AN OVERVIEW OF EMPLOYEES' EMPOWERMENT IN ORGANIZATIONS

B. Yubhashini
Ph. D., Research Scholar in Management, Bharathiar University, Coimbatore

Dr. S. DhineshBabu
Research Supervisor, Research and Development Centre, Bharathiar University, Coimbatore
Assistant Professor, Department of Business Administration, Government Arts College, Paramakudi

Abstract
Organizational environment is constantly changing and organizations must be able to have innovation commensurate with change. Also now organizations must be in a position almost immediately able to respond to customer demand. The person who receives a customer request in practice, it should be able to do whatever is necessary to keep customers. In otherwords, employees are forced to think, choose and participate. Empowerment makes organization's needs for high-performance of employees, and also the answer to demands of employees based on independence and introduction.
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Introduction

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. "Employee empowerment" is a term that is used to express the ways in which non-managerial staff members can make decisions without consulting their bosses or managers. These decisions can be small or large, depending upon the degree of power with which the company wishes to invest employees. Employee Empowerment is not an activity, but a process which enables the employee to think, act and control work independently. This tends to give a sense of elation to the employee who feels self-empowered. Where an organisation wishes to motivate, develop and retain employees; empowerment can prove to be a very powerful tool in achieving this end.

Theoretical Approaches to Empowerment

Three theoretical approaches have been used to study empowerment: socio-structural perspective, psychological approach, and the critical perspective. The socio-structural perspective focuses its attention on developing or redesigning organizational polices, practices and structures to give employees power, authority and influence over their work. The psychological approach focuses on enhancing and enabling personal effectiveness by helping employees develop their sense of meaning, competency, self-determination and impact. The critical perspective challenges the notion of employee

empowerment and argues that efforts to create empowerment may actually lead to more, albeit less obvious, controls over employees.

Principles of Empowerment

These principles are as follows: (AghayarSirus, 2005)

- 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 an 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 removal the conditions of thiswork will be available.
- Communications and information: are vital arteries or empowerment life 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.

Five Dimensions of Empowerment are as follows

1. Self organizational-feeling: Self- organizational defined in individual's ability in choosing in method implement and organizing of his activities. When people voluntarily become involved in their work, they feel Self- organizing. These people rather than fee their activities predetermined or they are controlled from outside. They see themselves as locus of control.

2. Feelings of competence (self-efficacy): This sense of competence is a belief in his abilities to perform his work subtly. These people feel that they can carry out their duties masterfully. Some authors believe that this feature is an important element in empowerment.

3. Impact: The empowered employees have self- control on results. They have a strong sense of active control. They are in this belief that by influencing on their working environment they can make change in created results.

4. Significant: Significant means of relation between objectives and working duties with ideas and standards considered by employee the business activities of these individuals in their value system is important. Empowered employees enjoying of good morale and a kind of sense of personality importance in performing their duties significant challenge activities provide a kind of oriented feeling, excitement omission.

5. Trust: Empowered Individuals are of a sense in the name of trust. The meaning of this feeling is that they have confidence that authority or owners of power centers' operators will not harm or damage them and they will be treated fairly In other words, trust means a sense of personal security. Research regarding trust has shown that people who rely on trust feeling more to replace the honesty and sincerity with superficiality and ostentation.

Why the Empowerment of Employees is becoming Important in Organization

Empowering employees is the ongoing process of providing the tools, training, resources, encouragement and motivation your workers need to perform at the optimum level. If your organization is looking for a way to speed processes and still produce quality materials and services, focus on employee empowerment. When you show an employee you trust her, and give her timely information and the authority to find solutions, she will be able to solve problems and provide solutions more rapidly than someone without that empowerment

Creativity

When an employee feels a sense of accomplishment and feels valued, he is more likely to engage in critical and creative thinking. He will feel more capable and inspired to devise situations in unconventional ways, which can lead to better product development. When you empower an employee to think for himself and take initiative, he may find unique ways to add to your company's worth, market your services to clients and revise processes or policies that no longer are efficient. This removes some of the pressure on management to constantly innovate and stay ahead of the industry.

Job Satisfaction

Empowerment provides your employee with a sense of autonomy, which will increase her job satisfaction. She will be more comfortable at work because develops

confidence and a sense of worth. A happy employee provides the best customer service, and leaves a good impression of your company with whomever she speaks. This translates into personal or career growth for your worker and increased sales for any company.

Decision-Making

In a world in which technology changes daily, and customers find information, products and services in increasingly diverse ways, your employees need to make quick decisions that benefit your operation. If you've spent time and effort providing training in decision-making, the employees most likely will respond to change quickly and find new ways to meet customer demands.

Loyalty

An employee exhibits loyalty if he has been well-trained, supported, respected, listened to and valued within an organization. His is more likely to work hard and promote the company when the opportunity arises. He also is less likely to leave your company, and is more likely to recommend other qualified individuals for job openings.

Empowerment Process

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

Information Sharing: Allows to employees know their organization status and to analyze. Information sharing begins with trust in the organization, and breaking traditional hierarchical thinking and increase employees' sense of responsibility.

Autonomy working across organizational boundaries: Boundaries organization is specified through destination (Why do you?), values (what is your action guide?), imagination (what your imagination of the future?), objectives (what, when, where, how and why do they?), roles (which are you?), system and organizational structure (how your work will be supported?).

Replacement self-bring teams instead hierarchy: Whenever a group of people with specific responsibilities for work and production processes are selected, plan and implement, from start to finish, will manage everything, and divided responsibilities into equal and fair. 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)

Effective Factors in the Process of Employees' Empowerment

1. Specify objectives, responsibilities and authority in organization: Employees must be aware of their responsibilities and duties description, the purpose and mission organization, and its stages and work processes.

2. Job enrichment and job promotion: Organization must to act in order to be up to date technical and professional information of staff, and increase their content of job.

3. Mentalities and organizational belong: In order to satisfy this factor must respect for employees in organization and assistance to resolve personal problems.

4. Trust, sincerity and honesty: Organization must create positive environment and friendly working relationships between employees and increase trust between managers and employees.

5. Diagnosis of and appreciation: Proportionality received salary and bonuses with the work they do, appropriate distribution welfare facilities organization, Proportionality Job promotion employees with their suitability.

6. Participation and teamwork: Applying the opinions and ideas of employees in decision and their cooperation in improve and promote of organization affairs, delegation of authority to staff at various levels, participation of employees in offering suggestions for affairs better.

7. Communications: Including communication and easy access employees to managers and supervisors, transparency and clarity work community of employees with managers and supervisors.

8. Work environment: The importance to employee health and safety in working environment, create appropriate opportunities for employees job promotion, reduce stress and tension in working environment.

9. Optimization of processes and working methods: Being clear and transparent of workflow and information in organizations, periodic review and modification of work methods and affairs simplification.

10. Information, knowledge and job skills: Existence facilities to develop job skills in organization, existence fields of effective and efficient training in organization. **(**Hugman 2001)

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.

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)

Advantages of Employee Empowerment

There are several advantages to employee empowerment, ranging from monetary savings to better work relationships.

Cost Savings

Employees who perform their tasks on a daily basis have an intimate understanding of how their jobs are done. By empowering employees to determine their own work methods, companies can benefit from the years of experience each employee has. By allowing employees to suggest and make procedural changes that make their jobs more efficient, companies benefit by saving money.

Morale

Employees who are empowered in their jobs feel a stronger sense of responsibility concerning productivity. Putting employees in charge of their own results has a positive effect on morale. Empowered employees know that their ideas matter to the success of the company, so they tend to take a greater interest in creating a more efficient and profitable company. Higher morale means that employees take less scheduled time off and productivity increases. This all has a positive effect on the company bottom line.

Management-Employee Relationship

Employee empowerment can help strengthen the relationships between managers and employees, according to the article titled "Employee Empowerment: Management Giving Power to the People" published on the Thinking Managers website. Managers are seen as coaches and professionals with a direct interest in the success of their employees as opposed to those that dictate policy and give commands. Managers learn to rely on empowered employees, and employees learn to use their managers as resources for getting jobs done.

Direct Accountability

Empowering employees to make their own decisions means that employees have direct accountability for their jobs. This is advantageous for companies, because instead of harnessing managers with the responsibility for all decisions, employees pick up some of the decision-making slack. Thus, it is easier to pinpoint the exact sources of issues.

Companies can offer specific employees training and any other information needed to correct errors as opposed to spending time and money training entire departments.

Disadvantages

Employee empowerment is not without some disadvantages. It can lead to decreased efficiency because decisions may not be uniform and optimized for organizational goals. It can also create problems with coordination throughout the organization because decisions are decentralized and not managed at the top. Manager and employee relationships can become tense as the boundaries of authority can be blurred. Finally, according to the critical perspective, attempts at employee empowerment can be counterproductive, actually creating greater controls over employees. For example, empowering employees through use of teams may create peer pressure.

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

Existent Obstacles in Organizations to Implement of Empowerment
1. Governing formal structure and hierarchy
2. Low level of trust and confidence among organizational members
3. Inappropriate attitudes of managers and employees and also inappropriate leadership and management styles
4. Lack the necessary skills in Staff
5. Large differences between individuals and organization and also existence of coordinated personnel systems
6. Tension and stress in the environment (Dennise 1998)

Techniques and Tools Creating Empowerment in Organizations
The following are the examples of creating Empowerment technology in organizations, include:
1. Implementation of recommendation system in organization
2. Formation of quality circles
3. Establishment of working groups
4. Create and apply appropriate system performance evaluation and introduce sampled staff in specific time period
5. Create of motivational facilities
6. Job enrichment (Tuner 2003)

Conclusions

Empowerment of human resources is Create set of required capacity in employees. The first definition of the term empowerment is returned to 1788 in which empowerment believed that as delegation in their role of organization. Empowerment approach includes two mechanical means delegating and power from top to bottom and organic means low control and power from bottom to top. Empowerment process is summarized in three steps information sharing, autonomy working across organizational boundaries, and also replacement self-bring teams instead hierarchy. Can be lead to will empowerment employees in organizations through training, participation, unions, quality. 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 obstacles can be make a positive impact in the organization and will lead to personnel job satisfaction.

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