

## **STUDY AND IMPACT OF MANAGER'S ROLE IN IMPROVING EMPLOYEES' EMPOWERMENT PROCESS**

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### **Abstract:**

Productivity and profitability increment is not achieved by simply organizational adjustments and modern machines' and software systems' installation but the principal and valuable capital are employees who supervise and monitor these devices. Therefore, manager should attempt to foster their susceptibility and develop their skills. Current research examines the factors affecting empowerment and identification of most important factors including training, motivation, management styles. Manager's role is studied in the research and conceptual model of the research is based on it.

This paper shows that managers require role-play in three areas including training, motivation and employee's participation the capacity of employees to increase their empowerment and create an empowered environment.

**Keywords:** employees' empowerment; The manager's role; Motivation; Training mode

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### **Introduction:**

Managers in traditional and old organizations had a severe control on Human force. They controlled tightly the behavior of their employees, but nowadays men become empowered in modern organizations to make a decision by themselves and manage works. Perfect organizations have the characteristics such as customer orientation, continuous improvement and flexibility to continue their lives. To achieve such properties, human force should be empowered. In most researchers' studies have been published in recent years, the factors affecting the empowerment are supposed to be job satisfaction - motivation and the leadership style and so on.

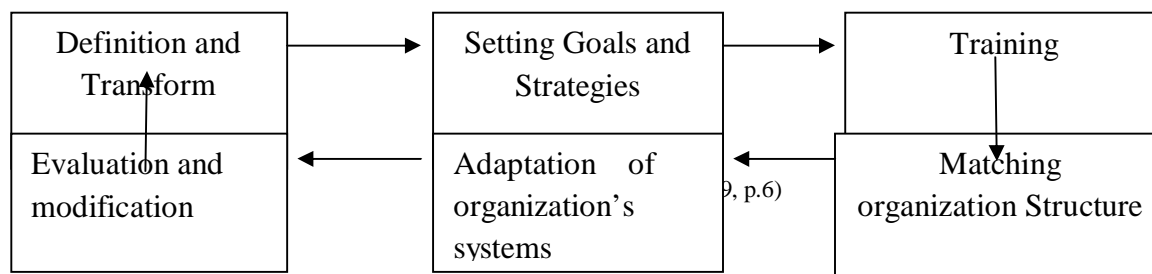
Leadership, organization management and selecting leadership style are the most important factors affecting the ability of the employees. Managers’ traditional beliefs and their lack of orientation to power distribution are the most important factor in failure of the empowerment program. Managers’ role and managerial style will be investigated in this research and a conceptual model will be provided.

Definition of empowerment:

Empowerment means the personnel strength. Some rejected this notion and believe that empowerment is a capital of motivation and knowledge which has the power of doing everything excellent. English word “Empower” means giving power and being capable in the Oxford Dictionary.

**The process of empowering employees**

Patten of Empowerment process management



**First step: definition and transfer of empowerment**

The first step in the process is that appropriate answers should be prepared for managers’ and employees’ questions.

**Second step: Setting Goals and Strategies**

This step depends on our definition of empowerment that is determined according to organization’s definition on the empowerment of desired strategies and targets.

**Third step: Training**

This stage is supported by the knowledge and skills more beyond the scope of traditional training.

**Step Four: Matching Organization Structure**

The actions take place in this step to promote employees’ performance and productivity up to desired level, actions such as

- 1) Elimination of non-value-added jobs
- 2) Combination of jobs per unit
- 3) Reduction of management and supervision layers

**Fifth step: adaptation of organization’s systems**

At this stage, all information systems of evaluating performance that are related to employee’s management and control are suspected while empowering process.

**Sixth step: Evaluation and Modification**

At this stage, the extent of achieving to goals will be measured and deviations are identified.

**Empowerment dimensions**

One of the best studies was carried out by Spereitzer. Mishra’s studies stated five dimensions or factors of empowerment.

- 1) Sense of competence / self-efficacy
- 2) Sense of having choice (self-organizing)

- 3) Sense of efficacy (personally accepting result)
- 4) Sense of being important (being valuable)
- 5) Sense of trusting others

The necessity and importance of empowerment [2]

There are several environmental stimuli that encourage organizations to empower their employees. Among them, most important are:

- 1) The effects of technology on business environment
- 2) The necessity to respond quickly to customers' needs
- 3) Success of the "Total Quality Management" program
- 4) The need for highly skilled employees
- 5) The need for flexibility of organization
- 6) Competition increase

Scholar or researcher	Year	Empowerment Dimensions
Counter	1983	Information, Authority, Gaining experience, Clarity of goals and policies, Access To Resources, Reward, Manager Support, self-confidence
Blanchard and Zigarmy	1985	Clarity of goals and policies, Training, Manager Support, Leadership Style (Coaching), Access to resources, Access To Information
Alfred Bandura	1989	Manager's Guidance and support, Reward, Gaining experience
Thomas and Velthouse	1990	Meaningfulness of job, Impact, Personal Determination , Competence
Noler	1991	Responsibility, Full Access To Information, Ability for Decision Making
Fulham and Landau	1998	Environment, Job's Ambiguity
Cabridge and Et.	1999	Authority, Team Work, Leadership Method, Occupational Enrichment, Manager's Guidance and support
Tubez and Mous	2000	Information, Authority, Training, Access To Resources, Responsibility
Wikhue	2000	Clarity of goals and policies, Participation
Hugensky and Baus-Annan	2001	Authority, Leadership Method, Organizational Attachment, Participation, Responsibility, Enrichment
Ro and Biarez	2003	Authority, Decentralization

(Shahraki, 1389, P 12)

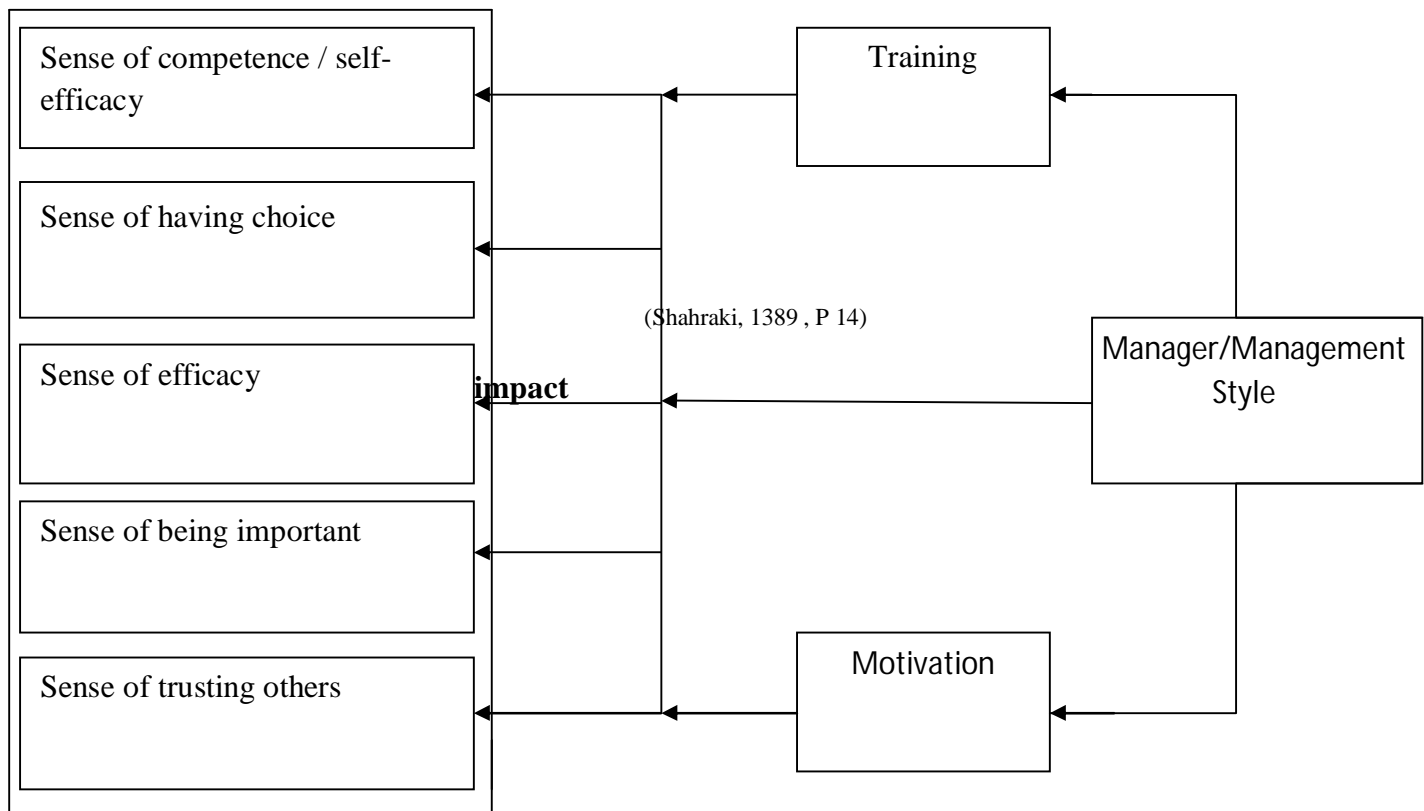
There have been different researches on empowerment in Iran. Seyed Javadin and his colleagues in 1387 in their paper examined factors affecting the empowerment of human resources in banking systems and introduced 20 factors as effective factors. Among them, they identified 5 factors as most effective factors in employees' empowerment in service jobs:

- 1) Pay attention to personal development and occupational designing
- 2) Pay attention to human resource and team work issues
- 3) Pay attention to the leadership style
- 4) Recognition and transparency
- 5) Pay attention to the environment and decentralization

Among several studies have been carried out in Iran and world, and three factors are identifiable in most studies: "management style", "training" and "motivation". Management style, particularly participatory management style, provides necessary infrastructure to empower employees. There are a significant relationship between empowerment and training. And a major part of the effective factors are classified in motivation area.

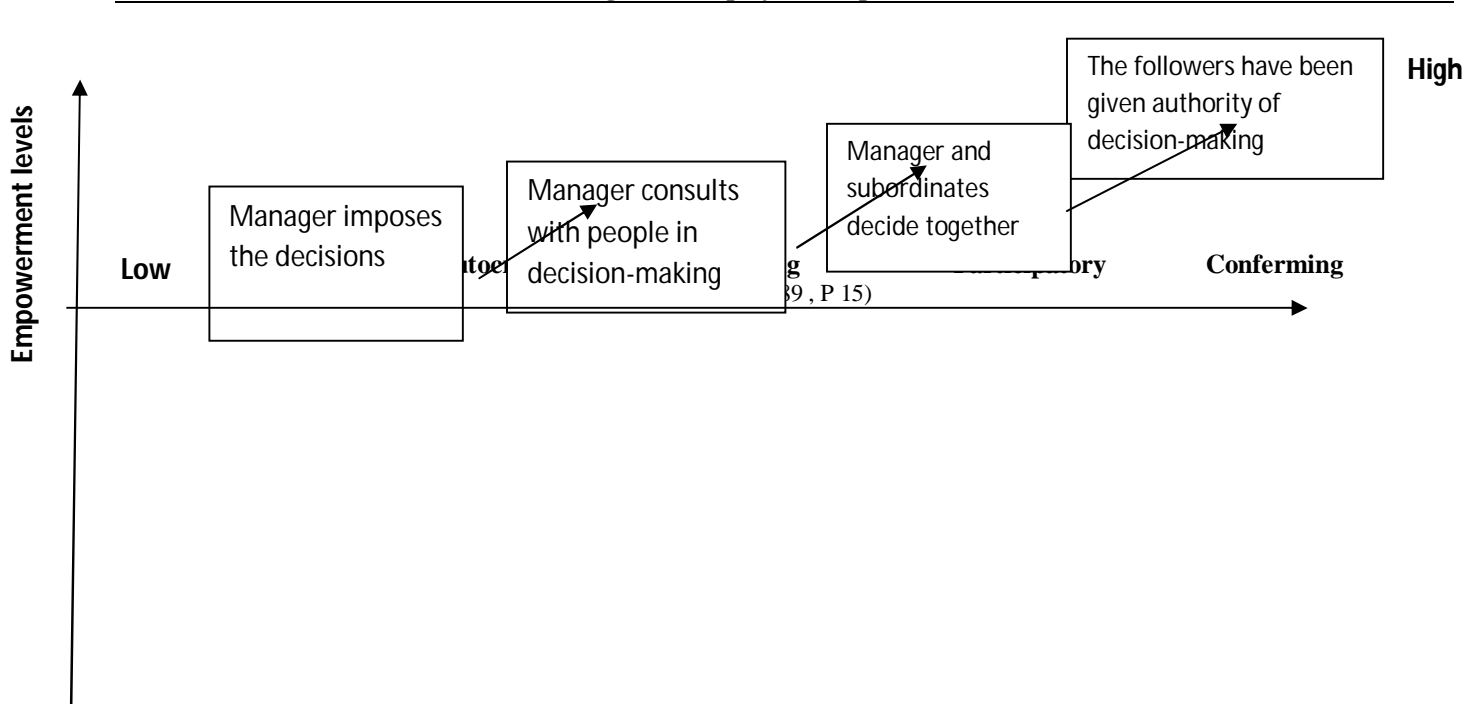
According to research presented at the concept of empowering, the next figure shows the conceptual model of this study:

**Conceptual model of research associated with factors affecting employee empowerment**



Management style in traditional organizations was meant strict control of labor force but now in new and modern organizations, people are empowered to make their own decisions and handle the affairs by themselves. The concept of empowerment is far from traditional form. In past decade, scientists like Chris R. Grace and Warren Benis and Likert argued that participation in decision making is crucial for achieving employees to satisfaction and productivity. In other researches, such as the Ouchi theory, employee participation is not only effective but it is considered vital. In Participatory management, employees' involvement in the organization includes empowerment and teamwork. So there is a positive relationship between the level of participation, satisfaction, motivation and performance of employees.

**Figure of employees' empowerment**



Participatory management requires assigning the responsibility and creating an atmosphere of mobility for employees. Manager should pay attention to the employee's ability and act correctly to solve the qualitative problem. A self-leader team has a new approach to the relationship between employees and managers. Participation takes place when a planning, implement and benefiting from the resources divide the activity.

**Motivation role in empowerment**

Motivation is *متقابل* people's relationship with a position or a condition in which a person is. Clearly, individuals differ in terms of the dynamics of motivation. Motivation is desire to strive to meet the goal of organization that is for satisfying individual need.

**The role of education in empowering employees**

Training and learning science in general and gaining necessary skills of specialized context in particular as an inevitable social necessity has an important and special place in macro-development.

Before the 19th century, there was little concern on empowerment but by developing bureaucracy and increasing complexity of the tasks, training is manifested as an unavoidable element, so that staff training is one of the basic tasks of organizations. The aim of training is not knowledge transmission and storing the results in staff's mind, rather its aim is correct education and constant search for new solutions. Training should encourage thinking skills. Creating logical and critical thinking in employees should shape the basis of formal training since learning a science is a process, not an outcome.

**The role of managers in setting participatory management**

Participatory management style is a cornerstone and prerequisite of empowerment. A good infrastructure should be done to implement this style. A general mistake that managers are committed

to the establishment of participatory management is that they assume the only task should be done is inviting employees to participate.

Managers should perform actions for participatory decision-making and management and implement the following roles:

- Outlining the goals, values and priorities
- facilitating quick and easy access to information
- adjusting manager with participatory decisions
- Participatory training for employees
- Mitigating of environmental conditions
- Characterizing the participation structure
- Developing participation culture

Managers role in employees' training

One may be very experienced, but must be trained by organization. He should understand organization's values and philosophies, applied policies and practices related to a particular job. Some of the managers believe that official training is not required since employees learn it while doing their jobs. They believe that experience is the best teacher. In this way, organization eventually will be harmed. Moreover, training is a path of growth. Organization growth depends on employees' growth. If the organization expects to gain serious chance successfully, employees within the organization must continuously develop their skills and prepare themselves for bigger challenges.

The role of managers in employees motivation

One of the important tasks for managers is to identify employees' potential capability and provide growth and prosperity to them. Acquire such knowledge may help to improve utilization of organization's resources. These force managers to shape inner and outer environments governing organization so that they choose appropriate goals to satisfy the employees' need and be successful in motivating their employees. Managers require several different tools and programs to create the motivation in the employees that some of them includes:

- 1) Management Based Objective ( MBO )
- 2) Modifying the behavior
- 3) Employees' participation
- 4) Variant rights-based programs
- 5) Skill (competence)- based payment plans
- 6) Flexible benefits' plans.

Conclusions and suggestions :

The research was aimed to investigate the role of managers in empowering the employees, so studies carried out in the area of empowerment was investigated and effective factors was identified. Training, motivation and management style are introduced key factors of empowerment. Training is one of the most important factors that play a major role in empowering employees. Through proper planning, managers should provide opportunities to gain job skills for employees. In most researches, motivation shows the highest significant relation with empowerment. In the other words, using motivational factors are keys for creating an empowering environment. Adoption of participatory management style and employees' participation is the cornerstone to create an empowering environment for employees. Managers must therefore provide an appropriate setting for the establishment of participatory management in the organization.

Managers' lack of attention to training, motivation and employee participation has made empowerment programs abortive and do not change the traditional form of organizations. Worth noting that empowerment programs in these three abovementioned areas should be implemented by considering current differences in different units and managers should be notice to the structural difference among the units in setting empowerment programs.

So, it is recommended that in addition to above roles, the following will be considered for a successful implementation of empowering programs :

- 1) Managers delegate more authority to their employees.
- 2) Providing emotional support, reducing stress in the workplace, better definition of tasks and observing honesty and fairness.
- 3) Creation or strengthen the Fund or the suggestion systems in order to obtain employee's ideas.
- 4) The use of social support, encouragement and verbal feedback to increase self-confidence.
- 5) Job enrichment and paying attention to the needs of employees through inducing challenging spirit and giving more chances to the employees of the business.
- 6) Formation and development of teamwork to integrate information and tasks, maximizing competence, managing resources and continuous improvement.
- 7) Development of personal experience and proficiency of employees in dealing with problems and challenges.
- 8) Providing the necessary resources needed to increase empowerment.

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