

Research Article

**DESIGN AND EXPLAINING THE PATTERN OF EFFICIENCY AND
EMPOWERMENT OF PERSONNEL AT ISLAMIC AZAD UNIVERSITY,
BRANCH OF ISLAMABAD GHARB**

***Hamid Jalilian¹, Javad Masoudi² and Omid Jalilian²**

¹Department of Business Management, Eslamabad-E-Gharb Branch, Islamic Azad University,
Eslamabad-E-Gharb, Iran

²Department of Accounting, Human Science College, Kermanshah Branch, Islamic Azad University,
Kermanshah, Iran

*Author for Correspondence

ABSTRACT

Purpose of this papers designing and explaining the pattern of efficiency and empowerment of personnel at Islamic Azad University, Branch of Islamabad Gharb. In this context, all personnel at Islamic Azad University, Branch of Islamabad Gharb from Persian date Azar 90 to Khordad 91 were studied. In this study, the statistical population is 58 people, the sample is equal with the total population and census method is used. Present work is an applied research and in terms of method, it is descriptive –field. Data were collected through a Likert questionnaire and tested. Due to the sampling, data analysis is based on inferential method. Nonparametric method was used to evaluate the correlation factors. Paired t tests, chi - square and also Friedman test being used, and statistical analysis were performed using SPSS software. The results indicate that, overall, there was a significant relationship between empowerment and efficiency.

Keywords: *Efficiency, Individual Characteristics, Training, Empowerment, Delegation, Participative Management, Enrichment, Motivation*

INTRODUCTION

Nowadays the managers who work on the challenges, they prepare themselves and their institutions to encounter new challenges. In fact, they are the future leaders, and will have the dominance at their hands. Those who are waiting to live up these challenges to become hot topics, probably would lag behind, and will never be able to compensate the delay (Drucker, Pytraf, "Management Challenges for the 21st Century", translated by M. Toloo, (Rasa Cultural Services, Tehran, 1378), page 10). In relation to employee empowerment it must be stated factors such as increasing customer expectations, the growth of globalization and modern technology, are among the factors that have caused organizations in the twenty-first century to find a different way from traditional ones. In traditional organizations, only staffs energy were being managed, whereas, in twenty-first century organizations, in addition to energy, staff's strength of thoughts and creativity would be needed to be managed. Under these conditions, not only does the hierarchy methods of command - control would not be appropriate, but the employee must show their own initiative and act to solve problems promptly, and in the teams that are fully autonomous, perform their role (Maccoby Michel, "Re-Thinking Empowerment", Research Technology Mangement, Sep/Oct 1999, Vol. 42, Issue 5. PP.56-58). In the present era, empowerment is known as a tool whereby managers will be able to manage efficiently today's organizations that have features like diversity of channels of influence, growth relying on the horizontal structure and colleague networks (Peer Networks), negligible difference among managers and employees and reduce organizational belonging (Koberage Christine & et.al. "Antecedent And Outcomes Of Empowerment", Group & Management, Mar 1999, Vol.24, Issue 4, PP.Organization).

Describe the Issue

Foundation of wealth in any organization is formed by the employees in the form of knowledge, skills, and their motivations. Today, enjoying this wealth is important because in future decade and perhaps future century, main source of competitive advantage won't be the new technology, but will be initiative,

Research Article

creativity, commitment and ability of labor. Organizations, when faced with future challenges, for the purposes of high efficiency, have no choice but to win the support, involvement and commitment of their employees. Unfortunately, although most experts believe “manpower” is the most important factor in efficiency of an organization, many of these organizations are oblivious to this fact, and seek their life only by access to new technology and more financial resources. The success of companies like Hewlett-Packard, Boeing, General Electric and Chrysler shows that empowerment programs of these organizations have played an important role in the efficiency of labor. Different organizations, have implemented different empowerment programs for their staff. However, since the success of any program largely depends on the requirements and proper implementation of that program, therefore, it is imperative that our organizations to identify and mobilize the appropriate mechanisms for human resources empowerment, according to their requirements. In this study, because of time constraints considering all organizational factors actually is not possible, therefore, according to the researcher's experience of the population studied, and considering the preliminary review of relevant factors most important factors that could affect the efficiency and empowerment are chosen. This study is up to designing the following questions to evaluate the appropriate strategies to foster the empowered workforce and factors affecting their efficiency.

The Importance and Necessity of Research

Efficiency in most organizations is one of the key issues, and its impact on all organizational matters can be a source of movement and change in them. Humans are the main factor of efficiency promotion, and the main condition of human endeavor, in this regard, is willingness to work in order to overcome the shortage of mental, physiological and is attracting the necessary gains, cost reduction, customer satisfaction and dynamic organization. On the other hand, Peter Drucker speaks of this as his challenge to management, in the twenty-first century. In his believe, emphasis on personnel management control, has changed toward the decentralization of power and providing opportunities for employees to have more influential effects. Self-management is the increased confidence in the intellectual capacity and potential creativity of employees, rather than their physical work. Self-management today has become a tool of competitive advantage. Almost always, staff's self-management in organizations is obtained through empowered work teams.

Thus, in many organizations, work have been organized on small groups, which are empowered to perform managers traditional tasks, such as the duties, solving problems of quality, selection, training, and consultation with members of the team, which in turn efficiency will be followed. Nowadays, efficiency is beyond a measure, and it has been proposed as a culture and attitude towards work and life, and its improvement is the main source of economic development. The efficiency upgrade has vast effects on main phenomena of social, economic and political. Uses of team approach are rapidly growing, in industrial organizations and service sectors. These companies are among the world's most prominent companies such as General Motors, Ford, General Electric, Honeywell and IDS, etc. Most reports indicate that this innovative in work design have produced many positive gains for organizations: Such as higher efficiency, increased organizational attachment, less staff shifting, improve product quality and quality of working life. Thus, it appears that the empowerment of employees, in the form of empowered work teams, has appeared as a new weapon for many organizations, especially American industry, to defend against threats to international competition. Perhaps, they have come to the conclusion that the only way to successfully deal with the bottlenecks of business issues in the 90s and 21st centuries, is empowerment, particularly when that require the participation of human resources, where efficiency is included (Shipper Frank, Manz Charles C. "Employee Self-Management without Formally Designated Teams; An To Empowerment; "OrganizationalDynamic; Winter 1992. Vol.20, No.30, PP.48-49).

Now almost all the developed countries and some developing countries have done great investments to improve efficiency at the national, regional, local, institutions, organizations and even individuals, and they are indebted their development by addressing this issue. In some countries the importance and the value of efficiency is not well understood, while one of the main problems concerned all sectors and levels of society, is the lack of productivity and efficiency, which can be achieved through team work.

Research Article

Research Objectives (Overall and Special Objectives)

Generally, this research seeks to accomplish the following:

- 1- Investigating the factors influencing efficiency and priority factors affecting personnel efficiency at Islamic Azad University, Branch of Islamabad Gharb.
- 2- Investigating the factors influencing empowerment and priority factors affecting personnel empowerment at Islamic Azad University, Branch of Islamabad Gharb.

The Research Hypotheses

- 1 - Factors affecting the Efficiency of human capital at Islamabad West Branch are: training, personal characteristics, motivation, participatory management and empowerment.
- 2 - Factors Affecting Employee empowerment Islamabad West Branch include training, delegation of authority, job enrichment, motivation and participatory management.

The Literature

*Afrooz Ahmed, Evaluate the Efficiency of Labor in the textile industry in Iran/Ahmed Afrooz, Supervisor: MahmoudKhatai, Thesis (MA) -Allameh Tabatabai University in 1371.

In this study quality and efficiency workforce and increasing its efficiency was examined and increasing efficiency of the production factors, especially manpower efficiency been counted as one of the main economic objectives during the growth and development. The definition of efficiency that has been the calculations basis of this research consists of a measurable relationship between the production and factors used in it, that here, only manpower have been desired. In this study efficiency of human resources in the textile industry in Iran, for the reason, that is one of the oldest industries in the country, and also because has devoted the largest share of industrial employment in the country to itself, is taken into consideration.

*Oskooi Taghizadeh, M., The effect of Training in Human Resources Efficiency, with emphasis on the textile industry in East Azarbaijan Province. M. Taghizadeh Oskouei, Supervisor: M. Ghanbarzadeh, MS Thesis, Mazandaran University of Science and Technology ([Http://Database.Irandoc.ac.ir/Scripts.exe?a=01:38:06](http://Database.Irandoc.ac.ir/Scripts.exe?a=01:38:06))

There is a profound connection between training and efficiency. In all definitions of the education and indeed its mission for the population, increase public and professional awareness of the individual and, consequently, to use them for personal and social goals in their everyday lives is considered. Obviously, the more the Specialization dimension of personnel training has, it will have a closer relation with efficiency. Techniques and new projects to improve efficiency without trained personnel cannot be created and used. The studies and researches conducted have shown that, there is a positive and strong correlation between training and efficiency. And companies and organizations which have better trained human resources have higher efficiency and economic growth. Therefore given the role of training in production, and in industrial workshops, we want to measure the effect of training in raising the production level and consequently raising the level of efficiency. To crystallize the objectivity of relationship between training and efficiency, the regression models were used and conclusions were drawn from them.

RESULTS AND DISCUSSION

Research Findings

From each of the assumptions and also the whole research the results are presented as follows:

The Result of the First Hypothesis

We know that several factors influence the improvement of efficiency of human resources of service organizations. The researchers based on studies done and their own experiences at Islamic Azad University, Branch of Islamabad Gharb, have diagnosed five factors more important than the rest, and have proposed them as factors affecting the efficiency of human resources, and the accuracy of the claims were accepted. Therefore can be concluded that the factors affecting the efficiency of human resources at the university include: training, personal characteristics, motivation, participative management, and empowerment.

Research Article

The Result of the Second Hypothesis

Based on the investigation and studies performed, the following five factors are proposed as contributing factors to the empowerment of human resources at Islamic Azad University, Branch of Islamabad Gharb, and the claim has been accepted:

Training, delegation of authority, job enrichment, motivation, participative management

The Result of the Third Hypothesis

Planning the enhancement of the efficiency level in the company requires determination of sequences of effectiveness of each confirmed factor in the first hypothesis. Therefore, based on the test conducted, we concluded prioritization factors are as follows:

First prioritization - empowerment and motivation

Second prioritization - Training

Third prioritization - participative management

Fourth prioritization - personal characteristics

The Result of Fourth Hypothesis

For the implementation of any plan of empowerment of Human Resources the university should consider the sequences of prioritization of effectiveness of each of the following factor:

First prioritization -delegation of authority

Second prioritization -participative management

Third prioritization-motivation

Fourth prioritization–training

Fifth prioritization -job enrichment

Summary of Results

In order of being effective, in evaluating and solving the problem of efficiency of human resources the managers need to determine the causes and creation of it, and therefore according to current research, senior managers at the Islamic Azad University, Branch of Islamabad Gharb, know efficiency is functional of the five main variables in following respect: Empowerment, motivation, training, participative management, personal characteristics. Also, to enhance efficiency employee empowerment should be performed, and that self-empowerment is a function of five other variables respectively including: delegation of authority, participatory management style, motivation, training and job enrichment. As was discussed, after the various definitions of efficiency from the views of experts, employees and agents of the government were stated; factors affecting efficiency have been introduced in four sectors: environmental factors, structural changes, software elements, and hardware elements. That factors mainly studied by the researchers are discussed and studied under software elements. And according to the effect of first hypothesis at Islamic Azad University, Branch of Islamabad Gharb, the five factors Identified will influence efficiency. And the thing that should be scrutinized the most is the respectively of the effect of these factors that is the basis for decisions and planning and in determining the outlook of the university. However, the on the bases of second hypothesis, the first factor affecting efficiency, is empowerment. And empowerment on the bases of fourth hypothesis is a function of delegation of authority, participatory management style, motivation, training and job enrichment. Therefore and according to the performance of "paired t test", for comparing the present and desirable situation and the deep gap in between these two situation, the planners should on the bases of the results of the study, before any action, act on assignment of authority to the staff. And tries at the development of participative management at different staff levels, and with the creation of the important factors of motivation at university level, and holding regular and multiple courses of training and promoting the richness to the description of the jobs by the university, surely it is expected from the employees to be efficient and productive.

REFERENCES

Aghdasi M (No Date). *How Motivation is Created* (Pahrevari Iran Press).

Research Article

Azar A and Momeni M (No Date). *Statistics and Its Application in Management*, 2 (Publisher, Samt, Tehran)

Hellriegel Don & Slocumjrjhnw (1996). *Management* (South–Western College Publishing, USA) 765.

Homes Kennethw & Velthouse Betty A (1990). Cognitive Elements of Empowerment: an interpretive model of Intrinsic Task Motivation. *Academy of Management Review* 15(4).

KhodadadHosseini SH (2001). Efficiency management course notes, unpublished, Tarbiat Modarres University.

Peter F Drucker (1378). *Management and Challenges for the 21st Century*, translated by M. Tolo (Rasa cultural services) Tehran.

Rezaeian A (1372). Self-management. *Danesh Modeeriat* No. 22, Fall.

Rezaeian A (No Date). *Management Organizational Behavior* (School of Business Tehran University Press) Tehran.

Sakkaki SH (1376). A model for the development of boundaries of managers efficiency. Doctorate dissertation, Industrial Engineering.

Sanat Sangeen (1372). Respect for employees, Ministry of Heavy Industries, No. 27, pages 2 and 6, 1372

Shipper Frank and Manz Charles C (1992). Employee Self-Management without Formally Designated Teams; To Empowerment. *Organizational Dynamic* 20(30) 48-49.

Statt David A (1991). *The Concise Dictionary of Management* (Routledge, New York,) 108

Stephen Robbins (1374). *Office Management and Organization*, translated by Ali Parsaeeyan and SM Aarabi, 3 (Institute for Trade Studies and Research,) Tehran.

Toefigh AA (No Date). Privatization of industry and its role in increasing efficiency. In: *The Proceedings of the First National Congress of Industrial Engineering and Efficiency (Tehran)*, Research Institute of Industrial Engineering and Efficiency (Publishing Basir).