992).

The goals of organizational improvement include:

To amplify organizational goals and puts the objectives of the organization and employees in a queue.
1.
To strengthen trust, communication, cooperation and support between employees in the organization
To create Job satisfaction and raise enthusiasm among employees
To complete the official power with power on the basis of knowledge and individual skills.
To increase individual responsibility for planning and implementation
To create desire in people to change
To create a special corporate culture that allows the exchange of experience and ideas clash among members of the organization away from hierarchical considerations and any organizational barriers in order to solve the organizational problems.
To create an environment in which the role of official authority or official authority by authority based on knowledge and skills to be added.
To delegate responsibility of making decision to those with the most knowledge on how to fix the problems.
To reduce the amount of harmful and unhealthy competition and explain that through collaboration, individual and group interests can be achieved.
To increase sense of belonging and loyalty to the organization and its goals among employees.
To move towards participative leadership style and mutual cooperation in the organization
To remove conflict between conflicting groups
To enhance employee motivation at all levels of the organization
2.
To increase ability to react quickly to changes

In a performance management system, agents of strategic change define the responsibilities and tasks in organizational improvement programs and divide them, then Integrate performance of all employees in order to change their actions. Transformational change happens when each worker know organizational needs and be aware of responsibilities as well as goals be predetermined. At the organizational level, improve performance occurs when management with the full force and efficient power with the necessary training and technical foundation support pioneers of organizational changes. From the view of Flkinz, et al (1992), for strategic organizational change, determination of careful planning, training, appropriate technology and motivation is required for each position. On the one hand, individual and organizational performance provide the process of changing and on the other hand the organization's vision and strategy plays the leading role for conducting this process and directing ,so OD has a key role in this pattern;

Because on the one hand, affecting the performance of employees can provide the infrastructure to carry out the process of change and the other hand with strategic changes in the organization leads to the realization of its strategy and prospects.
In general, organizational improvement:

- It includes strategy, structure and processes throughout the organization.
- In its essence, it is a behavioral tool.
- It causes establishment and strengthening of "change"
- It focuses on the process of change, rather than its original design.
- It improves the organization's performance

Techniques for organization improvement: creating change by the methods of organization improvement
The meaning of the change is the process of evolving attitudes, structures, policies, perspectives or out puts that occurs in some units of the organization. Hence change is about applying an invention or innovation in the organization (Javaheri). Organizational change as a way to improve the organization, is the planning process by principles (systematic) which utilizes the values and principles of applied behavioral science within organizations, seeks to increase individual and organizational effectiveness. Organization development discusses about organizations as well as individuals within organizations and how they work. Similarly, it discusses in the context of the planned changes that lead to encourage individuals, groups and organizations to function better. The result of behavioral / social sciences is organizational change which provides some guidance to improve the compatibility and matching between people and organization, between the organization and its environment and between elements and organizational components such as strategy, structure and process. Organizational change is a process that focuses on culture, processes and structure used in a comprehensive system. Major issue in organizational change is organizational improvement and effectiveness through changes in organizational processes. If the organizational structure, promote innovation and creativity it will provide a more favorable context for creating changes and organizational development. Organizational development is a planned activity or effort throughout the organization run by top management and increases organizational effectiveness and organizational health through programs planned change in organizational processes, using behavioral sciences (Hard Beck, 1969).

Organization development objectives include:

increasing the compatibility between the structures, processes, strategy, people, and culture
Creating and developing innovative solutions in an organization
Developing the organization' s self-renewing capacity (Beer 1980)

The organizational development is to increase and improve individual and organizational performance and effectiveness (Rabertson and Porras, 1992). The organizational development is a system wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures and processes for improving an organization's effectiveness (Cummings and Worley, 1993). All experts agree that organizational development is a field of applied behavioral sciences that is used to planned change. Similarly, they agree that the purpose and the axis of change is the entire of organization or system. The purpose of organizational development is organizational effectiveness and personal development (French vebel). Tailored to each organization's improvement objectives mentioned in the first part, we run into corresponding challenges for implementing this regard.

Challenges and inhibiting factors of teamwork

Scientific documentation shows that the success rate and ensuring the effectiveness of an action will be effective when the process of realization carried out with the participation and consensus from the moment of making decision to completing. One issue that Japanese management deal with more than any other and a lot of preparation done in this regard ,is about trying to form working groups ;this issue realized with the formation of QC circles as well as core quality monitoring in Japanese organizations . When implementing organizational improvements, the lack of an active team and sometimes lack of success and failure of the activities of the working group is a challenge that we deal with it in the first place.

The cause of the failure is in the following:

Lack of proper context and culture around the issue of team work by senior managers in various sectors

Lack of effective leadership in guiding the work groups.

Lack of appropriate incentive system.

Unfortunately, many companies for the meetings and activities of the working groups do not pay any compensation to members. While in several cases, including budget, financial statements, etc. that all are fixed and routine tasks significant payments is given to them (Steven,1998).

Guidelines and Conclusion

With regard to the factors affecting empowerment and continuous changes in market demand, customer strategies, technology and knowledge, organizations must move towards learning and learning create through Analysis processes of human resources and empowerment. Therefore, empowerment is necessary because workers in modern organizations require the freedom for creativity and creative teams and changing customer demands. Today's organizations need the flexibility, agility and the ability of employees to accept work performance, so planning for empowering human resources is one of components for strategic plans and foundation of empowerment is recognition of patterns that affect organizational decisions.

Preparation and dissemination of good teamwork by senior management on different scales such as education, formation of working groups in different parts of the job, frequent follow-up CEOs senior managers to obtain work report of the working groups and requiring them to provide continuous report.

Implementation of appropriate incentive system

Taking credit in the budget for payments to members of the working groups

Choose and encourage active working groups

presence of CEO and other senior executives in meetings of the working groups and communicate closely with them

Providing performance reports by working groups in the presence of Director and relations face to face

Make easier transition of comments and suggestions of working groups to senior executives and strives to implement them.

Taking the lead of working groups by decisive and sustained individuals who those their attraction is more than their repulsion. And also, leader and head of the working groups should do the following cases:

To justify members about the objectives of the formation of working groups.

To announce a plan and to give a new agenda to working groups

To make active and engaged all people in activities defined groups

To have regular and common meetings with working groups.

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To follow up legislation of working groups continuously

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