



AN OVERVIEW OF EMPLOYEE EMPOWERMENT WITH REFERENCE TO HUMAN RESOURCE MANAGEMENT

Dr. B. DHARMA

Assistant Director

Dr. B.R. Ambedkar Open University

Jubilee Hill, Hyderabad

Email Id: drdharmab@gmail.com

ABSTRACT:

Today, Employee empowerment is consider as an important issues in human resource management organizations and In this regard, it is important that each of the individuals feel about their competence. Employee empowerment is frequently used by business academicians and managers on business activities. It refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals. Human resources consider as strategic asset of the organization And empowerment of employees, is a new approach in order to human resource development that cause increase productivity improve quality, and profitability of products and services of organizations. In order to achieve this goal and to help researchers and managers in the areas Human resources in this article is try to empower the patterns, the importance of this issue in organizations to explain. A democratic workplace will need to provide for the ongoing education and training of employees not only in relation to their immediate work tasks but also for their broader role in participating in the management of complex enterprises.

Keywords: Employee Empowerment, human resource, Employee satisfaction.

INTRODUCTION:

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 exploitation of it weak and the insignificant but now it has become a matter of days. Employee empowerment is one of the effective techniques for increasing productivity in employee and optimal use of capacity their individual and group abilities in order to achieve organizational objectives. Empowerment is a process in which through the development and influence expand and the capabilities of individuals and teams will be help to improve and performance continuous improvement. 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.

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. 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.

Benefits that can be achieved in this regard include: -

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

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 a 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:

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.

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.

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.

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.

Training and personnel empowerment

Organizations for revitalization and re creating against these developments for empowerment their personnel Attempted to implementation of 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.

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.

LITERATURE REVIEW:

Hosein GanjiNia et al (2013) Organizational environment is constantly changing and organizations must be able to have innovation commensurate with change. Empowerment, makes organization's needs for high-performance of employees, and also the answer to demands of employees based on independence and introduction.

Esam M.A. Mustafa et al (2012) recent literature on the role of employee empowerment, as TQM practices, on organizations performance and function. A total of 8 recent and most related papers are reviewed. The review revealed that empowerment has a positive and multi dimension role in organizations function and outcomes. Some observations and shortcomings have been identified and discussed.

Kemal, M et al (2010) Employee empowerment is frequently used by business academicians and managers on business activities. It refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals. A democratic workplace will need to provide for the ongoing education and training of employees not only in relation to their immediate work tasks but also for their broader role in participating in the management of complex enterprises.

Jung, Wang, & Wu (2009) examined the relationship between TQM and continuous improvement. One of their finding indicated the important mediation role of TQM practice, including empowerment, between competitive strategy and continuous improvement in the international project management. But the important finding is that empowerment has a significant positive impact on continuous improvement which has direct influence on strengthening competitive advantage.

Linda Honold (1997) Employee empowerment" as a term is frequently used in management circles. In practice, however, it is a daunting effort to find an exact definition of it. There are hundreds of articles on the topic. Some attempt their own definition; others expect that the reader already knows what the concept means. What is employee empowerment? What are its roots? What do the various theoretical voices have to say about the concept? An exploration of these questions is the content of this article.

The Implementation Conditions of Empowerment

According to effective implementation of employee empowerment projects in the organization needs maintaining the following four conditions.

Shared Vision As his top strategic priorities, like financial solvency, improved reporting process, increasing the level of customer satisfaction of the company, for example, might be the vision of the director of the organization. Thus, unless the same vision is shared with the director, it would be very difficult, even sometimes impossible to implement an employee empowerment project. Shared vision with the director plays a key role and the empowerment endeavors can obtain ground and can identify its own goals and then can design its own process to achieve its goals. Starting with the lacking of empowerment areas, the department or the company would provide the empowerment team with the opportunity to train selected employees to improve their leadership skills.



Organizational Support:

Without a concrete support of the director, securing attendance of the supervisors and managers to training workshops would be almost impossible. Beside this, to plan for access to staff meetings would not be expected to be successful. Therefore executive director has a critical effect and role on the successfully implementation of the empowerment project in the organization.

Knowledge and Learning After the implementation of the empowerment project, the members of the team are expected to improve their skills in project management and team development skills which would be an asset applicable for other projects as well. And also skills like, brainstorming, time management, improved discussion, consensus-based decision making and problem solving techniques for managers and supervisors, and leadership development training and customer service training for employees could be maintained.

Institutional Recognition For a successful implementation of an empowerment project, team members need to receive a widespread appreciation and recognition for their skills in their endeavors. Therefore good reputation of an empowerment team and its members, could directly impact span of acceptance of the director and department managers, supervisors and front line employees.

Importance of Employee Empowerment:

Employee Empowerment gives people a sense of satisfaction and fulfillment in determining their work destiny. As Employees feels more satisfied, they become more efficient and effective at their jobs. There feels the Organizational 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. Empowerment provides employees with the freedom to grow and to develop as facilitators, coaches, mentors, advisors, trainers.

Empowerment and Its Effect on Performance

Organizations need to manage and improve the performance of their employees. As the power or capacity to produce a desired effect, efficacy of an employee is enhanced by empowerment, doubtlessly. Empowerment can be formulated as the combination of four dimensions. Thus, the equation is derived keeping in mind the factor of empowerment enhancing the role efficacy of individual employees (Table 1). Some argue that lacking of one of these elements will deflate, though not completely eliminate, the overall degree of empowerment, but still others believe that, any one of four elements, that is power, information, knowledge and rewards will completely destroy empowerment. Thus, employees provided with the elements of power, knowledge, information and rewards would be more involved and empowered in all levels of business development programs. Basing on above explanations, empowerment equation could be formed as the following:

$$\text{Empowerment} = \text{Power} * \text{information} * \text{Knowledge} * \text{Rewards}$$

Power	Information	Knowledge	Reward
Autonomy	HRI (Feedback)	Training (mentoring and Tutor)	Compensation (awards)
Authority	Role Clarification	Counseling	Career Planning
Delegation	Motivation Participation (Work Suggest)	Appraisals	Job Enrichment

Table 1: Instruments of Empowerment

Practical measures to empowering employees

1. Demonstrate leadership commitment through empowerment
2. To consider the interests of employees through empowerment
3. Staff training to increase their knowledge, skills and abilities through empowerment
4. Application of quality teams through empowerment
5. Employee participation in planning and performance information sharing through empowerment
6. delegation of authority through empowerment

CONCLUSION:

Empowerment of human resources is Create set of required capacity in employees. 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. Employees need to be provided with the greater authority to make independent decisions as more decision making responsibility is de concentrated and concerned through empowerment. When empowerment approaches adopted, employees gradually would start to feel that they are valued, competent and the jobs they are doing have so great meaning and impact, and, when legitimately empowered, they would continuously be in a mood to believe they have so vast opportunities to apply their skills. In return they are expected to change their behaviors towards using their talents in the work place better than before, and such employee driven changes are expected to bring contribution to the effectiveness and efficiency of the organization.

REFERENCES:

1. *Hosein GanjiNia, Shahram Gilaninia, Reza PoorAli Motlagh Sharami, (2013), "Overview of Employees Empowerment in Organizations", Arabian Journal of Business and Management Review (OMAN Chapter) Volume no: 3, Issue no: 2, PP: 38-43.*
2. *Esam M.A.Mustafa, Abdul Talib Bon (2012), "Role of Employee Empowerment in Organization Performance: A review", RJSSM: Volume: 02, Number: 0, PP: 79-83.*



3. *Kemal, M., Ali Erbas (2010), "Employee Empowerment and Its Effect on Organizational Performance", 2nd International Symposium on Sustainable Development, Sarajevo.*
4. *Jung, J. Y., Wang, Y. J., & Wu, S. (2009). Competitive strategy, TQM practice, and continuous Improvement of international project management: A contingency study. International Journal of Quality & Reliability Management, Volume no: 26, Issue no: 2, PP: 164 - 183.*
5. *Linda Honold (1997) "A review of the literature on employee empowerment", Empowerment in Organizations, Volume no: 5, Issue no: 4, PP: 202-212.*
6. *Hamidreza Asgarsani, Omid Duostdar, AminGohar Rostami, (2013), "Empowerment And Its Impact On The Organization Productivity", Interdisciplinary Journal of Contemporary Research in Business, Volume no: 4, Issue no: 11, PP: 738-744.*
7. *GhaniZadeh, M.(2008). "human resources empowerment approach to enhance national productivity," Iran Human Resources Empowerment Conference.*
8. *Tabarsa, G. A, EsmaeiliGivi, M&Ahmadi-Zad, A.(2005). "Dynamic Analysis of strategic human resource empowerment organization using system dynamics (SD)". Tabirpublications.*
9. *Wilkinson, A. (1988), "Empowerment: theory and practice, Personnel Review", Volume no: 27, Issue no: 1, PP: 40-56.*
10. *Herrenkohl, R., Judson, G and Heffner, J. (1999). "Defining and measuring employee empowerment", Journal of Applied Behavioral Science, Volume no: 35, PP: 373-385.*