



AFFECTIVE FACTORS ON THE EMPOWERMENT OF HUMAN RESOURCES

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ABSTRACT

In this research three main effective factors, "Official Training", "Delegation of Authority" and "Job Rotation" in Fars-No Cement Company and Shiraz Electric Power Distribution Company have been investigated and with comparing of the given data priority and matching of the factors will be shown. The statistical society of this research is 130 persons that all are the official employees of Fars-No Cement Company and 364 persons in Shiraz Electric Power Distribution Company and with using the Morgan table, number of 100 of the Fars-No Cement Company and number of 190 of the Shiraz Electric Power Distribution Company have been elected as sample under the Class Method. For gathering the information, it has been used the questionnaire with the 24 questions. The Validity of the questionnaire has been surveyed based on the scientific texts and its Reliability has been determined based on the index of Cronbach's alpha, 0.891. Then with using the software of SPSS analyze the information with taking T, Fredman, Anova and Tukey tests and with comparing between these two companies, revealed that Delegation of Authority, Official Training and finally Job Rotation are orderly effective factors on empowerment of human resource.

Keywords: Empowerment, Official training, Delegation of authority, Job rotation, Development of human resource.

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INTRODUCTION

During the recent two decades Empowerment of Human Resource has been became one of the most important goals of the managers. Increased competition in global markets is caused for establishment of relative advantage in the organization which is depended on Stability, Durability and also having more share of the market that in accordance the organization must be compare with the competitors at the same time with presentation of products and services with better competitive conditions and customer satisfaction and also keeping the Continuation in quality should be considered. According to this main hypothesis, serious believe is that survival and

development of the organization will takes place with the skill full employees whom are motivated and also have enough ability to solve the problem and are self-management. In this credit, empowerment could make kind of capacity in the employees to play their role better at the same time with more efficiency and productivity. Surely this could be done in the shadow of the training, job rotation and finally Delegation of Authority in order to motivating. This means empowering is an interactive and depended process that will bring decision making, determining the policy of the work, presentation of proper methodology in the critical occasions, the ability to playing the new roles and also the ability of presenting the new and creative plans in order to making the managers and employees cooperate with each other that finally it will be goes to developing the organization. But in spite of the importance of the empowerment, in Iran because of many reasons such as ambiguous organizational targets, lack of proper definition of working and personal relationship, lack of proper performance evaluation system, lack of definition of evaluation of human resources and also some other reasons that are existed in the market that are due to uncompetitive condition in the working and business environment are caused for not to define a proper solution and way towards making the human resources more qualitative even this solution and way will not be enough considered as important as it is. Present research has study about empowerment of the employees with investigation on effective factors on the empowerment including “Official Training”, “Delegation of Authority” and Job Rotation” as effective factors in the process of empowerment of the employees. The obtained results show that the factor of Delegation of Authority with average of 3.68, Official Training with average of 3.42 and finally Job Rotation with average of 3.24 are effective in the Empowering of Human Resource of these companies. Consequently with using the obtained information from analyzing the questionnaire the proposal model regarding Empowerment of the Human Resource of these companies has been presented. In this model the factor of Delegation of Authority has the greatest and higher rank, after that official training and the end Job Rotation have the lowest rank in order to Empowering of Human Resource of these two companies.

LITERATURE SURVEY

The empowerment has two different general and special meaning and also so many interpretations and approaches, this variety and number of interpretations and approaches make some problems for the integrity of the empowerment. In definitions of the empowerment some factors such as internal motivation, understanding and commitment, the structure and nature of the job, transferring the power and option, sharing the resources and information are used. Indeed the empowerment is continues and permanent process and will analysis in a dynamic environment and in different levels. The empowerment will indicate to the motivational or psychological subjects, structural changes, cultural and historical elements, existed values and approaches in the organizational structure. The empowerment of the employees is including of complex of the systems, methods and the performances in order to developing the abilities and

qualifications of the persons towards improving and rising the efficiency and productivity of the organization and all the human resources of that organization with respect to the goals of that organization. (Talebian and Vafai, 2009). The first stage in order to defining the empowerment is investigation on it deeply. Some people believe that empowerment means empowering the employees, some other people are not accept this meaning and think that with consideration to this matter that employees are a kind of capital full of motivation and knowledge, so automatically are able to do anything they have to do in their job in the best way, so the empowerment is preparing all the requirements to making their potential power free for fulfillment their duties in the best way. (Pusian, 1997) define the empowerment including empowering the skills of the employees and making the self-confidence in them in relation to themselves and trying towards making the activities of the organization effective. (Blanchard *et al.*, 1997) preparing all the requirements in order to presenting the best thinking resources in any fields of performance of the organization is related to the empowerment. In his point of view, empowerment is that the best employees having the most power to do the works in the best and most proper ways. This definition shows us that if the meaning of the empowerment understand truly and connected to the general performance of the organization the most productivity will be obtained. In the other word, the empowerment is a effective and pioneer process that will make the advantages of improving for both the organization and the employees of that organization. This participation is a group approach from a feeling of power and quality improvement of the organization.

Empowerment is not making the employees powerful, because they have potential power which is manifested in the form of knowledge and motivation, and it is a tool for doing the works and activities of the organization. Empowerment means using the knowledge and increasing the motivation of the employees by the manager of the organization that finally it will cause that the organization reach its goals. (Hall and Bradley, 2008). The empowerment of the employees is one of the most effective ways and techniques to increase the productivity of the employees and better using of the capacity of the organization and personal ability of the personnel of the organization, both individually and collectively. The empowerment is a process that by developing and improving the power and ability of the persons and teams will help to continues and permanent improving the performance of the organization. In other word the empowerment is a strategy of development and improvement for the organization. (Sajedi and Omidvari, 2007).

The empowerment has two different general and special meaning and also so many interpretations and approaches, this variety and number of interpretations and approaches make some problems for the integrity of the empowerment. (Buckingham and Clifftin, 2001). Indeed the empowerment is continues and permanent process and will analysis in a dynamic environment and in different levels. The empowerment will indicate to the motivational or psychological subjects, structural changes, cultural and historical elements, existed values and approaches in the organizational structure. The empowerment of the employees is including of complex of the

systems, methods and the performances in order to developing the abilities and qualifications of the persons towards improving and rising the efficiency and productivity of the organization and all the human resources of that organization with respect to the goals of that organization. (Kotter, 2001). It also means enthusiasm for more working and having more activity in the personnel and besides motivating them for doing their duties (Walton, 1999). Increasing the ability of the people of the organization will challenge most of the main principles of the organization and will forced the authorities to change some principles of the organization. There is no fixed way in order to passing the classified system to the culture of increasing the ability. The companies and their employees are different (Blanchard *et al.*, 1999). Indeed increasing of the ability of the employees is a very important, pioneer and effective technique and method that both will make advantages of strategy for the companies and organizations and also will make opportunity for the employees of that companies and organizations. The nature of increasing of the ability of the employees will goes from releasing of knowledge and wisdom, experiences and motivation power that is existed in the employees and most of it is still not used and potentially is existed in the employees. Indeed increasing of the ability of the employees will help the managers to develop the capacity of the personnel performance. The empowerment programs will grant the facility to the organization to act in a modern and creative way and present its business in a method to keep the condition of the organization in the best mood permanently. According to the done studies on the different samples and plans, the effective factors on empowerment are including: public participation in gathering and analysis of the information, independence in the working territory, team work (Blanchard *et al.*, 1999). Delegation of Authority, granting the independency and participation management, sampling, oral and social supporting, emotional arousal, awarding system, having clear goals, accessibility of the employees to the resources and organizational structure (Spreitzer, 1996) (Spreitzer, 1996) having the clear goals, responsibilities and authorizations in the organization, job enrichment and job upgrading of the employees, participation and team work, improving working procedures and methods, information, knowledge and working skills (Sajedi and Omidvari, 2007) etc. There are so many factors in order to empowerment of the organization that in this research with consideration to the different samples (the empowerment samples of Rabint et al, the empowerment samples of Bawen and Lawer, the empowerment samples of Mclagan and Nell, the empowerment samples of Gao, the empowerment samples of Important four factors) that in this paper there is not opportunity to all of them so we will investigate on three of them "Official Training", "Delegation of Authority" and "Job Rotation" and which are the main factors among them have been investigated, of course the main reason for selecting these three factors is their ability to be measured. These three "Official Training", "Delegation of Authority" and "Job Rotation" factors have been selected to be investigated on the employees of these companies.

Training

One of the most important factors that have the most effect on the empowerment of the employees in an organization is Training. The new and modern techniques and plans could be very important and effective to empowering the personnel of an organization so obviously an organization or company which uses untrained and unskillful personnel never could reach the success. The done studies and researches show that between the empowerment and training there is a very important and positive correlation. In addition the economic studies on different countries show that the organizations which use skillful and experienced people in different fields are more successful in empowering their personnel and employees than the others. (Hall and Bradley, 2008)

Delegation of Authority

Delegation of Authority will be cause to motivate the employees. The meaning of granting the authorizations to the employees is granting the four factors to them to make them able to fulfill their duties better, these four factors are information, knowledge and wisdom, power and finally award. (Micheal and Mc, 1997)

Job Rotation

One other factor that will have important effect on the empowerment and could play a very important role in this regard is Job Rotation. In this method instead of keeping one person in one position permanently, the positions will be granted to the people in rotation mode and after some while the people in different position will be changed with some other people. This rotation could be done according a time table and also could be done periodically or occasionally and in any specific case. This method will used in order to having people true understanding of the jobs and for managers will be used to find a way to avoid the pressure on the people in their positions (Jeff and Scott, 1998). In this research, the main factor of official training with 10 sub-index of increasing the working speed, better fulfilling of the duties, increasing the capabilities, increasing the motivations, increasing the more active role of the persons, increasing the qualities and qualifications, obtaining the new skills, self-controlling, being responsible, increasing the ability of decision making have been investigated. The main factor of Delegation of Authority with 7 sub-index of increasing the abilities, empowering the abilities, independence in decision making, increasing the more active role of the persons, increasing the ability of decision making, self-controlling, being responsible. The main factor of Job Rotation with 7 sub-index of making motivation, ability of decision making, self-efficiency, obtaining the new skills, improving the interactive affairs and relationship, self controlling, being responsible have been investigated.

METHOD OF RESEARCH

This research is a descriptive survey kind that in is done in Fars-No Cement Company and Shiraz Electric Power Distribution Company by a questionnaire with 24 questions of 5-choice or Likert type. The validity of questionnaire also is confirmed and its reliability with using the SPSS software is calculated that the overall Cronbach's alpha index is 87.9%. The statistical society in this research is official employees of Fars-No Cement Company and Shiraz Electric Power Distribution Company. Fars-No Cement Company is located in the kilometer No. 55 in Shiraz Firouzabad road in Dasht e Mook and with preparing close to 300 direct job opportunity and thousand of indirect job have a very outstanding effect on the economy of this district. Shiraz Electric Power Distribution Company covers 120 KM radius of Shiraz. This company has over 700 official and contracting employees that 364 persons are official employees that are working in operation assistants and dispatching, planning and engineering, sales and customer services, human resources, financial and support and distribution. The sample volume in Fars-No Cement Company have been analysis by Morgan Table for 130 persons of the society, number of 97 persons is selected for being sure related the sample volume, in this research number 100 questionnaire without any scratch have been studied (for having maximum feedback) and in Shiraz Electric Power Distribution Company the sample volume have been analysis by Morgan Table for 360 persons of the society, number of 186 persons is selected for being sure related the sample volume, in this research number 190 questionnaire without any scratch have been studied (for having maximum feedback).

The Research Hypotheses

The main Hypotheses

What are the Affective Factors on the Empowerment of Human Resource?

Sub-Hypotheses

1. Official training was effective on the employees of Fars-No Cement Company and Shiraz Electric Power Distribution Company.
2. Granting the authorizations was effective on the employees of Fars-No Cement Company and Shiraz Electric Power Distribution Company.
3. Job Rotation was effective on the employees of Fars-No Cement Company and Shiraz Electric Power Distribution Company.

The Results of Research

The obtained results of this in relation of sample people and research hypotheses have been shown in the tables 1 to 5 in brief:

Table-1. The gender of sample people

variable	Percent(Fars-No Cement Company)	Percent(Shiraz Electric Power Distribution Company)
Woman	6%	19%
Man	65%	81%
No answer	29%	0%

Table-2. The position of sample people

variable	Percent(Fars-No Cement Company)	Percent(Shiraz Electric Power Distribution Company)
Manager or directors	22%	12%
Other experts	67%	88%
No answer	11%	0%

Table-3. The percentage of sample people in different ages

variable	Percent(Fars-No Cement Company)	Percent(Shiraz Electric Power Distribution Company)
18-25 years	1%	25%
26-35 years	66%	42%
36-45 years	24%	19%
46-55 years	1%	14%
No answer	8%	0%

Table-4. The education level of sample people

variable	Percent(Fars-No Cement Company)	Percent(Shiraz Electric Power Distribution Company)
Diploma	8%	19%
Associate degree	27%	20%
Bachelor	50%	54%
Master and above	9%	7%
No answer	7%	0%

Table-5. The working record of sample people

Variable(years)	Percent (Fars-No Cement Company)	Percent(Shiraz Electric Power Distribution Company)
Below 5	11%	26%
Between 5 to 9	46%	21%
Between 10 to 14	15%	26%
Between 15 to 19	18%	8%
20 years and more	1%	19%
No answer	9%	0%

In this regard, to study the official educations it is used 10 statements, Delegation of Authority it is used 7 statements and job rotation it is used 7 statements. In the case of having average more than 3, this statement will have a meaning. The situation of the sub-index of the three main factors those are effective on the empowerment of the employees in relation with the average that is expected in the diagrams 1, 2 and 3 are shown:

Diagram-1. The situation of the sub-index for official training in relation with the average that is expected

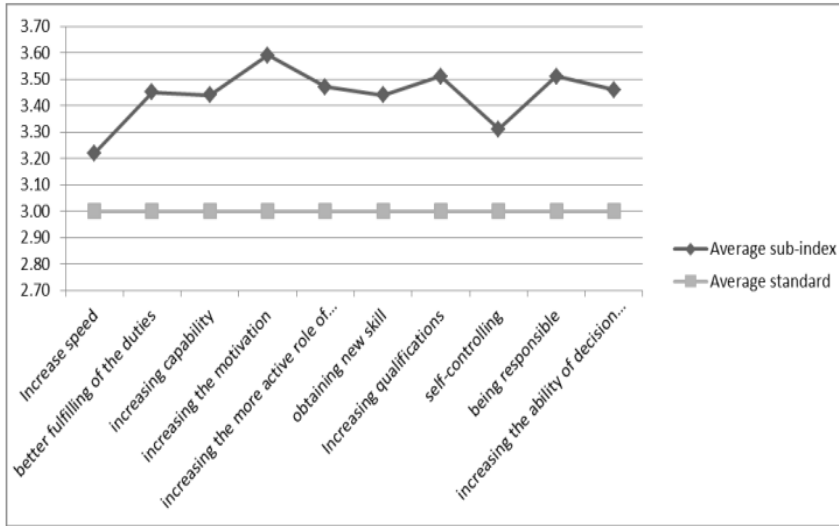


Diagram-2. The situation of the sub-index for Delegation of Authority in relation with the average that is expected

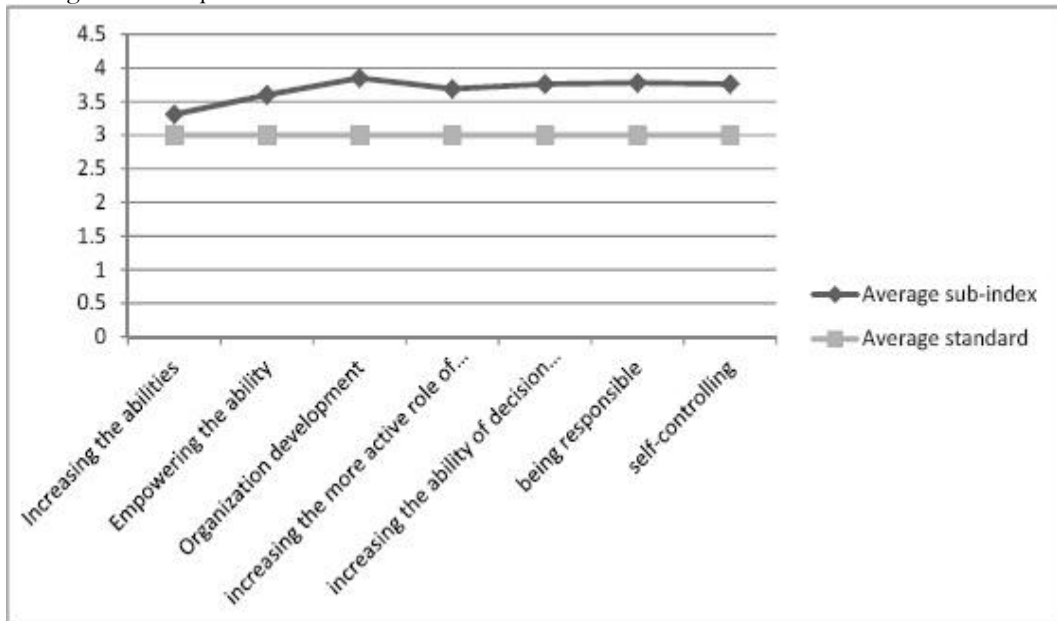
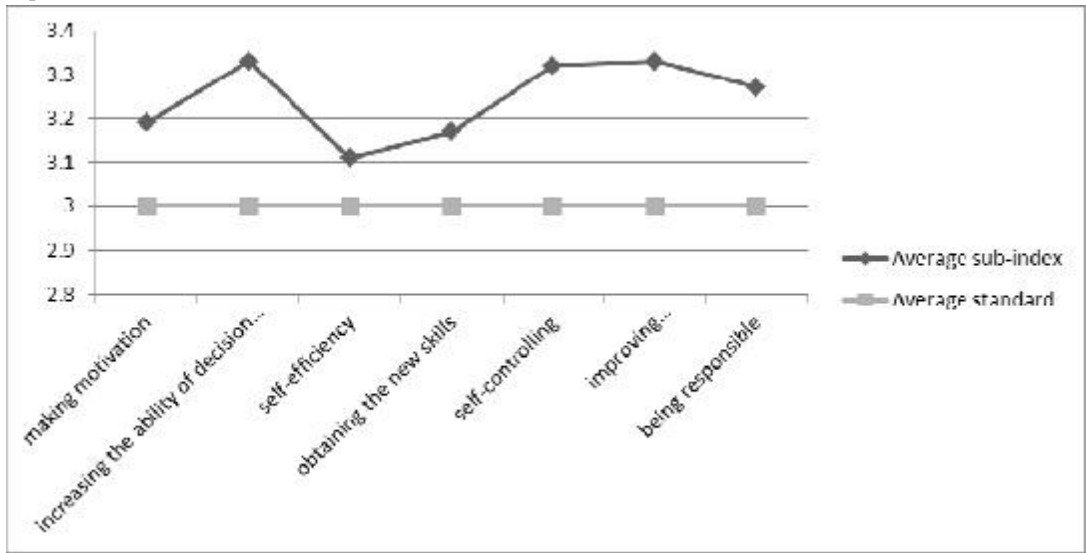


Diagram-3. The situation of the sub-index for job rotation in relation with the average that is expected



The Diagram number 4, 5 and 6 are shown respectively priorities of the sub-index for factors of delegation of authority, training and finally job rotation. In these diagrams, the closer we get to the top, the effects of the sub- indices will be more too.

Diagram-4. Priorities of sub- indices for Delegation of Authority



Diagram-5. Priorities of sub- indices for training

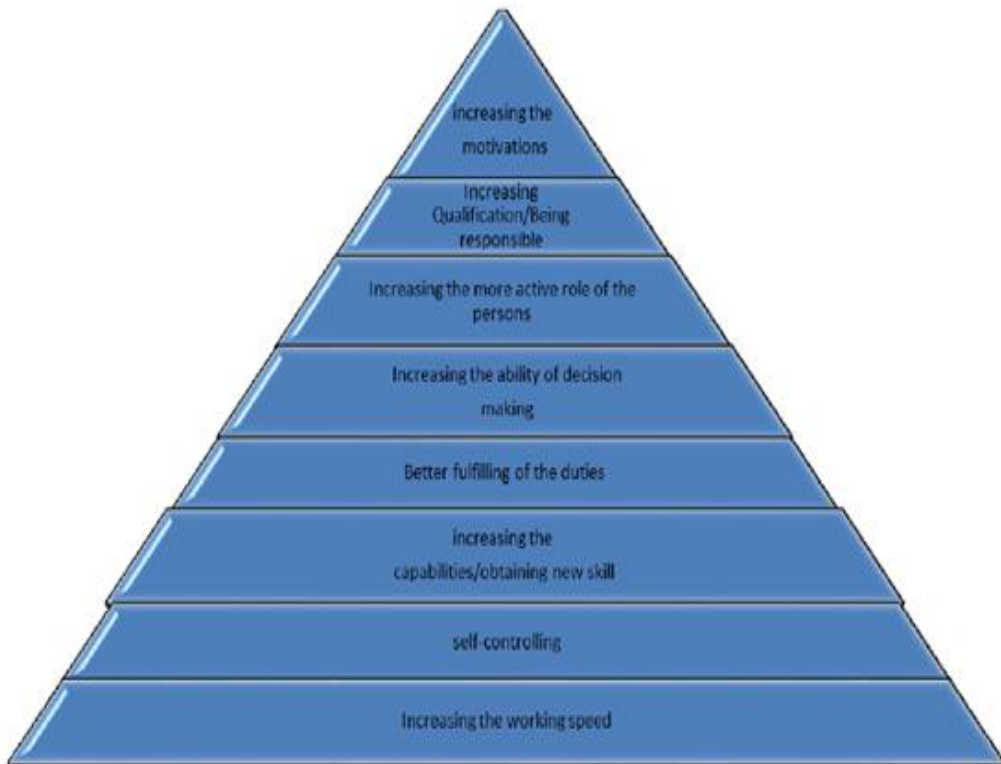
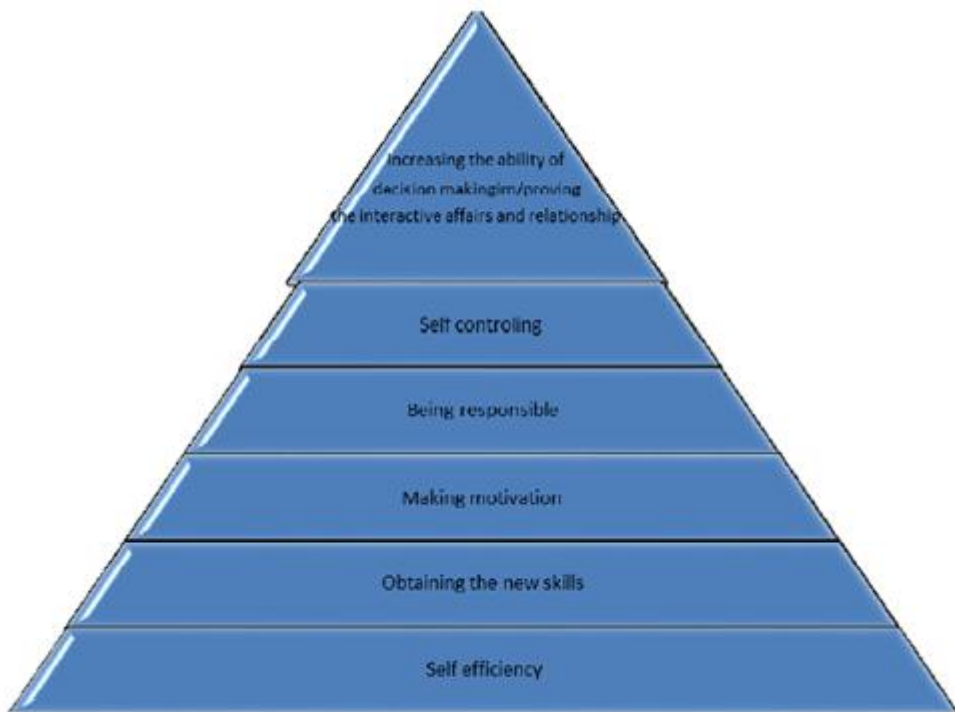


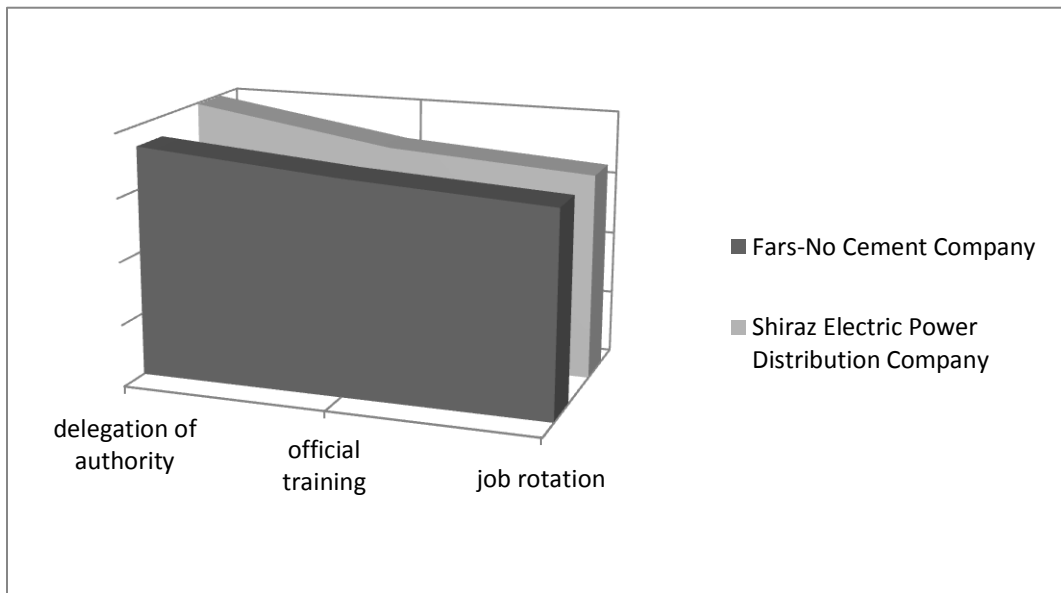
Diagram No-6. Priorities of sub- indices for job rotation



CONCLUSIONS

According to the done studies on the different samples, three factors of official training, delegation of authority and job rotation are included of main factors that are effective on empowerment of human resources that the results of this research will confirmed to this matter and all these factors have the average more than 3. Also the obtained results show the rate of empowering of Human Resource in Fars-No Cement Company with regarding to these factors is 3.45 which Delegation of Authority with average of 3.68, Official Training with average of 3.42 and finally Job Rotation with average of 3.24 and the obtained results show the rate of Human Resource in Shiraz Electric Power Distribution Company is 3.57 which Delegation of Authority with average of 3.98, Official Training with average of 3.47 and finally Job Rotation with average of 3.26. research on these two companies shows that one of the most effective factor on Human Resource is Delegation of Authority which in both of them has the highest rate and the least effective factor was Job Rotation. The diagram number 7 shows the priority and matching of the factors in two companies.

Diagram-7. priority and matching of the factors in the Fars-No Cement Company and Shiraz Electric Power Distribution Company.



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