

ROLE OF EMPLOYEE EMPOWERMENT IN THE DEVELOPMENT OF AN EXECUTIVE ORGANIZATION

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Abstract: Human Resources are the most valuable and most important factor for production of capital is 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. The improvement of Human Resources does not only achieve through technical training, but also developed by staff training in different ways. It is not only possible with the implementing of programs in the realm of strategic Human Resource Management but also consistency in Human Resource Development programs requires for the development of employee empowerment programs. The Human Resource Management plays a key role in the integration and combination of the programs to provide an appropriate model for empowerment.

INTRODUCTION

Human Resources of an organization represent one of its largest investments. The term human resources at the macro level indicate the sum of all the components possessed by all the people. Human Resources at the organizational level include all the component resource of employees from rank and file to top level management. So, it includes the resource, of all people who contribute their services to the attainment of organizational goals.

In order to ensure that organizations are sustainable in the medium to long term scenario, employees must be motivated towards their work, to acquire knowledge related skills and to perform with best of their abilities. Further, greater employee involvement could be achieved through a carefully managed process that strives for participation by integrating every employee with the organization, which may yield high productivity and competitive advantage for the organization. The best HR practices should ensure that employee at all levels are given power to influence decision making they are given information about the organisation's operations and performance, and also trained to operate the business with a proficient understanding. High quality employees assure an organization of having a sustainable competitive advantage or even a short-term advantage, only when they are motivated and aligned with the conductive organizational systems that facilitate enhancement of their skills and competencies.

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(Ghorbanizad and et al., 2009) Accordingly the present paper deals with empowerment revolving around the inclusion of employees in the decision-making process and development of their tangible influence upon the organizations operations constitute to needs of the organization. The most important factor for the survival and existence of organization is empowerment quality of manpower. The role of human resources requires competent and wise personnel for the achievement of an organizational goal. Qualified human resources create the organization strong and the employees in different groups in performing work together.

Flexibility, problem solving, job performance quality, job satisfaction are some of the factors affecting empowerment. Empowerment also used other factors such as international motivation, perception, commitment, job structure, transfer authority or sharing of resources and information. (Robins, 2002) The main purpose of the organization is to improve attitudes, values and beliefs of employees changed; so that employees can understand the technical changes and implement them.

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)
- Empowerment of human resources means create collection of required capacity in staff for enable them to creating added value in organization and role playing and responsibilities are responsible in the organization, with efficiency and effectiveness (Doaei, 1998).
- 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).

HISTORY OF EMPOWERMENT

The word empowerment refers to 1788 is considered as delegation in role of their organization and this authority must be granted to person or organizational role. According to Grew (1971) refers to common definition

of empowerment includes delegation of legislation power, delegation of authority, mission and sector power.

PURPOSES OF EMPLOYEE EMPOWERMENT

- The purpose of empowerment is to facilitate the achievement of organizational goals. Any increase in power ought not to lead to increasing conflicting between managers and employees (Mohammadi).
- It is to provide the best intellectual resources related to the field of organizational performance.
- Involving more people in decision-making processes of the organization, but it is to find ways to better utilize employee's thoughts and make the best possible decision.
- Not to organize and development of teams but it is increasing the competence to create new ideas and solve problems through the interaction and synergy of team members (Shirley and Swathi, 2007).

THE PRINCIPLES OF EMPOWERMENT

Empowerment involves the following principles which are mentioned below:

- It is a tool for achieving goal. It helps employees they can able to work ideally.
- It can be managed.
- It can act well which is based on values.
- The confidence and commitment are two points for caring the employees for providing participation in giving suggestions and make their efforts and faithfulness multiplied.

- Managers and supervisors should be empowered same as employees.
- The authority of limits of employees and with obstacles for removing the conditions of work.
- Information and communication are two important features.
- The need for training is beyond on corrective measures for effective control and supervision.
- The honour and appreciating employees is also necessary.
- It is necessitates of spending time, it cannot change beliefs, policies, working methods, organizational structure and behaviours easily.
(Moslehi et al.)

DIFFERENT METHODS OF EMPOWERMENT

Participation: Active participation in decision making and project organization is one of the mechanisms for the effective methods of empowerment which lead to motivation and job satisfaction among the employees.

Involvement of the peoples: For the effective human resources, their experiences, ideas and suggestions empowerment is necessary.

Flattening of structure: Crossing the structure and reducing the number of layers and levels of management is performed in the organizational structure.

Training: Training is one of the important factors in empowering employees to achieve the organizational goals. Employee involvement as well as participation in institutional programs to enhance work incentives. Training and learning mechanisms helps performance management coaching. Job rotation and succession planning play the role of education in empowering employees.

DEFINITION OF ORGANISATIONAL DEVELOPMENT

Organizational development is the process of helping organizations improve through change in policies, power, leadership, control or job redesign. The main focus is to improve efficiency and effectiveness within the organization. It is the application of behavioural science knowledge system to develop, strengthen and emphasize on strategic planning, organizational structure and processes to improve the effectiveness of the organization.

CONCEPTS OF ORGANISATIONAL DEVELOPMENT

Organisational 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. It became a separate field in behavioural science and it makes certain changes in the organization. The organizations improvement 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.

THE GOALS OF ORGANIZATIONAL IMPROVEMENT INCLUDE

The goals and objectives of the organization employees in a queue.

1. To strengthen trust, communication, cooperation and support between employees in the organization.
2. To create job satisfaction and raise enthusiasm among employees.
3. To complete the official power with power on the basis of knowledge
4. To create desire in people to change.
5. To create a special corporate culture among members of the organisation.
6. To create an environment in which the role of official authority or official authority based on knowledge and skills to be added.

7. To delegate responsibility of making decision to those with the most knowledge.
8. To reduce the amount of harmful and unhealthy competition through collaboration, individual and group interests can be achieved.
9. To increase sense of belonging and loyalty to the organization and its goal among employees.
10. To move towards participative leadership style and mutual cooperation in the organization.
11. To remove conflict between conflicting groups.
12. To enhance employee motivation at all levels of the organization.
13. To increase ability to react quickly to changes.

Thus a performance management system, agents of strategic change define the responsibilities and tasks in organizational improvement programs and divide them. Each worker know organizational needs and be aware of their responsibilities as well as goals for pre-determined when the transformational changes takes place. According to 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, there is a need for individual and organizational performance provides the process of changing. On the other hand, the organization's vision and strategy plays the leading role for conducting this process. In particular organizational improvement include the following factors are determined :

- It includes strategy, structure and processes throughout the organization
- It is a behavioural tool
- It causes establishment and strengthening of “change”

- It focuses on the process of change, rather than its original design.
- It improves the organisation's performance

There are different techniques for organisation improvement : By creating change by the methods of organization improvement. The change may include the process of evolving attitudes, structures, policies, perspectives or out puts that occurs in some units of the organization. Organisational change is a process that focuses mainly on culture, processes and structure used in a comprehensive system. The major issues in the organizational change is improvement and effectiveness through changes in organizational processes. Organisational Development is a planned activity or effort throughout the organization run by top management and increases its effectiveness and health through programs planned change in organizational process, using behavioural sciences (Hard Beck, 1969).

OBJECTIVES OF ORGANIZATIONAL DEVELOPMENT

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

The organizational development is a system wide application of behavioural science knowledge to the planned development and reinforcement of organizational strategies, structures and processes for improving an organisation's effectiveness (Cummings and Worley, 1993).

CONCLUSION

With regard to the above factors for affecting empowerment and continuous changes in market demand, customer strategies and knowledge, organizations must move towards learning and learning create through analysis process of Human Resources and Development. Thus,

empowerment is necessary both for workers in modern organization as well as for freedom of creativity and teams for changing customer demands.

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