

Human resource problem that lies in the achievement of organizational empowerment

Sociological Reading

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Abstract

The success of most international companies is due to the harmony between these countries in terms of cultures, goals and the desire of customers. They are interested in employee awareness, empowerment, vision, satisfaction and culture that enable them to achieve the goals of the institution. When the employee is satisfied, it leads to greater harmony between individuals. Through dealing with them and meeting them on the one hand and dealing with employees in the management and the positive feeling and role played by him on the other hand.

Keywords: Human resources, Social problems, Organizational empowerment, Algerian society.

Introduction

The importance of empowerment is further illustrated by the fact that the staff member is given greater responsibility for doing what is responsible for him (The person closest to the problem has full responsibility and freedom to deal with the problem because it is the closest people to the problem and the most influential problem) For example, an employee who works at Teller Bank may deal directly with clients. He has a better understanding of the problem of customers and what he wants from his manager who works at the bank.

There is a huge difference between those who have the will and responsibility and trust and who does not possess it. If we stripped the individual of any social and organizational context of these elements, it will be in this dedication to compliance and irresponsibility and the sense of non-importance and independence and the sense of loss of any sense of the job, Feeling inferior, devoted, dependent and unable to act, these results do not only look frustrating to the employee but also counterproductive to the organization, which in this case is exerting greater effort in monitoring, confirming and follow-up rather than trust that gives room for management and the manager to do things More important than watching his followers and making sure Insatiable working and do not play. (1)

And that the main factor in the success of any organization is the quality of decisions made by the employee, and knowledge is power, and people with knowledge are the only ones who are able to make the right decisions.

And confirms the results of studies and field practices that empowerment is not enough choice, Managers who paved the way to enable staff did so because they understand that there are institutional goals can not be achieved without the participation of employees The system is in dire need of all their knowledge and their experience and their skills and their joint effort in order to achieve goals . (2)

The main objective of empowering individuals is to find the relevant effective capabilities workforce to deliver services that meet the public or exceed the expectations, also aims to stop attempts to stimulate the Worlds external incentives of origin, and use them to build to work are motivated by internal environment of any endogenous Resume incentives, are following the same individuals workers such as belonging and pride in the exercise of work in, and it contributes to the morale and satisfaction, and provide an opportunity for the realization of their abilities and enjoy regarded management and confidence in them, what enriches the creative thinking and strive to improve performance and thus the speed and agility to address complaints and suggestions and problems of workers entrants and outlaws. (3)

And therefore it has been divided into levels of empowerment, namely:

2. private results related to the work of the employee

Special results related to the work of the employee

Empowerment is mostly positive for the appropriate employee of the concept of empowerment and there are a number of advantages and consequences that result from the empowerment of workers, including:

1. The achievement of belonging: where contribute to empowerment in increasing internal affiliation for the employee, also contributes to increase affiliation of the tasks carried out and increase his membership of the organization, and the team work that belongs to him, and a lot of the literature of empowerment shows that the most important benefits of empowerment for the employee is feeling

- belonging to work, and increase the membership is the result of his desire to work and the business climate, and result in affiliation improvement in the level of productivity, and the decline in absence from work and a lack of labor turnover rate.
2. Active participation of employees: and is to enable workers who contribute to raising the level of involvement and participation resulting from empowerment is characterized by a high level of efficiency and positive participation that stem from the reality of the affiliation of the individual, and the sense of responsibility towards the organization's goals and objectives.
 3. Develop the level of performance of working staff: Improving employee performance and raise the level of satisfaction has the basic things that result from the application of the concept of empowerment in management, and are of importance as a driving force and an important outcome of the idea behind empowerment programs, Improving performance quality especially in organizations services by empowerment programs, because the organization is trying to empower their employees are also trying to give them the independence and freedom of action.
 4. Achieving knowledge and skill in the employee: The success of the empowerment programs depends on the availability of knowledge, skill and ability of the employee or the employee, and the knowledge and skill can not be achieved without the development and training, and this requires a lot of cases of employee involvement in training sessions, and seminars and workshops, and conferences which acquires valuable knowledge owned wherever he went. Even after leaving the organization where he worked previously.
 5. maintain the employee by the organization: Based on what mentioned in the previous point, successful organizations are not overly employees enablers easily. Increased knowledge and employee skills and develop the efficiency and capabilities of having to increase stick with it, and maintain it for a longer period possible.
 6. Achieving job satisfaction when staff: It is one of the benefits achieved from the results of empowerment, sense of discretion and independence and to participate in the work of the factors that lead to increased satisfaction of the employees, and feel happy.(4)
 7. individuals exercise self-censorship when working together to achieve meaningful goals.
 8. learn acceptance and to seek responsibility.
 9. The ability to help the organization to its problems.
 10. sense of ownership to work.
 11. increased self-confidence
 12. increased control over daily tasks. (5)

3. A private results concerning the organization in which the employee works:

If the organization has provided the employee with all the information, knowledge, skills, training, confidence, and incentives to increase the employee's ability, it is natural that all of this will have a corresponding return on the organization. Such as profit, expansion, good reputation and other good results for the benefit of the organization, many literature has proved that there is a clear relationship between the possible individual and the quality of services provided by the employee to the organization, that is, empowerment contributes to the creation of behaviors and practices Adopts the achievement of its objectives and objectives, especially profitability.

As shown above, and that empowerment has important consequences for organizations are as follows:

1. Increase the loyalty of employees of the organization.
2. improvement in worker productivity quantitatively and qualitatively.
3. increased opportunities for creativity and innovation.
4. Assist in organization development programs and renewal.
5. achieve good performance results in terms of quality of performance.
6. improve the relationship between workers. (6)
- 7.

In this regard, we summarize the importance of empowerment in the following two points:

1. .Motivation to adopt empowerment: This is reflected in the importance according to what the studies of a group of researchers in the following points:
 - Empowerment is an imperative and urgent strategy for organizations to improve their products and services.
 - Empowerment by leading organizations has led to positive results, encouraging other organizations to adopt and adopt them.
 - To establish and establish an educated organization with high performance capabilities.
 - Information revolution and its technology with the potential to provide information for all and

facilitate dealing with them, which enhances the possibility of adoption and adoption of empowerment.

- Challenges facing the business environment today in the face of intense competition, which requires mobilizing the capabilities of the Organization, especially humanity, in order to achieve the goals set.
- Availability of human resources that are characterized by high expertise and high skills that can be used effectively to achieve the objectives of organizations.

2. goals verify the application of empowerment: and this is reflected on the significance as stated group of researchers studies in the following points:

- Increase the motivation to reduce errors and to the individuals assume greater responsibility for their actions.
- Increase the opportunities for creativity and innovation.
- Support for continuous improvements of processes and products.
- Improve citizen satisfaction and retention.
- Edit the upper levels of management and the central role of exercise strict control and go mainly towards the strategic value of the business organization.
- Increase the satisfaction of the employees towards their work and Their organizations making them perform better.
- Strengthening the spirit of change among members of the organization and its clientele stakeholders. (7)

Second: The reasons for empowerment

Based on the above and adding to it, we can summarize the reasons that lead the organization to adopt the approach of empowerment in the following:

- The need for the organization to be more responsive to the market.
- Reducing the number of administrative levels in organizational structures.
- The need for senior management not to be preoccupied with daily matters and focus on long-term strategic issues.
- The need for optimal utilization of all available resources, especially on human resources to maintain the development of competition.
- Give individuals greater responsibility, and enable them to gain a greater sense of accomplishment in their work
- One of the vital conditions for the implementation of TQM successfully and in general form is to provide a positive regulatory environment on the idea of empowering employees. (9)
- Branch 1: Empowerment Methods
- A large number of researchers touched on techniques and methods of empowerment, including a study
- (Kriemadis et papaioannou) where he mentioned ten methods of empowerment:

- 1. create a vision and formulate organizational values:

- Senior management needs to develop the organization's vision and mission statement, which is based on the citizen and the recognition of the important role of human resource many organizations have made great efforts to create a vision of the organization as a vision of the estimated people, and his vision of respect and responsibility and cooperation and focus and provide better services to citizens.

- work environment: It is an important element in helping employees to take on new responsibilities as it creates a supportive and open environment that encourages empowerment to take the role.

- 3. The role of the manager: The fundamental change in the culture of the organization as a result of empowerment is the role of the manager to facilitate the process, the role of the manager in the organization that adopts empowerment role was (a) coach (b) a player in the team (c) mediator (d) assistant (10)

- Share information:

- Post issues related to financial and strategic information plays an important role in the understanding of the challenges facing the organization and contribute to the clarity of ideas and proposals from workers, to participate effectively gives the sense of ownership and finally establish confidence in the system to implement decisions taken wonderful job.

- Training Support: continuous training contribute to improved efficiency and team unity and increased the competitiveness of the organization, and contributes to the achievement of

organizational goals, the administration usually play the role of coach and knows the training needs of workers and provide them with work-related skills.

- 6-assessment processes: the assessment must be restructured such as restoring performance management processes.

- The performance appraisal process include performance planning by discussing the required leadership style in the planning stage managers and workers cooperate in setting goals, managers agree to provide the required leadership to help the employee succeed.

- Rewards and recognition system: The system rewards built on organizational performance and individual constitute the exercise is necessary to increase motivation through financial and non-financial rewards.

- 8. organizational culture: the constructive organizations focus on:

Identify the important objectives at all levels.

- (B) develop the full periods of human resources (creativity and innovation).

- (C) promote a unified atmosphere within the organization.

- (D) promote effective cooperation across departments.

In addition, the organizational culture promotes mutual trust and confidence in the capabilities of the human resources that contribute to achieving the objectives and impact on the organization's performance

- Transfer of responsibility and delegation of authority:

Transfer of responsibility and delegation of authority are important aspects of the process of empowerment that give workers a sense of responsibility and are motivated to use the maximum of their abilities and talent they have to perform their duties effectively.

4. There are those who classify it as: (11)

4.1 Leadership style:

Empowering workers with modern leadership styles that contribute to the organization's effectiveness and this approach depends on the role of the leader in empowering the employees, and also involves granting greater powers and authority to the lower administrative levels of the organization. This approach focuses on delegating authority from the top down.

Under an enabling organization, team leaders give more delegation, greater scope for planning, implementation and evaluation of their performance. They also enable members of the team to change the pattern of oversight in place by the chairmen. This does not mean that leaders will not give guidance and support for subordinates and team members whenever they are asked to do so, ie they should help them to develop their skills and commitment, so that they can play their role effectively in an enabling organization.

4.2 The method of empowering individuals:

This approach focuses on the individual and focuses on the so-called empowerment of the self. Empowerment is highlighted here by the availability of the cognitive factors of the individual towards the acceptance of responsibility and independence in decision-making.

(Spretizer 1996) suggests that potential employees have greater levels of control and control of job requirements, greater ability to invest information, and resources at individual levels, although empowerment here is seen as an individual experience of control and control And take responsibility, there are other methods based on collective empowerment and empowerment of the team.

4.3 Team Empowerment:

"Some researchers have argued that concentration on individual empowerment may discourage teamwork by giving greater importance to the group or team for collective benefits that far outweigh the benefits of individual work. Torrington et al. Asserts that team empowerment is in line with structural changes In terms of broadening the scope of supervision and transition to horizontal organization and simplistic organization rather than hierarchical traditional organizations, and believes that the application of empowerment gives the Group a significant role in improving performance levels, because the interdependence among team members leads to increased individual autonomy, The value is also realized As a result of the cooperation team members when each of them offers a contribution to add something new to the collective decision rather than relying on individual opinion or decision that may be more prone to error and shortcoming.

5. The principles of empowerment models

5.1 First, the principles of empowerment

Stirr thought (Stirr, 2003) that empowerment policies consists of seven principles of continuous initials of the word empower, where each letter of this word represents the principle of principles are:

(A) teaching staff Education: They should teach everyone in the organization because education leads to increase the effectiveness of their employees, which in turn leads to success.

(B) Motivation: The administration should plan on how to encourage subordinates to accept the idea of empowerment and to demonstrate their vital role in the success of the enterprise through mentoring programs and awareness, and build various work teams, and the adoption of the open doors of the workers by the Supreme Legislators policies.

(C) Purpose: The empowerment efforts will not succeed unless each individual in the organization a clear understanding and full perception of of the philosophy of the organization and its mission and objectives, the core of the process of empowerment is the planned use and directed the creative possibilities for individuals to achieve the organization's goals.

(D) Ownership: suggested Stirr equation administrative empowerment consists of three characters call (3AS) represents the initials of the elements of the equation are:

Power + accountability = achievement

Authority + Accountability = Achievement

To achieve completion, the management and employees to accept responsibility for their decisions, and the responsibility can be fun, especially if workers were encouraged to present their ideas to senior management, and was allowed to practice their activities on their business.

(E) Willingness to change: The results of empowerment can be organized guide to modern methods in performing its functions, and the search for new ways to work and become successful everyday reality, and what did not encourage senior management and middle change the means of performance will lead to failure.

(F) Ego Elimination: The management sometimes derail empowerment programs before you start to implement them, as characterized by some managers love of self and follow the old administrative pattern of control and power, and look at empowerment as a challenge to them, not a way to improve the competitiveness and profitability of the organization or the opportunity to grow personally as managers and mentors, and so must the managers characterized by selfless. (12)

(J) Respect: The basis of life of empowerment is the belief that every member of the organization is able to contribute to them by offering creativity in, and what did not constitute respect workers fundamental philosophy of the organization, the empowerment process will not provide the upper desired results, and respect mean non-discrimination among workers for any reason, because the lack of respect leads to thwart all empowerment efforts. (13)

5.2 Second: Empowerment Models

To achieve or approach empowerment, each organization needs to understand empowerment in accordance with its circumstances and the environment of the internal and external environment. A review of the literature shows examples of different empowerment models that can help to analyze and understand the concept of empowerment. We will review the most important models that explain empowerment: (14)

- Model Ford and Folter: (15)

Contained in sub threshold (2004), which proposes the following for the implementation of the process of empowerment of working steps, in the working paper submitted to the regional XII of the network meeting for the management and development of human resources in Muscat - Sultanate of Oman, in the period between 11-13 Dsimbr 2004 and is (enabled employees: a strategy for Management development) many steps to implement the process of empowerment of workers and institutions are:

The first step: identifying the reasons for the need for change. should the Director decide to what he wants to adopt a program to empower workers, whether it is to improve customer service, or to raise the level of quality, or increase production, or for the development of capabilities and subordinates skills, or to reduce the workload of the Director? Whatever the reason or reasons, explain it to subordinates it helps in reducing the degree of ambiguity and uncertainty, and subordinates begin to identify the expectations of management toward them, and what is expected of them, and managers must also explain the body and the form in which it would be like empowerment.

The second step: a change in the behavior of managers

Before the implementation of a program to enable there is an urgent need to get the commitment and support managers to abandon or cede some powers to subordinates, and this constitutes a significant step towards the implementation of empowerment.

Step Three: Determine the decisions involving subordinates

Preferably Management determines the nature of the decisions that may involve subordinates gradually, and should assess the quality of the decisions made on a daily basis so that managers and subordinates of determining the quality of the decisions that subordinates can participate directly.

Step Four: Composition of teams

Employees who work collectively be their thoughts and their decisions better than the person who works solo, and as the teams essential part of the process of empowerment of workers, the organization should work to

re-design work until the work teams emerge naturally.

Step Five: information sharing

Must be available to employees the possible opportunity of access to information and data that will help them make better decisions for the organization and make them contribute to the understanding of how to do their jobs and to participate in the working groups, which leads to the success of the organization.

Step Six: Choosing the right people (16)

You must choose individuals who have the capacity and skills to work with others collectively, and this requires the provision of a clear and specific criteria for how to choose the individual applicants for employment.

Step Seven: Provide training

Training a key component of the efforts to enable workers, where should include the organization providing programs of training materials on many issues related to empowerment, such as problem-solving efforts, and communication, and conflict management, and to work with teams, and motivation, and to raise the skill level, and technical workers

Step Eight: Connect to clarify expectations and objectives to enable

It must explain and clarify the meaning of empowerment of employees with respect to the duties and requirements of their jobs, and the use of the work of the management plan as a way to deliver the expectations of management determines where managers to subordinates staff, and goals that must be achieved each period.

Step Nine: Develop a program of rewards and appreciation

In order to write to the efforts of empowerment success must be linked to rewards and recognition earned by employees to the objectives of the organization, and through the bonus system fitted and organization design trends.

Step Ten: Do not urgency Results

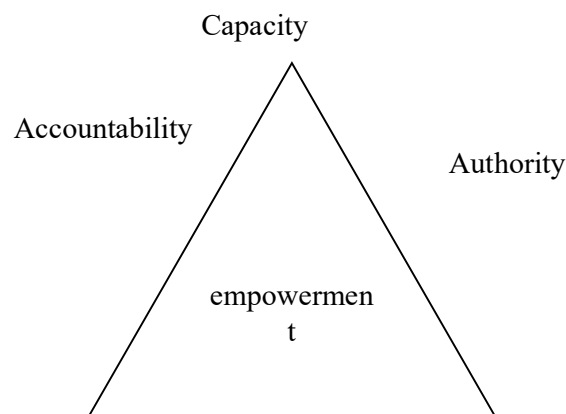
Lies not change the working environment in the day and night, you should careful of resistance to change, where will resist staff, any attempt to find a program that could add it upon themselves to new responsibilities, including the adoption of a program of empowerment will change, we expect to take the management and staff and their time to find it new requirements program empowerment, and therefore management must not rush to get quick results, empowerment and comprehensive process takes time and include all parties in the organization.

- Perlin models and Harris Empowerment (17)

We've set this model has three components must be met so that the process of empowerment realized, and these three components are in power and accountability and capacity, and are illustrated in the following figure:

The following figure represents: empowerment of Berlin and Harris model

Figure 02: Model for Empowerment Aprlin and Harris "



Source: Mohammed Suleiman al-Balawi, Managing empowerment and its relationship to job performance by the teachers of public schools in the face - Saudi Arabia province from their perspective a letter of introduction for a master's degree in educational administration Mutah University, 2008.

And defined the elements mentioned the following:

1. Capacity: is the possession of information, skills and knowledge necessary to make the decision to do and accomplish the tasks.
2. Accountability: individuals are carrying the responsibility and work groups to accomplish tasks due.
3. Authority: is to give officers the power and freedom to manage and accomplish tasks and decisions related to the making.

- Entrance model to enable workers to improve crisis management and Taher Al-Otaibi 2004

To be resulting application of this model, we have the availability of a set of basic requirements before the process of empowerment and during and after are:

(A)-administrative trust: the basis of the process of empowerment is trust, trust managers in their subordinates, and has known some mutual trust researchers among people, they expect a person or group of persons that information or pledges of another person or group of people is the information and honest commitments, and can dependable, trust managers when employees treat them in a detailed treatment, such as providing them with more information, and freedom of action and choice, Director of the trust lead to the empowerment of the employee's authority.

(B) Social Support: In order for employees to feel the actual empowerment must feel the support and the support of their superiors and colleagues, and this would increase the confidence of the employee organization and over time causes increased level of organizational affiliation and commitment.

(C)- The goals and vision of the future: the organization can achieve a high degree of empowerment, with people working on them realize the goals and vision of senior management in dealing with the crisis, and the strategic direction of the organization and the consequent sense of the staff in their ability to act in self rather than waiting for orders and directives from senior management, which would contribute in addressing crises before they escalate and intractability. (18)

(D) Work teams: Requires enable workers an organizational culture that emphasizes the importance of human resources, and promote the work of the task forces crises through participation in decision-making and respect for the ideas of work teams by senior management, and be taken seriously, that the mulch teams is the most effective in the treatment of crisis of individuals because it has more resources and a variety of skills, and greater authority to make decisions, and next to it that gives managers the team sufficient authority to implement its decisions, and the application of the improvements proposed by, otherwise you'll end up enabling power soon.

(E) Effective Communication: Effective communication with all levels of management, is the primary key to enable workers, administration can not solve any problem on its own, because the information relating to the problem is not available to it, but rather the people enmeshed in the problem, and therefore must engage these individuals in the solution, because without the participation of individuals will not solve the problem, and there will be no commitment, and no commitment to empowerment will not be achieved.

(F) continuing training: You can not allow workers without providing adequate training, because it should not be assumed that managers understand their employees or have knowledge about their jobs.

6. Conclusion

Empowering employees requires acquiring the knowledge, skills, and tools necessary for effective and continuous action, and perhaps one of the things that employees should train is training to take responsibility, training on how to apply the principle of shura, and how to achieve the principle of true control called for by Islam.

Employee Rewards: Rewards are one of the most important requirements for employee empowerment, because they provide a message to the employee that his / her behavior, behavior and performance are acceptable and encourages further effort and continuous improvement of business.

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