OVERVIEW ON EMPLOYEE EMPOWERMENT AND IMPACT OF TRAINING

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Abstract
The empowerment is the term everybody concept of it can grow in your mind, but in fact few people are aware. In recent years the term empowerment has become part of everyday language of management. Undoubtedly special attention to factors affecting staff empowerment can consider as the most important factor of the dynamics and more effectiveness of trainings to applicants and jobseekers young. Empowerment increases ownership feel of employees than their jobs, so that can be proud to their jobs and take responsibility perform the duties with willingly. Otherwise, will have look free of feeling than their jobs. Today, basically, the main factor of creating of wealth and added value in organizations include human resource owner the knowledge or in other words the powerful human resources which can be achieved through training of employees.

Keywords: Empowerment, Dimensions of empowerment, Empowerment process, Training, Training Needs Assessment

Introduction
Empowerment is a term that in the several years has been increasing and rapid acceptance. Popular empowerment opinion has led the 1990s is called empowerment era. Empowerment, has challenged roles effectiveness of management and organizational structure traditional. Empowerment is impossible without making appropriate changes in the traditional bureaucratic hierarchy and is requires a flat organizational structure with few hierarchical levels and improve communication between teams. Empowerment is means act's delegation of authority along with responsibilities, regard to duties assigned performance. The idea of employee empowerment in modern organizations is important due to employees assume increasing amount of responsibility. Employees empowerment has been proposed in order to transmit power in the organization, subordinates participation in the leadership, effectiveness improve through increasing power and finally, increasing the intrinsic motivation of job. Employees who are stronger have more commitment and satisfaction and also lower pressures. With implementation of employees empowerment process, can easily achieve organizational goals and enjoys getting of benefits such as improved working conditions, increased job satisfaction, customer satisfaction. (Abdollahi 2006)
**Definition of Empowerment**

Empowerment in the intensive culture of Oxford term is meant power, authorization, strong, and ability. Empowerment is defined as set of motivational techniques. Empowerment is seeking to increase the level of employee participation order to improve their performance. The main feature of employees empowerment is align individual and organizational objectives. In the empowerment, employees not only are needy to authority but must be also have adequate training and financial credit and basic information which able be responsive in the field of their decisions. Empowerment, enables employees to participate in management. (KhanAlizadeh et al. 2010)

**Previous research**

Mohammadi (2001) in research as "Evaluation methods of staff empowerment in Birjand University" has announced job enrichment, delegating, bonuses, based on performance, collaborative management, and establishment of work teams are considered as the main modes of empowerment.

Ebrahim Zadeh et al. (2010) in research as "The investigate the role of Empowerment procedures on increasing human resource function in Payam Noor University of Golestan Province " achieved to this result effective factors on performance increase staffing are as follows: Individual motivation with average of 69/4, delegating with average of 68/9, training of job with average 64/4, participative management style with average 54.5, and job attitudes with average 48/3

**Dimensions of empowerment**

**Suitability**: Suitability to degree to which an individual can with skill and successfully perform job duties. Empowered people not only have suitability feel, but rather they are confident be able to do things with adequacy.

**Independence**: Refers to determination of necessary activities to perform job duties. Sense of independence is means experiencing feelings select in the start of activities and organizing of activities personal. Independence will include activities is associated with sense of freedom and experience of right to choose.

**Effective**: Accepting personal consequences where individual can affected on results of the strategic, administrative and operational in jobs. Effective is conversely disability

**Significant**: Significant is an opportunity to people feel are following Important and valuable career goals. Their time and effort are valuable. To be significant, is means valuable of career goals and internal interest of person to job.

**Trust**: Trust is related to interest, competence, openness and trust in others. Capable people, have sense of trust. They are certain that power and authority holders will impartially conduct with them. In other words, trust is means having a sense of personal security.

(Gilaninia 2011)

**Empowerment process**

Includes the following steps:
Information Sharing: Allows employees to know their organization position and do analysis. Begins from breaking the traditional hierarchy thought and consequently causing increase employees sense of responsibility.

Autonomy and independence of working in throughout organizational boundaries: Organizations boundaries is characterize through target (Why you do?), values (What is your action guide?), imagination (What is your imagination from future?), objectives (What, when, where, how and why are doing?), roles (Who are you?), and also organizational system and structure (How to will be supported your job?)

Replacing self-managed teams instead hierarchy: Whenever a group of employees with specific responsibilities are selected for work and production processes, planning and executing from the start to finish of work, manage everything and divided responsibilities as equal and fair. Advantages of self-managed teams summarized in the providing job satisfaction, attitude change, work commitments, better communication between employees and managers, more effective decision-making processes, improve of operations, reduce costs, and productivity organizations

(Blanchard 2003)

Effective Factors on Employees Empowerment

Definiteness of objectives, responsibilities and authority in the organization: Employees must to be aware responsibilities and job description, purpose and mission of the organization, and its work steps and processes. (Alvani 2006)

Job enrichment and job promotion of employees: Organization must take action in order to update technical and professional information of employees and increase their job content, use techniques work spin. (Skaran 2002)

Organizational belong: must respect to employees in the organizations and assist and helped for solve problems of personal. (Spritzer 1995)

Recognition and appreciation: Proportion received salary and bonuses with work that doing employees. Proper distribution of facilities and appropriateness of job promoting to employees with their competencies could be cover considered factor in organizations. (Ghanbari 2007)

Participation and workgroups: Use of staff comments and ideas in decisions and their cooperation in matters improve and advance of organization, delegation of authority to staff at various levels, participation of employees in Proposal Presentation for better perform matters and controlling the affairs. (Gilaniinia 2011)

Communications: Including communication and easy access to employees, managers and supervisors, working communication transparency and clear with managers and supervisors and also being aware employees of the current affairs of department in relation with their work area. (Doaei 2002)

Working environment: Importance to employees health and safety in working environment, creating opportunities to staff job improve, and reducing available stress and tension at the workplace. (Ron Terry 2003)

Process optimization and way of working: Being clear and transparent information and workflow in organizations, documenting of working way, periodic review, correction methods of working, and simplify of matters. (Tuner 2003)
Information, knowledge and job skills: To meet this factor, existence opportunities to develop job skills in organization, existence field of training effective and efficient in organizations, and having technical and expertise information in relation to posts. (Wilkinson 1998)

**The importance of empowerment**

Twenty one century requires to trained minds

Speed of continuous developments and innovations in all fields

Intense competition in extent life and death of organizations

(Abtahi 2007)

**Training and Empowerment**

Training is considered begins maturity, deepening think power, subjective analysis in individuals and development strategic tool and social development in various communities. International experiences indicate training is one of the most influential factors in behavior change, updating skills, develop of expertise, insight and attitude in human resources and organizational change. According to this must be said in era of the current changes and evolutions, Organizations are able to stability and survival only if their human resources trained continually, increases their ability, new patterns of thinking will growth, idea of collective promoted, individuals learned how to learning with participation. (Eslami et al. 2011)

The most ideal technique needs assessment is a technique provide most valid results in the area of financial constraint, staff constraint, time constraint for group of needs assessment responsible. (Hugman 2001)

**Planning and implementation of training programs**

Training planning in today organization has a special place, because with training organized programs can be institutionalized learning in organization. At this stage organization's training experts after identify expected needs and goals and the resources needed for achieve to goals, will determine a program. Typically, resources required for training programs is divided in into two categories human resources and material resources. Human resources including training forces, such as teachers, educators, and executive team. Also material resources are divided into two groups:

- **Physical features**: Such as classrooms, laboratories, workshops, books, pamphlets, computer and internet

- **Financial resources**: Including current and capital costs.

(Soltani 2006)

**Training Needs Assessment**

Needs assessment is a technique organizations will planning with determines the their basic needs for effective action (Farjad 2009). Identification of staff development needs in different organizational units and then needs assessment to determine activities associated with their growth is essential. Carry out detailed needs assessment plays a useful role in codification training goals, training assessment criterions, and designing of training programs. Therefore, one of the most important factors in increasing effectiveness of staff training, is careful selection and the most comprehensive approach for training needs assessment. (Saeidi Rezvani & AhanChian 2007)

**Methods of needs assessment**
Model based objective in needs assessment
Model based accord in needs assessment
Model based problem in needs assessment
Model hybrid methods in needs assessment

(Fat'hi Vajargah 2004)

Conclusions
Empowerment refers to a set of motivational techniques and seeking to increase the level of employee participation in order to improve their performance. With implementation of employees empowerment process, can easily achieve to organization's goals. Empowerment is entails delegating fundamental decision-making authority to subordinates. Empowering have five dimensions included trust, significant, effective, independence, and suitability. Empowerment is of great importance because need to be developed minds, changes speed and organizations' fierce competition, but empowerment without training haven't capabilities implementation and enforcement. Training is one of the the most effective factors in behavior change, update skills, expertise develop, insight and attitude in human resources and organizational development. can be with training organized programs institutionalized learning in organization.

References