

Empowerment Methods and Guerilla Tactics for Managers

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Abstract: *In This Globalized Economic, Social And Technological Environment Where Organizations Can Be Successful Only If They Have Materials, Methods, Machinery , And Human Resources. The Managers Should Empower And Enable Employees To Accomplish Their Work In Meaningful Ways. Empowerment Has Been Described As A Means To Enable Employees To Make Strategic Decisions Where Individuals Take Responsibility For Their Own Actions. The Aim Of The Present Study Is To Present Effective Methods And Tactics Of Employee Empowerment Which Constitute For The Organization A Source Of Competitive Advantage.*

The Article Focuses On Empwerment Methods And Guerilla Tactics For Managers.

Keywords: *Managers, Empowerment Methods, Guerilla Tactics*

I. Introduction

Every Organization Can Function Efficiently Only If It Has The Requisite And Quality Human Resources. The Managers And The Organizations Should Consider Three Elements Which Are Vital For Their Development. These Elements Include Goals To Be Achieved, Limited Resources And People. Of These Three, It Is The Entity Of People That Is Most Challenging To The Managerial Attention. A Manager To Be Effective, He Or She Must Be A Good Manager Of People Because It Is They Who Make Up An Organization And Make Everything Work (Tosi, Rizzo And Carroll, 1986). Because Of That, Empowerment Of Human Resources In The Particular Working Environment Of Each Organization Has Gained Importance And Requires A Meticulous Attention.

Human Resources Represent An Important Capital, Which Should Be Managed Effectively In Order To Constitute For The Organization A Source Of Competitive Advantage (Bowen And Lawler, 1992). Empowerment Has Been The Focus Of Relatively Few Empirical Studies (Kirkman& Rosen, 1996; Konczak, Stelly And Trusty, 1996; Zimmerman, Israeli, Schulz & Checkoway, 1992). Basically, It Is The Process Of Encouraging And Rewarding Employee Initiative And Imagination And That The Members Of The Organization Are Willing And Capable Of Assuming More Power, Make Good Decisions And Perform Them Effectively. Empowering Management Behaviours, Particularly Delegation And Shared Decision Making (Conger & Kanugo, 1988; Spreitzer, 1995a). Empowerment Was Mainly Conceptualized As A Matter Of Power (Mainiero, 1986).

Organizational Benefits From Empowerment Include:

Strategic Guidance From The Level Of The Work Unit, Strategic Implementation At The Level Of The Work Unit, Increased Work Unit Efficiency, Increased Customer Focus, Increased Emphasis On Problem Solving And Prevention, Increased Respect And Trust Among Work Units, Improved Cross-Functional Coordination (Ransom, 1994), Improved Service Quality (Fulford&Enz, 1995), Increased Customer Satisfaction Within The Service Industry Due To The Impact Of An Empowering Service Environment On Customer Perceptions (Brymer, 1991), And The Need For Employees Who Can More Readily Adapt To Customer Needs (Hartline & Ferrell, 1996), Increased Managerial Effectiveness And Innovation (Spreitzer, 1995a, 1995b, Spreitzer, Kizilos&Nason, In Press), Increased Organizational Effectiveness As Indicated By Higher Profits, Growth, And Expense Control (Kouzes& Posner, 1987), Increased Quality Of Service, Increased Employee Commitment To Their Organization (Fulford&Enz, 1995).

Employee Benefits From Empowerment Include:

Improved Motivation (Kappelman And Prybutok, 1995), Increased Personal Strengths (Dodd And Gutierrez, 1990), Added Accountability (Shearer And Fagin, 1994), Increased Personal Power And Sense Of Self-Efficacy (Dodd And Gutierrez, 1990), Increased Abilities To Achieve Full Personal Potential (Crawford, 1995), Increased Job Satisfaction, Reduced Turnover, And Creates A Culture That Supports High Service

Quality (Brymer, 1991, Sparrowe, 1994; Fulford&Enz, 1995; Bowen & Lawler, 1995), And Increased Job Satisfaction And Self-Efficacy And Decreased Levels Of Job Strain (Spreitzer, 1995a, 1995b;

The Aim Of This Research Is To Examine Employee Empowerment Importance And Contribution To The Effective Management And Operation Of Modern Businesses And Organizations. Moreover, The Research Will Present Effective Methods And Processes For Employee Empowerment Which Top Management Of Organizations May Implement So That Their Goals Are Realized And Further Development And Viability Is Ensured.

II. Literature Review

Empowerment In The Business Sector

Empowerment Is Most Often Considered To Be A Viable Means To Increase The Effectiveness Of An Organization, As Well As To Improve The Quality Of Work Life For Employees. Furthermore, Mathis And Jackson (1991) Proposed Three Kinds Of Individual Performance Criteria That Organizations Need To Cultivate In Order To Flourish: Productivity, Innovation And Loyalty. All Three Can Be Succeeded Through Effective Enforcement Of The Empowerment Principles, Because Responsibility And Accountability Encourage Not Only Job Satisfaction But Also Satisfaction In The Achievement Of Better Standards Of Performance. Bernstein (1992) Claimed That Companies In Which Employee Empowerment Has Actually Been Put Into Force Frequently Found That Such An Approach Improves Key Aspects Like Morale, Productivity And Quality. An Increase In Understanding And Commitment To The Business Objectives Throughout The Organization Was Also Noticed. Moreover The Empowerment Of Employees In Service Organizations Has Been Shown To Produce Positive Outcomes In The Form Of Increased Job Satisfaction, Self-Efficacy, Better Customer Service, More Rapid Decision Making, And Personal Development.

Empowerment Methods And Guerilla Techniques For Managers:

From This Theoretical Basis It Is Proposed That Customer Satisfaction, Employee Empowerment, Morale And Service Quality Are Directly Linked Because The More-Motivated Employee Will Provide Better Service. Furthermore, If Employees Understand That Their Manager Values Them And Provides Them With Appropriate Control And Authority Over Their Work, They Will Feel More Confident About Their Jobs (Yoon Et Al., 2001; Babin And Boles, 1996). On The Other Hand, The Researchers Suggested That Employee Empowerment And Job Facet Satisfaction Influenced Dimensions Of Perceived Fairness (Responsiveness And Empathy/Courtesy, Respectively) Of The Service Recovery Attempt Which, In Turn, Affected Consumer Satisfaction. It Was Disclosed From The Results That Empowerment Via Training And Autonomy Led To Higher Service Employee Satisfaction. Greater Customer Satisfaction Following A Service Failure Was Created By Higher Employee Responsiveness And Empathy During A Service Recovery. Sigler & Pearson (2000) Examined How Organizational Culture (Doing Orientation, Collectivism, And Power Distance), May Support Perceptions Of Empowerment (Psychological Empowerment), And Outcomes Important To Organizations (Performance And Organizational Commitment).

According To The Results Employees Whose Organizations Are High In Doing Orientation And Collectivism Felt More Empowered Than Employees Whose Organizations Tend Toward Being-Oriented And Individualistic. Furthermore, Employees Who Perceived Higher Levels Of Empowerment Had Higher Performance Levels Than Employees Who Perceived Low Levels Of Empowerment. Also Employees Perceptions Of Empowerment Was Positively Related To Organizational Commitment (Except The Dimension Of Competence). (Savery & Luks, 2001). Across The Private, Public, And Voluntary Sectors, Empowering Staff Is Widely Supported As A Means To Improve The Performance And Productivity Of Organizations (Leslie Et Al., 1998). Moreover, Nelson (1994) Stressed That, Efficiency And Productivity Can Be Increased Through Empowerment, Giving The Organization The Chance To Respond To Strategic Changes In The Marketplace More Rapidly. As Cordery (1995) Expressed In His Study Of Self-Managing Teams, Empowerment Techniques Provide Work Experiences That Are Fundamentally Motivating To Employees Whilst At The Same Time Useful To Organizational Performance. Many Organizations (Such As Wilson, Eastman Chemical And Rhone-Poulenc) Reported That Through The Use Of Empowerment They Have Managed To Establish New And Better Ways Of Working As Well As Increasing Profits (Wright, 1993, Industry Leaders Try New Approaches, 1993). Blitzer Et Al. (1993) Argued That Empowerment Can Positively Influence Employee Self Esteem Of Competence And Security Giving Employees A Clear Sense Of The Contributions They Can Make To The Company Directly Leading To Increases In Productivity. Similarly Denhardt (1993) Found That Managers Who Urge Empowerment Of Employees Are More Successful In Improving Organizational Productivity.

More Specifically, Employee Turnover Declined With Empowerment, And Increases In Sales Per Employee, A Higher Profit Margin, Lower Material Cost As Percentage Of Sales, Lower Labour Cost As A Percentage Of Sales, And Higher Net Profit Were Observed (Dickmeyer And Williams, 1995). Furthermore, Lewis And Lytton (1995) Underscored That The Key To Successful Organizational Change And Profitability Within A Small British Engineering Company Is Empowerment. By Making Employees Fully Appreciate The

Fact That Employees Recognize And Respect Them, They Evolve As The Most Prized Asset, Even Though Not Appearing On The Balance Sheet.

In Another Study The Perceptual Linkages Between Empowerment And Employees' Perceptions Of The Service Quality That They Are Able To Provide For The Retail Organization Was Analyzed. The Results Have Shown That Service Providers' Perceptions Of Service Quality Were Strongly Influenced By Empowerment (Component Of Competence), Feedback, Rewards, And Culture And Suggested That The Firm Should First Ensure That Employees Receive The Training, Preparation, And Resources Necessary To Deliver Excellent Service, Productivity Rose Sharply As The Workers Put Into Force Many Labour-Saving Innovations To Respond To Their New Organizational Responsibilities. In Another Study Conducted By Kirkman& Rosen, (1999), Empowered Teams Were More Productive Than Less Empowered Teams And Had Higher Levels Of Customer Service, Job Satisfaction, And Organizational Commitment. Human Resource Development Through Empowering Employees And Establishing Appropriate Compensation And Recognition Systems Have Affected Positively A Firm's Financial Performance, Critical Competency In Business Environment .

GuerillaTactics:

Performance Technologist Find The Following Suggestions Useful For Encouraging Employee Empowerment.

1. Use The Departure Of Key People As A Wedge To Encourage Upper Management Empower Whomever Is Left.
2. Carefully Work Both Sides Of The Organizational Street By Influencing Managers And Employees With Your Knowledge Of Each Other's Issues.
3. Get "Mindshare" At Every Level:Employee Empowerment Can't Happen Top-Down All Of The Time
4. Learn The Jargon Of Each Department, And Use It As A Metaphor For Various Aspects Of Employee Empowerment.
5. Lighten Up.
6. Give Them Permission To Show Emotion.
7. Don't Take Action Items.
8. Exploit The Tremendous Power Of Electronic Mail.

Methods Of Empowerment:

Empowerment Is Composed Of Processes, Methods, Tools And Techniques Which Have Been Developed In The Framework Of Human Resource Development, Motivation, Job Design, Responsibility And Delegation Of Authority.

Creation Of Vision And Formulation Of Organizational Values:

SeniorManagementNeedsTo Develop A Vision And A Mission Statement For The Organization Which Focuses On The Customer And Recognizes The Significant Role Of Human Resource. Many Organizations Poured A Great Deal Of Effort Into Creating A Vision Of The Company As A Collaborative Of Empowered People – A Vision Of Respect, Responsibility, And Cooperation, Focusing On Better Service To The Customer (Cook, 1994; Randolph, 1995). Values Or Beliefs Endorsed By Many Organizations Who Adopt The Empowerment Route Include The Promotion Of Customer Service, Two-Way Communication, Teamwork And Integrity (Cook, 1994).

Teamwork:

Teamwork Is An Important Element In Assisting Employees To Take Up New Responsibilities As It Creates A Supportive And Open Environment And Enables Empowerment To Take Place. Empowered Teams Are Very Different From Participative Teams, Quality Circles, Or Semi Autonomous Teams. The Roles Of The Teams Include Accountable Decision Making, Devolving Responsibility From Top Management, While The Training On Effective Teamwork Is Necessary In Order To Begin The Teams To Act With Autonomy, Take Over Responsibilities Previously Held By Their Managers, Carried Out Their Managers Work Effectively With A Sense Of Ownership Feeling Job Satisfaction And Become Self Managed Teams. Team Approach Requires Significant Amounts Of Training Of Both Managers And Employees To Break Through The Accountability-Control Barriers (Cook, 1994; Randolph, 1995).

The Organization's Role:

Employee Empowerment Provides An Environment For Organizational Rethinking And Redesign. Philosophies And Structures That Can Only Come From An Organizational Level Must Be In Place, Including A Vision Of What Employee Empowerment Look Like ,Wide Participation In Planning For Reaching The

Vision, A Focus On External Customers, Traditional Manager-Employee Protocols, Communication Vehicles For And Among All Levels Of The Organizations.

The Manager's Role:

The Manager Would Have A Central Role In Implementing The Organization's Vision Of Employee Empowerment. The Manager Of Empowered Employees Is An Administrator, Coach And Advisor, Often For "Self-Managed" Work Teams. The Empowered Managers Adopted A More Facilitative Approach To The Problem And Encouraged A Different Relationship With Their Subordinates So That They In Turn Feel Empowered To Act. The Role Of The Manager In An Organization That Has Adopted The Empowerment Includes The Role Of (A) A Coach (B) A Facilitator (C) A Team Player, And (D) An Enabler. The Way A Manager Deals With Mistakes Is A Sure Indication Of His True Values Relating To Empowerment. The Empowering Manager Supports The Subordinates Through Their Mistakes And Provides Them With Emotional Support To Enhance Subordinate's Self Confidence And Sense Of Wellbeing, Enabling Them To Function With Maximum Efficiency (Counselling Experience). (Cook, 1994; Randolph, 1995).

Programs. Information Sharing:

Sharing Of Information Relative To Financial Organizational And Strategic Issues Play An Important Role In Understanding The Challenges That The Organization Faces And Contributes To Clarity Of Suggestions And Ideas From Employees, Effective Participation With Sense Of Ownership And Finally, Establishing Trust In Order To Make Brilliant Decisions And Carry Out Their Jobs.

Training Support:

Constant Training Contributes To The Improvement Of Unit And Team Efficiency, Increases The Competitiveness Of The Organization And Contributes To The Achievement Of Organizational Goals. The Management Usually Plays The Part Of The Trainer, Defines The Training Needs Of The Employees Through Appropriate Educational Programs Provides Skills And Knowledge, Empowerment And Teamwork Evaluates The Effectiveness Of Educational

Performance Appraisal Processes:

Appraisals Must Be Restructured As Performance Management Processes, Focused Away From A Manager's Appraisal Of The Employee, And Toward Collaboration And Continuous Improvement. The Performance Appraisal Process Includes:

(A) Effective Performance Planning, Including Both Collaborative Goal Setting And Discussion Of Needed Leadership Style. At The Planning Stage, Managers And Employees Collaborate In Setting Goals, And The Manager Agrees To Provide The Leadership Needed To Help The Employee Succeed

(B) Ongoing Coaching Of Employee Progress, And Performance Reviews Focusing On The Partnership By Criticizing The Employee's Accomplishments And The Manager's Leadership.

Reward System And Recognition:

The Reward System Based On Organizational And Individual Performance Constitutes An Essential Practice Of Motivation Independently Of The Kind Of Rewards (Financial, Not Financial).

Organizational Culture:

Constructive Organizations Focus On: (A) Determination Of Important Goals At All Levels, (B) Development Of Full Capabilities Of Human Resource (Innovation, Creativity), (C) Promotion Of A Uniform Atmosphere Within The Organization And (D) Promotion Of Effective Cross-Divisional Cooperation. Furthermore, They Promote The Organizational Climate Where They Reinforce Mutual Trust And Trust To The Human Resources Capabilities Which Align With The Achievement Of Goals And Affect The Performance Of The Organization.

Devolve Responsibility And Delegation Of Authority:

Responsibility And Delegation Of Authority Are Important Aspects Of The Empowerment Process Which Gives The Employees The Feeling Of Ownership And Motivate Them To Maximise Their Capabilities, To Perform Their Duties Effectively. Delegation Of Authority Does Not Mean That The Managers Are Released From The Liability Of The Responsibilities They Devolve, On The Contrary They Must Know What Is Happening, Give The General Direction For Their Division, Follow The Progress Of The Responsibilities Execution And Make The Overall Evaluation According To The Designated Goals For Each Time Period.

Goal Setting:

Management By Objectives(Mbo) Goal Setting Is Realized Through An Interactive Process For The Facilitation Of Individuals And Teams So That They Will Become Productive. Top Management Sets The General Goals Of The Organization But The Composition Of The Allocated Goals Of Each Unit Is Set Through Participative Process And Can Redefine The General Organization Or Unit Goals. While The Process Of Setting Goals Begins On Top The Conclusive Goals Are Set With The Participation Of All Levels. Goals Are Often Set As «Continuous Improvement Goals» Rather Than «End Result Goals.» Through Management By Objectives, The Responsibilities Are Better Defined, Better Co-Ordination Is Achieved, The Employees Understand Their Duties And What Is Expected From Them And Have High Morale And Willingness To Make Attempts Since They Participate In Goal Setting.

III. Conclusion

Need To Perceive How To Make The Employees More Effective And Competitive. The Above Mentioned Benefits Reinforced The Belief That Employee Empowerment Is A Major Factor For Business Activity, Because It May Contribute To The Viability And Profit Increase Of Organizations. So, Empowerment Must Not Be Considered As A Simple Technique Or Process Which Makes Employees Feel Good About Their Job. But An Organizational Need Which Takes Strategic Planning, Requires Capable And Trained Managers To Empower Employees, So That It Constitutes An Advantageous Competitive Resource For The Organization.

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