



Human Resources Management

Elixir Human Res. Mgmt. 65B (2013) 19821-19829

Elixir
ISSN: 2229-712X

Impact of organizational culture on Employees Empowerment

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ARTICLE INFO

Article history:

Received: 20 November 2013;

Received in revised form:
27 November 2013;

Accepted: 15 December 2013;

Keywords

Empowerment,
Organizational culture,
Productivity,
Organization,
Employees.

ABSTRACT

In today's competitive environment where of human force in organizations is of special value, Empowerment process is new approach that will causes for organizational excellence. Empowerment can be defined as ideas transfer by employees about their jobs and also the training courses should be conducted to enable employees to assume the key responsibilities associated with their job. To establish a system of empowerment, individual and organizational appropriate aspects must be provided. Effectiveness of complex decisions requirement in today's turbulent business world is employees' participation and if this decision is supposed to lead to the optimum results, it needs team effort of all employees. "Empowerment" is a response to the needs of today's organizations, in the era of empowerment the pervious perception is not remedial. To achieve empowerment programs require organizational culture. In fact, empowerment is like a journey full of challenges. Desired organizational culture support the organization's mission and strategy. In the global economy, most of international organizations have the ultimate combination of Employees from America, Europe, and Asia and ... That each of them with special orientation toward life and work, work together. The main challenge of management 'success today is to assist the employees in such a way that they enjoy of more competitiveness morale in their job and have better communication with global issues and present working opportunities for their organization. In other words, the organizational culture should be such that it will create a framework through which employees could be able to form their feeling toward organizational life. Without the appropriate culture in an organization, empowerment efforts will fail. The study of organizational culture enables managers to collect information, compare sections or working groups with each other, prioritize problems and to identify employees 'perceptions and expectations. Also improve the gap between existing and desired situation. In this article, we indicate to analyze the role of organizational culture on employees' empowerment. The results shows that if the organizational culture be in direction to promote employees empowerment, people will perform their job duties with more motivation and willingness and also if the capabilities of employees be properly used There will be more possibility for creativity and initiative.

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Introduction

Today we all believe on this point that organization is something more than the offices, hierarchy and authorities. Organizations have entity like an individual, the personality that consists of characteristics of flexibility, creativity and, Each organization has life and existence that life that is different of its components. In this organization, employees are in agreement towards to a particular pattern of behavior that is organizational culture. The most success factor in this movement is organizational culture because It is possible to apply a strategy be delayed or denied for opposing the organizational culture that is the set of beliefs. According to relevant of new strategies to organizational culture, it would be correct to have complete and accurate understanding of organizational culture. Organizational culture is of lifestyle of an organization and because the original source of any organization is its human resource so the employees' performance is affected by culture of that organization. Studies and researches show that organizational culture affects on individual behavior, motivation, job satisfaction, creativity and innovation, and the extent of employee participation in affaires and decision making method ,the level of dedication and commitment, discipline, hard working, anxiety and the like .

Problem statement

Today, the main sources of competitive advantage in technology do not lay in the technology but it is rooted in dedication, commitment and ability of labor. One of the most important resources of an organization may indicted to the results of mobility, creativity of employees and empowerment is new stimulating of this growing working environment .

Meanwhile some people consider organizational culture based on the formation of empowerment. The organizations can be succssfull in empowerment process that are of defined valuable principles (values are reinforcing activities).

The managers who are aware of the relationship between organizational culture and empowerment can encourage their employees to be empowered with the use of their talents, knowledge, skills and experiences that this process is called empowerment.

Thus, for empowerment the organizational culture also must be changed. Organizational culture is mainly influenced by the philosophy of management and leadership style and their behavior takes shape. The managers who are receptive to new ideas and respect for their employees and consider them effective and vital factors for the success of the organization, are the best asset of an organization.

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Culture and empowerment History

There is no any accurate information of using date of this term in the literature of humanities science. But before its entering to management was expanded and developed in different scientific branches including technical sciences (with an attitude of improvement and upgrade in the systems). In late 1690 and early 1710, the concept of power for industry executives were in doubted and questioned. Particularly with the development of "positivism" and "empiricism" theories, which gave little importance to the concept of human strength. In this attitude human also was assumed fate of the helpless and subdued due to stable and predictable nature.

Development of these thoughts was along with the changing in concept of the "active" to a "passive thing. This period is called the machine age. For those who had a mechanical viewpoint, the term empowerment was considered unimportant and of no reason.

In general, the machine age was followed by era of the industrial revolution when individuals were assumed to be equal parts of industrial machinery.

In this era of empowerment, was not an understandable concept and attention to the mechanization of work, causing the inactivation of people were out of work and had prioritized. During the nineteenth century, people typically were employed to work in local industries and new plants that had emerged.

At this time moving to the factory system was further strengthened. Extensive use of technology, elimination of workers' skills, rapid economic growth, organizational development, monopoly capitalism and the growth of bureaucracy was characteristic of this period. Individuals were reduced and decadence to machine parts interchangeable level in this age. In fact the governing administration was the answer to this question that how can workers be best controlled.

With technology advancement this opportunity was presented that the control which was provided by organizational practices previously, were replaced by technologies.

But during this decade workers, were become more powerful i.e. Due to the expiration of labor and injustice and legal employment law and legalization of trade and workers unions. Friedman was among those who gave rise to the attitude changing to traditional human resources. According to him, unskilled employees are managed through direct control strategies are managed. While Independence coupled strategy with responsibility were used, for skilled workers. In fact in his view, "skilled employees generally are self-regulated and react less with financial incentives. This is advantage of this deep perception of skilled employees towards their jobs."

From other side The Daggles Meg Gregory, with his theory of two dimensions helped to strengthen this attitude that in his famous book entitled " *Human Dimension of organization* " with the strong influence by Hatron studies and Maslow's theory, It promotes this idea that managers should pay more attention to social needs and self-actualization of employees at work environment .

McGregor in his two dimensions theory divides the perceptions, attitudes and approach of managers towards human into two groups. To avoid prejudice to his people about these two groups, they are marked with the letter x and y.

Such movement was the dynamics beginning of human relations to take shape.

Empowerment was considered as campaign focuses during movement time of human relationships by management experts. Issues such as job satisfaction, job enrichment and democratic leadership were made and empowerment considered as a critical goal in the organization.

Infrastructure of each empowerment's studies was considered the concepts such as each individual's experience in self-controlling, emphasizing individual skills in the job and having freedom to do work. At this time of universities and theories focused on the human aspects of work and strengthened the human relations movement.

Fundamental changes need during this time caused extremist organizations to face challenges . Also create demand for a redistribution of power among the various levels of the organizational hierarchy based on to a partnership.

The movements such as quality of work life, the direct participation of employees, smoothing organizational structure, form working teams, the elimination of laws and regulations. . . all became the management day issues during the 1970s and 1980s to empower employees.

The obtained result of some of these works was in such limit that considers it as "phenomenon" or "out-thought". Because of work absenteeism was reduced .the product quality improved and productivity in organizations had grown 30 to 40 percent.

Peak use of the term empowerment was at this point in time. In the late 1980s empowerment, in a new form and in view that has a field of politic and economic, provides the different perception of last decades that leads to development of its literature.

This attitude change towards human resources and human capital concepts creation led to fundamental changes in organizations. The changes that cause organizations escape and exit from crisis situations and improved. Over the past 20 years, hundreds of companies have proved that participation and involvement of employees in working and empowerment is more than of a theoretical probability and is an empirical process.

In recent decade the most of the researches and studies regarding empowerment have focused of on empowerment in different dimensions and effective factor of empowerment on employees that one of most factor is organizational culture because the management scientist are today all agree with that the study of organizational culture enables the managers with collecting necessary information compare the working divisions or groups with together and preferring the issues and identify the perceptions and expectations of employees. And also improve gap between existing and desired situation here some of them can be indicated in brief as follows:

1. Esprytzr& Kyzylvs and Nelson (2011) have done a study entitled "Dimensional Analysis of the Relationship between psychological empowerment and effectiveness, satisfaction and boredom" did. The aim of this study was to evaluate the contribution of each of the four dimensions of empowerment and effectiveness, satisfaction and fatigue. The required data of this research was obtained through interview with two samples of individuals of 393 and 128 respectively (the second sample were selected in order to the of the results generalizability.). All respondents in the first sample were chosen of middle managers, 500 companies including Fortune, but the second sample respondents were randomly selected. The results obtained in each of two samples were consistent together. Dimensions of competence and influence had significant and positive relationship with effectiveness. There is no correlation between aspects of the job Significant and effectiveness with self-assembly. Significant Feeling strongly and positively correlated with job satisfaction. Eventually it became clear that a significant sense (at first sample) and the feeling of competence (in both samples) had correlated with exhaustion (burnout) were

negatively and self-assembly dimensions and they do not have any relation and effect with burnout.

2. Mvk and Eve - Jung (2002) have a study entitled "The relationship between organizational atmosphere and empowerment of nurses in Hong Kong". In this reach they studied between organizational atmosphere and empowerment with a series of Vicariate correlation analyzes. The results of research are of a positive relationship between organizational atmosphere and psychological empowerment.

3. Shelton (2002) in his research entitled "Employees, Supervisors and Empowerment in the public sector: the Role of Employee Trust" discussed the relation between employees trust towards supervisor and understanding the employees abilities in public sector. For the empowerment Perception the valid and determined indicators of Esprytzr (1995) was used that is based on the definition concept of empowerment in the view of Thomas and Without (1990) and for test measurement the Nehof&Morman 's questionnaire (2010) was used that consists of two dimensions of Health and procedural and interactional justice(interactive) and f there is finally the significant correlation between these two variables was confirmed.

4. Siebert&Silver and Randolph (2004) did a research entitled "Empowerment pushing to the maximum Power and Efficiency: A Multi-Level Model of Empowerment, Performance and satisfaction". They test hypothesis based on existence of significant and positive relation were tested in order to evaluate impact of ability atmosphere on working performance and also psychical empowerment for achieving job satisfaction and individual performance that all these hypothesis were accepted.

5. Solomani (2007) in his research entitled "A Study of Factors Affecting Empowerment of human resources at the Ministry of Cooperation" explains that motivation variable is most effective and important factor in Empowerment of human resources at the Ministry of Cooperation. Job satisfaction variable is placed second class and information technology, is included in third class and education, participating variables are involved in the fourth and fifth, respectively, with least effective.

6. Khatri (2006), in his master's dissertation entitled "The study on perception of managers and employees of Shid Beheshti University the of enjoying extent of empowerment's elements ". The result of research clarified that highest average of empowerment elements has been related to teamwork, morale, and the clear objectives and lowest average includes elements of understanding , appreciation and justly behavior.

7. Hersey and Blanchard (1983) suggest that strong culture leads to feeling better and do things well for employees. The strong culture organization also increase individuals' commitment to the organization and create alignment between employee goals and organizational goals and this is an important factor in increasing productivity.

8.Oriley(1989) believes that it is organizational culture which determines how an individual adapt himself with organization, or how best to communicate with the organization, or how to communicate with organization optimally because this makes the person feel comfortable and pleasant inside of that atmosphere .

Organizational Culture

Organizational culture though has a long history, but it is a topic that has recently found its way in Knowledge Management. Culture has been used since long time back to describe the quality of life of human society. But till the current years though it is principle and behavior of employees in organization has been said a little. Generally by combination of two words or concepts "culture and organization" the new idea has been appeared.

Organizational culture has an impact on all aspects of the organization and its importance today is in a level that management scientist consider a basic task of organization's leaders to change appropriate cultural values. All organizational matters, including the structure and behavior are influenced by the dominant culture in the organization.

Organizational culture refers to a system of shared meanings, which is maintained by members of an organization and distinguishes it from other organizations.

Organizational culture is the behavior of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. At the same time although a company may have their "own unique culture", in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive aspects.

Schein (2009), Deal & Kennedy (2000), Kotter (1992) and many others state that organizations often have very differing cultures as well as subcultures.

organizational culture is The values and behaviors that contribute to the unique social and psychological environment of an organization.

Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called organizational culture, it's shown in .

- (1) the ways the organization conducts its business, treats its employees, customers, and the wider community,
- (2) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- (3) how power and information flow through its hierarchy, and
- (4) how committed employees are towards collective objectives.

Organizational culture's Components

A variety of experts have provided different models of organizational culture in the literature. While different, they all agree that organizational culture is a multi-dimensional construct comprised of a variety of elements. A simple model that consists of six core components:

- History/Folklore – The early years of a company have an enduring effect on culture. The early leaders of a company leave a legacy through stories and legends that are passed on through the years. The tone and message of these stories helps underscore what is valued in the organization.
- Communications/Symbols – Communications are both formal (e.g., employee newsletter) and informal (what is discussed in the break room). Symbols are communication short cuts that are usually visual (e.g., placing ample visitor parking next to the main entrance is a visual symbol of the importance of customers and partners).

- Metrics/Rewards/Recognition – What is measured is what matters in an organization. Likewise, what individuals are recognized and reward for is also a clear indication of what is important in the organization.
- Behavioral Rules/Norms – Behavioral rules evolve over time. These rules define how individuals are expected to interact with each other and how work should be approached in the organization. They are typically unspoken or recorded rules that are evident in the day to day behavior of employees.
- Valued Skills – What skills are most evident in senior leaders? What skills are most important for promotions? These are the skills that are most valued.
- Valued Traits – Similarly, what traits are most evident in senior leaders? What traits are most important for promotions? These are the traits that are most valued.

The experts of human resource management science have indicated to Organizational culture's Components in deferment ways that we shall here explain them in index form i.e. Oraly & others (1991) identified seven characteristics of organizational culture that include creativity and risk taking, attention to detail result consideration attention to the individual, team orientation, development, stability.

On the other hand, Robbins has identified 10 key characteristics of the organizational culture that are: individual innovative, risk tolerance, direction, unity, relationship management, control, identity, reward system, conflict tolerance, communication models: to what extent organizational Communications is associated with high levels of command official hierarchy .

Dimensions of Culture

Which values characterize an organization's culture? Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture typologies. One typology that has received a lot of research attention is the Organizational Culture Profile (OCP) where culture is represented by seven distinct values.

Figure 1. Dimensions of Organizational Culture Profile (OCP)



Innovative Cultures

According to the OCP framework, companies that have *innovative cultures* are flexible, adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy and titles and other status distinctions tend to be downplayed. For example, W. L. Gore & Associates is a company with innovative products such as GORE-TEX® (the

breathable fabric that is windproof and waterproof), Glade dental floss, and Elixir guitar strings, earning the company the distinction as the most innovative company in the United States by *Fast Company* magazine in 2004. W. L. Gore consistently manages to innovate and capture the majority of market share in a wide variety of industries, in large part because of its unique culture. In this company, employees do not have bosses in the traditional sense, and risk taking is encouraged by celebrating failures as well as successes companies such as W. L. Gore, Genentech, and Google also encourage their employees to take risks by allowing engineers to devote 20% of their time to projects of their own choosing.

Aggressive Cultures

Companies with *aggressive cultures* value competitiveness and outperforming competitors; by emphasizing this, they often fall short in corporate social responsibility. For example, Microsoft is often identified as a company with an aggressive culture. The company has faced a number of antitrust lawsuits and disputes with competitors over the years. In aggressive companies, people may use language such as “we will kill our competition.” In the past, Microsoft executives made statements such as “we are going to cut off Netscape’s air supply... Everything they are selling, we are going to give away,” and its aggressive culture is cited as a reason for getting into new legal troubles before old ones are resolved .

Outcome-Oriented Cultures

The OCP framework describes *outcome-oriented cultures* as those that emphasize achievement, results, and action as important values. A good example of an outcome-oriented culture may be the electronics retailer Best Buy. Having a culture emphasizing on sales performance, Best Buy tallies revenues and other relevant figures daily by department. Employees are trained and mentored to sell company products effectively, and they learn how much money their department made every day. In 2005, the company implemented a Results Oriented Work Environment (ROWE) program that allows employees to work anywhere and anytime; they are evaluated based on results and fulfillment of clearly outlined objectives .Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture. At the same time, when performance pressures lead to a culture where unethical behaviors become the norm, individuals see their peers as rivals, and short-term results are rewarded, the resulting unhealthy work environment serves as a liability.

Stable Cultures

Stable cultures are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output. These cultures prevent quick action and, as a result, may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures. In the private sector, Kraft Foods is an example of a company with centralized decision making and rule orientation that suffered as a result of the culture-environment mismatch. Its bureaucratic culture is blamed for killing good ideas in early stages and preventing the company from innovating. When the company started a change program to increase the agility of its culture, one of its first actions was to fight bureaucracy with more bureaucracy: The new position of

vice president of “business process simplification” was created but was later eliminated.

People-Oriented Cultures

People-oriented cultures value fairness, supportiveness, and respecting individual rights. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity. One study of new employees in accounting companies found that employees, on average, stayed 14 months longer in companies with people-oriented cultures. Starbucks is an example of a people-oriented culture. The company pays employees above minimum wage, offers health care and tuition reimbursement benefits to its part-time as well as full-time employees, and has creative perks such as weekly free coffee for all associates. As a result of these policies, the company benefits from a turnover rate lower than the industry average.

Team-Oriented Cultures

Companies with a *team-oriented culture* are collaborative and emphasize cooperation among employees. For example, Southwest Airlines facilitates a team-oriented culture by cross-training its employees so that they are capable of helping one another when needed. The company also emphasizes training intact work teams. In Southwest’s selection process, applicants who are not viewed as team players are not hired as employees. In team-oriented organizations, members tend to have more positive relationships with their coworkers and particularly with their managers.

The growth in the number of passengers flying with Southwest Airlines from 1973 until 2007 when Southwest surpassed American Airlines as the most flown U.S.A airline. While price has played a role in this, their emphasis on service has been a key piece of their culture and competitive advantage.

Detail-Oriented Cultures

Remember that, in the end, culture is really about people.

Organizations with a *detail-oriented culture* are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others. For example, Four Seasons and Ritz Carlton are among hotels who keep records of all customer requests such as which newspaper the guest prefers or what type of pillow the customer uses. This information is put into a computer system and used to provide better service to returning customers. Any requests hotel employees receive, as well as overhear, might be entered into the database to serve customers better.

Strength of Culture

A *strong culture* is one that is shared by organizational members that is, a culture in which most employees in the organization show consensus regarding the values of the company. The stronger a company’s culture, the more likely it is to affect the way employees think and behave. For example, cultural values emphasizing customer service will lead to higher-quality customer service if there is widespread agreement among employees on the importance of customer-service-related values.

It is important to realize that a strong culture may act as an asset or a liability for the organization, depending on the types of values that are shared. For example, imagine a company with a culture that is strongly outcome-oriented. If this value system matches the organizational environment, the company may perform well and outperform its competitors. This is an asset as long as members are behaving ethically. However, a strong outcome-oriented culture coupled with unethical behaviors and an obsession with quantitative performance indicators may be

detrimental to an organization’s effectiveness. Enron is an extreme example of this dysfunctional type of strong culture.

One limitation of a strong culture is the difficulty of changing it. In an organization where certain values are widely shared, if the organization decides to adopt a different set of values, unlearning the old values and learning the new ones will be a challenge because employees will need to adopt new ways of thinking, behaving, and responding to critical events. For example, Home Depot had a decentralized, autonomous culture where many business decisions were made using “gut feeling” while ignoring the available data. When Robert Marcella became CEO of the company in 2000, he decided to change its culture starting with centralizing many of the decisions that were previously left to individual stores. This initiative met with substantial resistance, and many high-level employees left during Nardelli’s first year. Despite getting financial results such as doubling the sales of the company, many of the changes he made were criticized. He left the company in January 2007. (Badrtalei, J., & Bates, D. L. (2007).

Employees Empowerment

The word empowerment in oxford dictionary has been defined as being powerful, giving authorization, power producing and empowered. In specific terms it means giving power and freedom of action **to** individuals for self management and in organizational context it means change in work culture and creation and guidance of optimum an organizational environment.

Empowerment means designing and making an organization in a manner that individuals reckoned as main motive force. In this method employees will have self control and they readily accept the responsibilities. (Bazaz Jazaiari Ahamad, 1998)

Further they creative thought and approaches are recognized and respected. In an empowered system, employees and organization are inseparable and reinforce each other. In this situation participation and delegation of responsibility create a sense of belongingness and conviction. Further, it also enables them to take decisions both individually and collectively. All these incidentally augment their capabilities, confidence, energy, productivity, self-respect, esteem and mutual trust. There are also evidences to prove that it creates opportunities for freedom, moral uprightness, charity and professionalism at all levels of decision making. Empowerment is an evolutionary process with a number of dynamic benefits to the employees and also organization. It involves continuous learning and innovative methods of utilizing the human resources. Empowerment places the employees at the central stage & they are made the kingpin of the entire organization.

Empowered employees can enhance the efficiency of other factors of production like capital, resources organizational ability & technology. Using all these evidences one can say that empowerment of employees is significant determinant of the success of the enterprise.

There are a number of fascinating theories arguing that characteristic pictures of human resource, their attitude and response to empowerment process is more important than physical and financial resources they are the driving force in highly competitive complex business systems.

Fisher(1992), Vecchio (2000), Huczynski & Buchanan (2000), Velyam(1995) etc. in their studies have been observed that empowerment of employees fosters self reliance, self-confidence, does way with complicated and repetitive procedures of decision making & ensures best utilization of time and other resources. Employee empowerment can begin with training and converting a whole company to an empowerment

model. Conversely it may merely mean giving employees the ability to make some decisions on their own. (Nikfetrat Badri & Samadi Homayoon, 2000),

Determination of Empowerment

In recent two decades transmission have been organizational change happened in mental paradigm of view owners and engagers this transmission has been crystallized in changing concepts, approaches, human resources systems planning the human force is treats the most valuable capital of organization in a manner that unconcentration to concealed talents and this capital nourishment leads to unwilling and unfavorable influence on organization. Empowerment causes deeper perspicacity & insight, higher knowledge and acquaintance and more ability and skill of human force in organization for job responsibility and duty executing. Accessing to such goal requires suitable scientific tools in all organizations the two basic points is considered lifetime protection and productivity& effectiveness. The life of organization depends to various human force knowledge and skills till an extent whatever fields to be on time and optimum. Capability of organization compatibility with variable environment also will be more. the human force quality role in improvement and increasing productivity motivation, better performance, quality development, job satisfaction, innovation and growth and brightness of organization in general is not hidden to anybody opposite to traditional organizations that needed to humans who do certain work and do not ask, today's organizations need to employees who could take decision, find new solutions for problem have innovation and be known responsible against work. Attention to human capitals as main social capital, is approach that dynamic organizations have well turned to it in recent years so identifying effective factors on human force empowerment with attention to circumstances of country of Iran and organizations success extend recognition in empowerment affair feels a necessity and accomplishing researches regarding human resources empowerment can certainly culminated to more sound guidance of plans and reducing expenses whether of time dimension or from financial dimension.. The view expressers that in this research their view have been studied and resulted and they find interfering various factors as effective factors in empowerment which are consist of: (Aghayar Sirus 2005.)¹

- * Blanchard (information, work team, leadership style, responsibility, participation)
- * Eskaf & Tejef (work team, responsibility, manager guiding, prospective brightness, duty)
- * Randelf (information, participation, prospective brightness, duty)
- * Edvard (Authority, resources access, participation)
- * Artorz (Authority)
- * Blanchard, Carlos & Randolph (Authority, team work, participation)
- * Kebrij (Authority, team work, leadership style, participation, organizational belonging, job enrichment, guiding manager)
- * Rove & Byariz (Authority, un-centralization)
- * Hyenzheski & Boves (Authority, leadership style, responsibility, participation, job enrichment)
- * Eyosi (participation). XI.vekayou (participation)
- * Alferd Banderova(Encouragement, manager guiding)
- * Baven velavelz (information, authority, Encouragement, participation)

- * Kanter (information, Authority, Encouragement, resources access, experience acquisition, manager guiding, self confidence,)

- * Fisher (information, responsibility, training, Authority, resource access)

- * Welyam (authority, responsibility)

- * Weiz (Authority, responsibility, participation, self confidence)

- * Manager & kango (Authority, training, participation)

In above mentioned of view owners every of them at least considered three effective factors in empowerment from aforesaid factors.

One of most famous visions regarding effective factors in empowerment of employees is Spreitzer & Gretchen's vision in his belief the main effective factors on empowerment are as follows: (Aghayar Sirus, 2005.)²

1. *Individuals Factors: Qualifications, work experience, sex, race, control focus, self-respect.*

2. *Group Factors: Group effectiveness, group importance, group internal confidence, group individuals understanding regard to their influence on managers.*

3. *Organizational Factors: Ambiguity in role, resources access, control scope, information access, political& social protection, individuals place in organizational hierarchy, work unit participation Atmosphere and etc.*

The points that should be considered regarding employees empowerment can be explained as final subject of empowerment as follows:

- ❖ *Change necessity should specify: The top managers should decide that why they want to give decision making authority to employees, when managers treat the purpose of empowerment as organization situation improvement then employees know what is expected from them.*

- ❖ *Top Managers Behave Change: The biggest challenge in front of power managers is empowering work environment creation that it will make available the learning conditions for employees.*

- ❖ *What decisions employees can be effective? One of best methods of managers & employees behave change is that managers ascertain what kind of decisions they want to give to employees fundamentally.*

- ❖ *Information Exchange: The employees in order that to take suitable decision need to total and correct information about organization, empowered employees are necessitous to information that specify the accomplishing work circumstance or their participation in all work aspect.*

- ❖ *Choosing Suitable Individuals: When we want to employ human force should not merely reliance to technique capabilities rather should chose the individuals that can adapt themselves with organizational culture.*

- ❖ *Training preparation: The organizations which want walk toward empowerment seriously, the training programs are such as decision making, problem solution, contrast management ,necessary effective meeting managing, training trends is one of important dignitaries in empowerment.*

- ❖ *Promotion & appreciation plan compilation: For empowerment occurrence, promotion will be given to performance that is in direction to or generation enormous goals.*

- ❖ *Going to meet problems with patience: There should be attention that one of the basic reasons of empowerment failure*

may be consider managers early depress, empowerment can not be achieved in one day, and empowerment is journey of several years that it will take two or more years.

Dimensions of empowerment

According to research by Thomas and without (1990) four dimensions of empowerment has been considered. These dimensions include self-organizational feelings, meaningfulness or significance, perceived feeling (self-efficacy), and the effect is. Mishra (2010) afterwards added the trust to the above elements.

So the five dimensions of empowerment are as follows: .

1. Self organizational-feeling

Self- organizational defined in individual's ability in choosing in method implement and organizing of his activities. When people voluntarily become involved in their work, they feel Self- organizing. These people rather than fee their activities predetermined or they are controlled from outside. They see themselves as locus of control.

2. Feelings of competence (self-efficacy):

This sense of competence is a belief in his abilities to perform his work subtly. These people feel that they can carry out their duties masterfully. Some authors believe that this feature is an important element in empowerment.

3. Impact or personally accepting personally the result. The empowered employees have self- control on results. They have a strong sense of active control. They are in this belief that by influencing on their working environment they can make change in created results.

4. Significant:

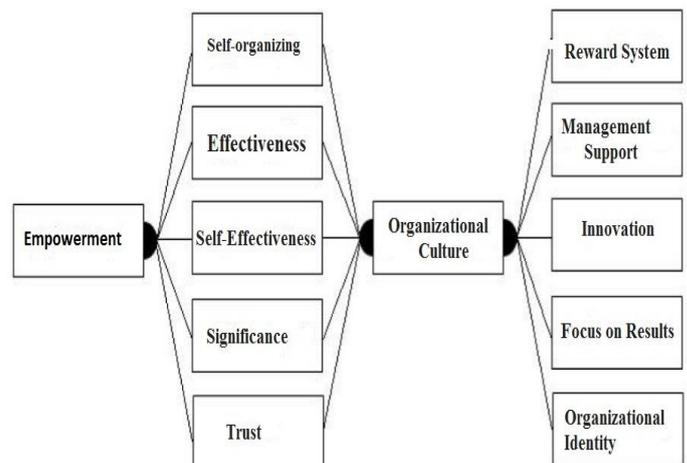
Significant means of relation between objectives and working duties with ideas and standards considered by employee the business activities of these individuals in their value system is important. Empowered employees enjoying of good morale and a kind of sense of personality importance in performing their duties significant challenge activities provide a kind of oriented feeling, excitement or mission.

5. Trust

Empowered Individuals are of a sense in the name of trust. The meaning of this feeling is that they have confidence that authority or owners of power centers' operators will not harm or damage them and they will be treated fairly In other words, trust means a sense of personal security. Research regarding trust has shown that people who rely on trust feeling more to replace the honesty and sincerity with superficiality and ostentation. (. (Ali Shaemi-Barzaki, Fatemeh Hatampoora-Azarkhavarani, Reza Radmehr 2012.).

Interpret the impact of organizational culture on employee empowerment

The management mission and main objective of managers and directors of each organization is optimum and efficient use of resources and various facilities such as labor, capital, materials, energy and information. In this mission optimal utilization of human resources is very important because humans unlike other resources l of wisdom and discretion, and the managers cannot simply use it. More importantly, the manpower is not only organizational resource utilization, but it is only factor using others. This role will be of more important, because the manpower will be totalitarian of related working and services arena. Yet if these people can be motivated and empowered can use other resources desirably to employ other resources efficiently and fulfill a variety of productivity and finally, make organization efficient, otherwise stagnation and backwardness will be souvenir of passive and motivated manpower.



Given the importance of human resources in an organization and his role in the growth and achievement of organizational goals, to address the issue of empowerment is one of the main concerns of today's managers And herein the universities as center for training of human force and skilled manpower are more important and of course, managers are also willing to apply all management tools to empower their employees.

The researches on employees 'empowerment and its effective factors indicate that the low index of empowerment is due to absence of organizational culture dominant.

Without the making use of appropriate organizational culture, we will be facing descent and reduce the productivity of the organization. Because a suitable culture can be productivity motive. In fact an organizational culture induces to employees how much effort and try they should do. Thus, a strong culture can be a stimulus for the empowerment of employees or limited their yield.

A weak culture and unsuitable to organizational mission, when confronted with a dynamic environment cannot well adapt to it and tends to be passive for the efforts that take place to make the change. Also the poor cultures have less impact on employees so that this issue causes increase absenteeism, of employees' lack of commitment, job turnover, satisfaction decreased, in organization.

Today employees' empowerment is most prized position in the managers' view and all are after more increasing capabilities and new achievements in management science considers the gain of high empowerment in organization indebted to the human resource development . However, the human resources is the basis of real wealth of an organization and there is direct relationship between human capital and productivity in organizations, Therefore, the manpower can be considered as most important factor in increasing productivity in organizations. Therefore the necessity to achieve the objectives of the organization is effective management of this valuable resource. But as the capability is not of an abstract category and it has to be practical aspect, Management played a major role for the providing suitable area, Institutionalize and promotion it from this perspective, and organizational culture ruling on enterprise is also of great importance. As we know the management can be successful and efficient, to understand it dynamics and resistance.

Recognize the organizational culture and reinforce positive point of it and promotes solidarity one of the major results of strong organizational culture essence is that employee relocation drastically reduced. Also The guidance and shaping of organizational culture can be led to the employees capability. That's where paying attention to the issue of organizational

culture and its role in employees' empowerment is of special importance. Since the concept of organizational culture intended as an effective factor in employees' empowerment, if proper culture developed between management and employees it leads to consolidate and promote ethical organizational commitment and that makes people to feel better about what they do and the things they do best. (Pak teniat Igbal & Fati Zadeh Ali Reza" Fall 2008)

According to the above said matters, by induction of any value like employees' empowerment in organization it is also necessary to make appropriate changes in organizational culture to be consistent with the requirements of the new organization. So because of reason managers need to analyze the present culture in their organizations and specify the appropriate culture and values that support their goals and then create it. And in the required time choose appropriate solutions for the exclusion or modification of some common cultural organizations. Thus, the study of each of these cultures even in brief can help to every managers and organization to acquire more suitable and better perception of organizational culture 'role in increasing ability of manpower.

In fact, humans are the main and most important actors in the field of culture, so that they affected on culture and also influenced by it. Organizational cultural is phenomena that formed by two assumptions of ideas and values that are common among members of organization. Culture in an organization is as a personality in a man, as to know human his personality cognition is necessary for correct and normative perception of organization of also it is necessary basic recognition of organizational culture should be done. And as for man being efficient and effective, it is necessary to develop their personalities, to increase the efficiency and effectiveness of human resources attention to organizational culture is important.

Common and specific characteristics of the organizations have an important role in solving organizational and management issues because the organizations include of population of individuals where each of these people are of their own specific personality and since part of everyone's personality is rooted in the environment. Therefore, culture in general and organizational culture in particular will have undeniable impact of on organizational behavior and ability of the person so far, many authors have proved considerable the impact of these characteristics (organizational culture) among organizations and managers. Therefore, organizational culture can be used as a powerful instrument for promoting employees' empowerment.

With study of researches conducted on organizational culture and it's we can see various theories of empowerment, have been expressed. But the model proposed by Hersey Blanchard about the factors that influence employees' empowerment regarding organizational culture and its role on employees' empowerment as compare to other provided theories in the field of employees' capability and productivity of organization while being simple is enjoy of comprehensiveness and clarity.

Discussion and conclusions

As described before empowerment is not a phenomenon that occurs in a vacuum. But it requires to an appropriate outline. This appropriate theme is a culture that enables employees psychologically ready to accept responsibility; they would delight in learning and creating trust between members. In fact, authority delegation and responsibility of , participatory management based on the needs of the target cannot be responder only to needs of organization. Instead, it can be useful when employees are empowered psychologically. Therefore, administrators, managers of organizations need attempt to

strengthen the culture of organization and create a suitable area for employees' empowerment. Employee morale Improvement, management support increase, encourages creativity, innovation and employee participation in the organization all cause for promotion ignited a sense of organizational belonging and organizational culture. S required. Managers to raise the level of employee motivation and reward system based on performance and merit of the fair is to operate Corporate identity as well as the positive impact of cultural factors on Empowerment Organization has been confirmed.

Therefore It is recommended that managers in the organization to create an environment in which people feel in their job satisfaction, and they pride their tasks that they perform.

However, as much as people feel oneness the tending to stay in organization and interest in work increases in them.

Due to the impact of organizational culture on innovation, one of another component of empowerment is recommended that managers of organization try by taking advantage of this positive impact of the in order to maintain and strengthen the morale of creativity and innovation by creating environment and the allocation of employees' time to develop creativity and encourage innovation and initiative ..

Therefore organization's managers should try identifying and determining the goals for employees and considering the achievement circumstance of these objectives and delegate the ways option tasks enforcement in this regarded managers are required to encourage employees to study the various ways to reach to target. If managers pay attention to the problems of employees, and support them their individual and organizational problems, accept their criticism. Finally, support them, can create some kind of assurance and confidence and to increase their commitment to the organization and finally cause for employees' empowerment. Study of organizational communication and improve and institutionalize appropriate communication affecting the organization can provide management support.

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