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EMPLOYEES EMPOWERMENT: REQUIREMENTS AND CONCEPT

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ABSTRACT

Management thinkers have introduced organization's evolution and improvement and also employees' empowerment as an effective guideline in performance and human force improvement; moreover they believe that human source is one of the recent significant theory which is used by today's organization and is the answer to the current management's vital requirement in the response to the necessity of innovation. This article is about empowerment concept and staffs' psychological empowerment in organization, their empowerment necessity and organization's features and empowered staffs. Next, the different dimensions of employees' psychological empowerment based on Spritzer and Mishra, contain: 1. Competence feeling, 2. Having choices, 3. Having impact, 4. Being meaningful, 5. Trusting others. Among these, different performances of employees' empowerment have been illustrated in organization and different models. Also, in the end, effective elements of employees' empowerment in organization have been introduced.

Keywords: Empowerment, Psychological Empowerment, Competence Feeling, Having Choices, Having Impact, Being Meaningful Trusting

INTRODUCTION

In today's trade and business world any organization which couldn't produce its products much faster, cheaper with high quality than its universal adversary, would be removed from world market. In this open competition, an organization which still persist in using management traditional patterns that is based on hierarchy of imperative wouldn't go forward.

Finding a solution with the use of less organization rare resources are what today's managers looking for, also employees expectation, sense of ownership, having sensible career, necessity of precision and honesty in work, self-confidence and self-blooming.

Empowerment is a concept that can provide the organizations revenue and also it can create a sense of ownership and honor among employees.

And in fact make a win-win relationship between the organization and employees, which is the ideal of most of the organization and their staffs. Empowerment with training motivated and capable staffs allows managers to react appropriately and quickly in front of rivalry condition mobility and obtain their organization rivalry priority reasons.

Empowerment Totality

In new era's environment challenges have enforced organization to find a way for survival durability in technology boom, increasing customers' expectation and necessity of flexibility… in this case, empowerment has been appeared as a rescue factor and known tool, and also it becomes one of the most debate that can guarantee the organization success.

From haul's perspective (1994), changes in circumstance have enforced organization to revise their permanence in management system in today's turbulent world, and "employees' empowerment". The main subjects relate to leadership and managed performance has made the organization to be competitors (Salami and Gudarzi, 2004).

From Cynthia D. Scott Dennis (Jaff, 1992) point of view, empowerment is a Perfect world that is the solution to all job circumstances issue. Employee's empowerment is a new technique that is used by managers to increase profit by raising commitment to the organization and vice versa.

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This method is a valuable way that keeps the balance between management complete control and complete employees empowerment (Scott and Jaffe, 2005).

Nowadays, for answering the changes that occur in the circumstance, organizations need more powerful staffs that the past (Hardly and co-workers, 1988).

In empowerment, design and construction of the organization is in a way that people are the main stimulus power and in addition to self-control, is ready to take more responsibilities in empowered organizations, employees perform their creative ideas with sense of possession, honor and responsibility. Empowerment is the most important tool which can create these features in people and make revolution in most aspects of organizations. Empowerment is an important guideline for improving different organization in harmony with the external changes, and is one of the most important issues of the organizations. In new era, empowerment is known as a tool that enables employers to control today's organizations which have the features such as variety of infiltration networks, development, reliance on horizontal and network structure, minimizing the space between employees and employers, and reduction in organization dependency and using it.

Empowerment consists of three elements: talent, knowledge, and skill. Each person's talent is inherent and non-acquisitive, but knowledge and skill is acquisitive, and are acquired by experience and learning (SadeghiMal, 2008).

Talent

Talent means natural aptitude in a particular field, or in another word, any repeatable pattern of thinking, feeling, and profitable human attitude. For example, if you are curious naturally, this is a talent. So the most important element of success and empowerment is being active in talent field (Sadeghimal, 2008).

There is a certain and proper way to identify hidden talent in each person. Take one step backward and think that what activity have you done intensively, wishfully and harmlessly, and stepped forward without any preliminary training or acquisition happened so quickly in that. If you remember such a thing, pursue its repetition or other examples in upcoming months. By passages of the time, you'll be aware of your superior talents and you can proceed to purge it in the proper suitable empowerment (SadeghiMal, 2008).

Knowledge

For making empowerment, we need two types of knowledge in relation with talent-field (not every knowledge), which are both acquisitive. One is factual knowledge and the other is experimental knowledge. Before anything we need factual knowledge for learning a language, we must acquire its words and their meanings' otherwise speaking is impossible. It is the same in other careers and jobs. Salesmen should know products features and services, pilots should learn universal signals agreements. This type of knowledge doesn't guarantee getting to the supremacy, but we can't reach priority without it.

In addition to factual knowledge, we need experimental knowledge. A knowledge that couldn't be taught from school or couldn't be found in guide books. Rather we should accustom to its special order gradually. This type of knowledge is mainly achievable by practice. Both factual and experimental knowledge need to be in relation with persons talent field, otherwise the danger of unstable and irrelevant training to the talent field takes tremendous energy from people and use it that also waste different resources, and finally it would hurt human's natural talents (SadeghiMal, 2008).

A- Technical Skill

Skills are the forms of structural knowledge of what is acquisitive and learnable. Skills aren't gained easily, rather, they are gained through repetition, experience and practice, in other word by using what has been learnt and it pops-up from inside. Skills are different ways to perform a role. For accountants, counting is a skill. Also, skills along your natural awareness make a combination which is so valuable (SadeghiMal, 2008).

Characteristics of Empowerment Organization

An Empowerment Organization Features

Empowerment organizations are those which a group of people work together in there, and participate in doing works with each other. These organizations are different from rivalry organizations, where each employee is in rivalry with other in doing the tasks. Empowerment organizations attach an importance to

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the team work, and staffs not only help each other, but also try to find a solution for more complicated problems. They care about their co-workers they prefer group-profit to personal-profit. In these organizations employees perform their best innovations and ideas with the sense of excitement, ownership and honor (Shahrokhi, 2003).

Table1: Characteristics of empowered employees in comparison to non-empowered.

Empowered Employees	Non-Empowered Employees
1-they are creative in ambiguous situation and solve the problems in a way they are able to analyze them better and access more decisions.	They wait for the superior to make a decision that who is in charge of verifying the problems and is responsible in that in another word they are waiting for the duty to do
2-they are able to recognize the opportunities in ambiguous situation such as a time when there is an increase in customer's complaint, or rivalry threat.	They are able to meet the problems skillfully but cannot recognize possible opportunities.
3-they are capable of using cognitive skills such as revealing and examining hypothesis and assessment of presented reasons. Also they are able to bring strong reasons for how their decisions and performances are along with the common purposes.	Information would accept reasons and the results others, specially empowered ones immediately without doing any necessary surveys .They discuss about available information's, but aren't able to use these data along with their common purposes.
4-both in dutiful groups and in multi-duties groups, they are able to reach a consensus about the decisions and actions.	They expect, there would be an accomplishment in reaching a consensus, but in this case if they face any failure, they recourse to chronological authority.
5-they work on opportunities and try to recognize them to systematize activities, document, communicative and informative system, identify and repel systematic problems, and finally modify or remove the systems which cannot add anything to the customer's value.	They concentrate on personal empowerment or team effectiveness, but can't comprehend the problems which are supernumerary that the group. They are able to produce solutions which could be used just once but for systematizing them they would face the problems. They are extremely dependent on available systems, even if those systems are out of order.
6-they are trying to optimize resources by price reduction and finding opportunities to invest in new fields (such as improvement process and modern technology)	The only time they focus on an issue is when they are force to do something by authorities.
7-they are self-confidence and think they are capable, creative and trust worthy.	They aren't confident, and think they don't have necessary talent and creative mind, and others don't trust them
8-they feel that they are able to decide appropriately about time and quality of their duty alone.	They feel they can't choose state of their duties.

In fact, in an empowerment organization, a circumstance dominates that employees are the main stimulus power. Traditional management model that the employer rules in it and employees are under the control is no more valid. For creating an empowerment circumstance the role of the employer in the organization should be change from subjective ruler and controller to the supportive circumstances based on sense of responsibility that all the employees would have a chance to cooperate effectively (Coburge and fellowship, 1999).

In an empowerment environment, the culture of empowerment would be improved, information's and view point exchange happen easily, goals are set, decision boundaries are clear, duties are divided,

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aptitudes would be blooming during training and experience, adequate resources of doing job (money, material, facilities, human source) would be available for staffs, there would be necessary support by director managers of organization of empowerment culture, and employees are encouraged and persuaded to take a risk. Empowerment creates an environment that staffs could work with more authority and have a role in the process of changes improvement, their need to the direct supervisor would be decreased and they could participate in fulfillment of organizations goals.

Employees Characteristics in an Empowerment Organization
Empowerment with training of motivated and capable employees enables the employers to react quickly and appropriately against mobility's of rivalry circumstances and make the elements of priority of their organization.

In an organization which its employees are empowered, staffs wouldn't feel inability in play role and organizations goal fulfillment; rather, they prefer major tasks to tyfigureal ones, courage to caution, and latitude to dependency. They express their viewpoints freely with any fear, and work with their beliefs and internal feelings with enthusiasm, without exterior pressure. They take the responsibility of their own actions and exterior pressure. They take the responsibility of their own actions and are responsible for their performances (Dover, 1999). Has shown powered employees characteristic in comparison to non-empowered employees in table 1.
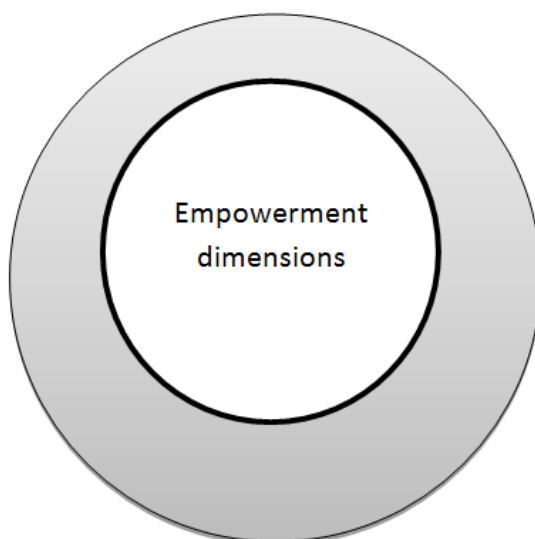

Figure 1: Empowerment psychological dimensions

Employees Empowerment Reasons
Any organization is in pressure from inside and outside. From outside there is a need to whom a proper reaction to the setbacks such as increasing universal rivalry, sudden changes, new requirement for services quality and limited sources. And from inside, employees feel humiliated and lost, and think the duties are more than their power and abilities, as organization's requests them new things and changes organization's regulation's they feel disappointed :yet, they demand understanding, sincerity and more satisfaction of their duties .Generally, employees empowerment reasons are divided into two groups:
1-Reason that cause a boost in staffs motivation and productivity improvement.
2-Reason that provides better quality services for customers.
As a result as empowerment, staffs vies points and their behavior would be changed. The change in their viewpoints cause an Increase in job satisfaction, decrease of stress and ambiguity .researches have shown that power of decision waking, freedom of working and Deciding is in relation with job satisfaction and stress reduction empowerment contains a lot of important behavioral results. For instance, it could raise employees' self- confidence, because latitude allows them to choose the best way to do their jobs. Also it

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makes them enjoy more conformity power, and finally it cause that all employees answer all customer's requirements quickly and in assigning customers need to employers, waste less time.

Empowerment Recognizable Factors

In one of the grates experimental researches about empowerment four recognizable factors, spritzer (1992) has identified for empowerment up to present time. According to Mishra's (1992) research, we add of these five main dimensions of empowerment. If employers want to empower others successfully, they need to create these five features in the .a successful empowerment means: 1. Competence feeling, 2. having choices, 3. being impact, 4. being meaningful, 5. trust others. When employers could grow these features in others, then they had empowered them with prosperity. Empowered ones not only can do their duties, but also can think about themselves differently. These five dimensions describe these differences (Mishra's, 1992).

Competence Feeling

When people are empowered, they feel self- efficacy, or they feel they are capable to do the tasks successfully. They feel not only competence but also feel confidence that they can work adequacy. they feel personal-mastery and believe they can develop and learn to face new challenges (BeninsNanus, 1985) some authors believe these feature is the most important empowerment's factor, because having sense of competence determines that if people would try to do a difficult task and have perseverance or not (Bandura, 1986). believes that it's possible that peoples intensity faith about their effectiveness may affect their efforts I facing special situations .they involve in the activity when they feel they are capable of ordering the situation when it's a threat to them, and behave confidently, Efficacy expectation determines that how much people would try and resist in facing the obstacles and incompatible experiences (Bandara, 1986).

A lot of researches have been done about the results of sense of competence and its counter point. Which is sense of inability , especially in relation whit physical and psychological sanitary , for example, the result suggest that competency feeling is an important factor in facing the fears and anxiety (Bandura, 1986) drug and alcohol addiction, nutrition disorder, smoke addiction depression, and also increasing pain tolerance .

Disease and surgery recovery, come to the terms of losing job or disorders ,is much more faster and effective among people who have improved sense of competency , because they have capability of Adjustment in physical and psychological aspects and can transform negative attitude better bandura (1977) has suggested 3 conditions to feel competence:

1-Thebelief in capability of doing the tasks, 2 the belief that they can enough capacity of trying adequately, 3 the belief that no external setback can stop them doing the task. In another word, when people improve competency feeling with, minimum ability and sufficiency, enthusiasm for trying, and not having main problems in their success, they could feel empowered (Bandural, 1997).

Empowered staff feels self – determination, too. Being self –determined means experiencing a sense of having choice in performing and ordering the personal activities. when the person instead of being enforced to involve in a task or quit it , do the task voluntary , then he can feel having choice. Their activities are the result of liberty and power empowered staff are responsible 7 possession for their activities. They see themselves as creative ones.

They are able to do creative thing by their own desire, make absolute decision and test their new ideas and cognitions these people instead of thinking that their activities are pre-determined or controlled from outside, or are permanent and inevitable, see themselves as a center of control. those who feels empowered probably have much internal central- control, it means they fell what happens to them, have control, the researchers have shown that having the sense of choice with less self- alienation in work environment is accompanied whit more job satisfaction, high –level of performance, job- creation and more creative activities, more high-level of job involvement and less job pressure. In medical researchers, it is deduced that recovery from serious illness is along with forcing the patient not to accept the role of traditional doer and insisting on taking responsibility of the role of an active copartner in his own treatment. The possibility of experiencing positivity for those who are helped to feel , could have

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personal effect on what happens to them- even with illness symptoms –more them whom don't have such a feeling .

Having the sense of choice about usable ways for doing the duties, has a direct unity with the quantity of effort, speed and time from work which the job should be done in that empowered staff feels possession in their jobs because they can determine how the jobs should be done and with what speed should be finished.

Being Impact

Empowered staff has personal control over consequences .they believe they can wake changes by affecting the environment of job .or the outcomes. Green burger believes that being impact means a person's belief in a particular segment of time about his abilities for making changes in profit. this is a firm belief that a person can Effect on what happens with his own activities they don't believe that external setbacks could control their activities, rather, they believe that they can control those setbacks, they have the feeling of active control- which allows them to set the condition with their own requirements , in opposed to active which peoples requirements are being set with circumstances needs those who have the feeling of being impact, try to keep their own dominance over what they see, rather that reacting against circumstances being impact at work is completely related to the feeling of self-control for feeling empowered, staff not only should feel that shat they do have consequences , but also they should feel, they themselves could create that trace, it means for having that result with the sense of empowerment, they should feel they have the control of outcomes.

The research about self-control has shown that people in search of self- control arose from inside (Abdollahi, 2006). They fight for protecting the sense of control and their accomplishment, for example it is known that war slaves tried to do weird thing to keep their self-control. Such as avoiding eating some foods, not walking in some places, and making secret communicative signs. People need adequate self-control for keeping their physical and psychological sanitation. When people lose their control over themselves, they are called sycholipathic and insane.

Even losing apart of self-control could be harmful from physical and psychological aspects. For example it is revealed that absence of control would end in depression, psychic pressure, anxiety, low morale, indolence, inability in learning and even on increase in death so having a kind of self-control is necessary for health and empowerment. On the other hand, even the most empowered people cannot have control fully over what happens to them. No one has the control of everything in life fully. Also, empowerment helps people to increase the number of activities which they can control. Mostly, it depends on the ability of identifying the area that could be in possession of efficacy and infiltration as much as the ability of determination and transformation of external environment in purpose of increasing dominance over it.

Sense of Being Meaningful

Empowered staff feels meaningful. They respect for their purposes and for what they are struggling. Their ideals and standards are congruent with what they are doing. Activity is important in their value system, they are caution about what they produce, believe on it. They invest spiritual and psychological power in their activities, and enjoy involving and engaging in a task and feel self-importance. They experience self-union and dependence in that engaging task. So being meaningful is a valuable viewpoint (BenisAndnanus, 1985).

Activities which contain meaningful seasoning would create a type of purposeful and excitement feeling or a mission for staffs. Instead of wasting their energy and enthusiasm, provide a source of every for them. Access to the payments, helping an organization for making profit, or doing a job correctly don't create the sense of being meaningful in many people some of much more original , personal and valuable thing should associate with the activity , the job should accompanied with more humanity stuffs.

Gaining personal profit doesn't guarantee meaningfulness. For example serving others may not have rewards. Despite that, it would be much more meaningful that something which has a lot of expensive profit. On the other hand, working in meaningless activities create a sense of incompatibility, annoyance and disappointed in job. Staffs get bored and tired. Other things such as regulation, supervision and observation or spending tips are necessary to enforce people to invest in job. Unfortunately, these are

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great but are expensive for the organization and are expenses without added value, and they limit organizations effectiveness. Requiring a task to be done which has less meaning to employees or none, costs companies a lot. Self-alienation is caused by being meaningless and energy and motivation is driven from meaningful job.

Research about a meaningful job hast reach a conclusion that staff undertake a job more when they do a meaningful career engage more in it, in comparison to a time that the feeling of being meaningful is low, and more energy is being spent on that job and they show more perseverance in following that moreover, those who are empowered with the sense of having a meaning full job, are more creative, more effective in high levels and personally are more skillful than those who have low privilege in job meaningfulness.

Sense of Trusting Others

Finally, empowered staffs have a feeling called trust. They are certain that they are treated fairly and alike. These people keep this assurance which in low rank subordinates. The final result of their job wouldn't be harmful but also it is justice and fair. Usually it means those who trust that people in charge of power centers wouldn't hurt them or treat them neutral. In spite of this, even in a situation that empowered people don't show flexibility and honesty, they kept their self- assurance; in other word , trust as a meaning of having personal security. It also points that people put themselves in a dangerous situation. With all of this, empowered staff has faith that in the end would face any harm because of trusting how can person preserve assurance and sense of security even in an unfair, unequal and dangerous situation? for example, Gandhi in struggle for getting India independency, decided to burn all the sheets of transit which the English government of India forced all native Indian (but not English people) to have it whit themselves.

Gandhi by evoking and convening a meeting announced his purpose about resistance against this law, by burning these sheets, publicly. In such a famous event, after he burnt all the sheets, Britain's police interfered and hit him, but he continued to burn them. Where was trust in this case? What did Gandhi trust? Was he empowered or not? His sense of assurance as because of Britain's officials, or was because of his faith to the factors he believed on them? His sense of assurance was accompanied with his faith which ended in correct decision.

Research about having trust has shown that those who trust is ready more replace honesty and intimacy with pretension and frail. They are mostly interested in precision, honesty, and adjustment rather than deceiving and histrionics.

Also, they are more self-order, self-confidence and enthusiasm in learning, for mutual relationship have more capacity and in comparison to individuals with low confidence, they show more risky cooperation with high level to the groups. They are also self-imparted in relation with themselves and more honest to listen carefully to others. They resist less changes in comparison with low level of confidence are capable to conform to unexpected psychic attack. There is more possibility that these who trust others are trustworthy themselves and have high personal-morale standards.

Because trustworthy conditions allow people to be patent and educated empowerment is severely in relation with trust. Having this feeling those others attitudes are stable, constant and trustworthy, that you can express information with assurance or you full fill the promises, are all a part of constricting andimproving the sense of empowerment in people. Trusting others allows the person to try with self-confidence, with a right method, without wasting the power of self-perseverance, for revealing hidden ways or the game policy. Finally, feeling confident make people to feel secure.

Empowerment Attitudes and Models

What made thinkers not having agreements in presenting practical explanation of empowerment, is having a different perspective toward empowerment. In fact, they practice the issue in three different attitudes which are communicative, provocative and precognitive. In this section, it's been endeavored to precede each of them separately. While we can introduce the model abstract and selective this is the explanation of special aspects of the reality. In figure 2, different attitudes of empowerment have been showed. Also to accustom with each of the empowerment attitudes, we introduce some models for each of them.
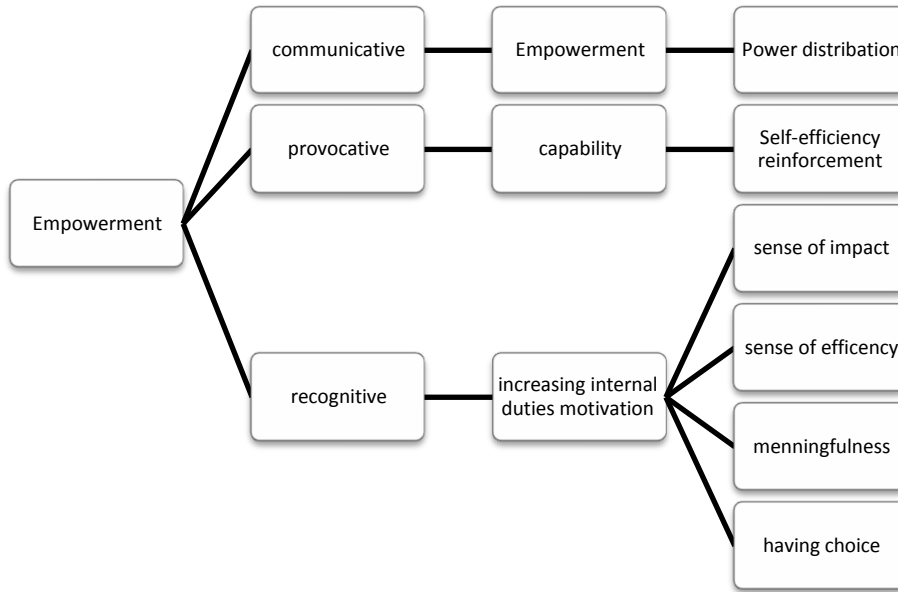
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Figure 2: different empowerment attitudes

Communicative Attitude
This attitude is known as an up to down and machinery process and express that personal power shows his pure dependent on Communicating with others (Spritzer, 1996). According to this viewpoint, empowerment is a process that a leader or director tries to share his power with his employees, since the power in organization is mostly revealed in legal personal authority framework, so empowerment means liberty submission. In (Barkes', 1985) idea, the purpose of empowerment is devoting power and liberty submission. Most of management theoreticians know empowerment equal to liberty submission and not focusing on decision making which is the result of emphasis in partnership management techniques, quality cycles, Self-managed teams and mutual goal setting.
For example some researchers have introduced empowerment as a sharing power process among staff and organization (Horrenkol *et al.,* 1999). So "empowering" is giving power or authority or give spiritual legal power. Because they have sizable and inevitable effect on cognition of employees and play important roles.
These Roles are
1-Making a common purpose
2-improvising employees feeling toward their empowerment
3- Emphasizing on employee's involvement & appreciating their role in helping organizations purpose.
4-focusing on strategies which encourage the team's freedom of decision making.
In fact, as Harary explains, empowerment is a tool for opening the employees hand to do what they think is better, without being afraid of being nix, & enjoys latitude by their employers (Horrenkol *et al.,* 1999).
Ford & Fottlers Model
In Ford and Fottlers model liberty of decision making is designed according to two dimensions of job content & job field. According to these two dimensions &their combination with deciding process, reaching to this model is possible. Job content contains duties & necessary procedures for doing a special job, but job field is vaster than this, and is relation with duties & exterior environment. As organizations include different careers & need appropriation of these careers with missions, the goals are big & practical organizational. These two dimensions could be portrayed in a figure (Figure 3).
Both dimensions of the figure contain the main steps of decision making process about job content & vertical dimension shows the raise in decision making authority about job field which is coincide with the growth in participating in deciding the combination of these two dimension is five points that is different from empowerment quality degree (Andrews *et al.,* 1996).
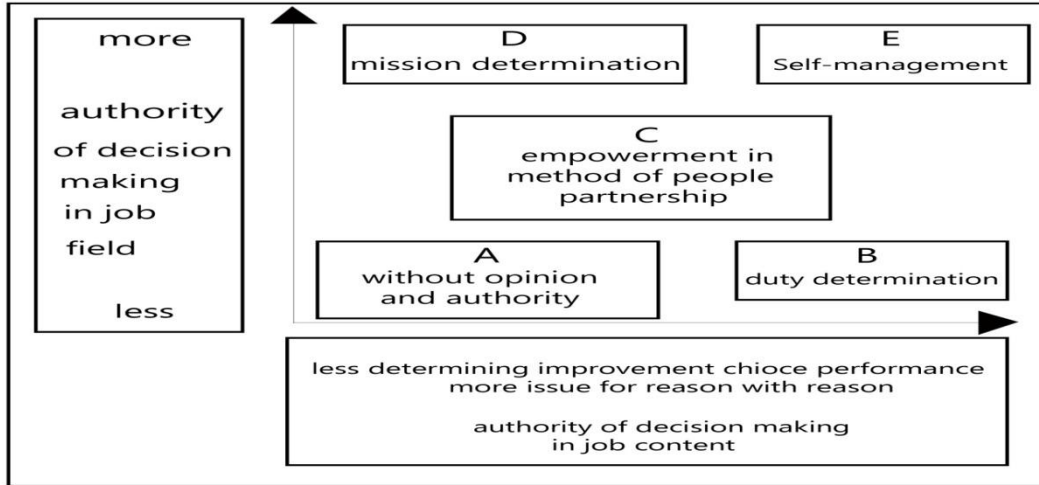
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Figure 3: Ford and Fettler's empowerment Pattern

Point A (Without Opinion and authority): it states traditional career such as montage line which the duties are done with a high degree a repetition and routine and there isn't liberty of decision making for individual.

Point B (duty determination): here the person has the full authority to decide about the way of doing the task, but doesn't have any authority in deciding about job filed. Base of most of the empowerment programs and new organization is this point.

Point C (partnership empowerment): it experiences a situation that the groups have problem, these groups have the authority to make a decision in both dimensions, but the limitation of their partnership is just about determining the issue, improving for reasons and assessing them. While the real choice of reasons is could cause job satisfaction and increase of profit.

Pont D (mission determination): isn't an unusual case in empowerment. And it is visible in power, here the power is in employer's job-Field determination not in job-content, for example, if it is asked from a team which is a member of a union to decide about this issue, that if their career would be done better or not? Their decision about exterior resource has great influence on organizations mission, but it doesn't effect on the work content which is determined by union's agreement.

Bowen and Lawler's Model
In Bowen and Lawler's Model, the access to the data plays an important role in decision making that cause empowerment.

These authorities express the elements of empowerment in four organizational parts:
1. Information about organizations performance.
2. Reward according to organizational performance.
3. Power of making effective decision for the good of organization.
4. Power of making effective decision for organizational performance.

The results a research shows that when there is empowerment, companies would introduce power, data, knowledge and reward in the organization and if one the element is zero then the empowerment would be zero (Bowen and Lawer, 1995).

Motivational Attitude
This attitude is formed based on motivation theory by McClland. He's divide the main managers' requirements into three groups:
1- Power necessity, 2 – Success necessity, 3- dependency necessity
McClland sees power requirement as the most important necessity for organizational purposes that people have desire to power and controlling others. This requirement creates a way to control and influence other. In fact, McClland knows power requirement as the most important need and power partnership as a

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motivational element for preparing the ground for empowerment. Each strategy which leads to empowerment of these two motives, cause the feeling of powerlessness and disability (Mohamadi, 2002). In this aspect, empowerment means Enabling. Enabling means creating necessary condition to raise the peoples motives in doing duties by improving their self – efficacy or reducing their sense of powerless.

Opposite to communicative attitude which its purpose is empowerment its strategy is to distribute the power, in motivation, attitude its purpose and strategy of empowerment is to reinforce self-efficacy.

Empowerment as a motivational construct with increasing self-efficacy in people, motivates them to mobilize motivation, recognition sources and necessary action to apply control the events in themselves. Against self-confidence which is self-assessment of personal abilities in all situations, self-efficacy is personal assessment of personal abilities for doing a special duty.

As Bandura has said, self- efficacy is the limit people think they possess necessary and skills for doing duty. Bandura explains in his theory of self-efficacy it is the most important motivational element an important role in personal duty performing accomplishment (Gist, 1992). He shows the relationship between self-efficacy and performance in this figure (Figure 1).
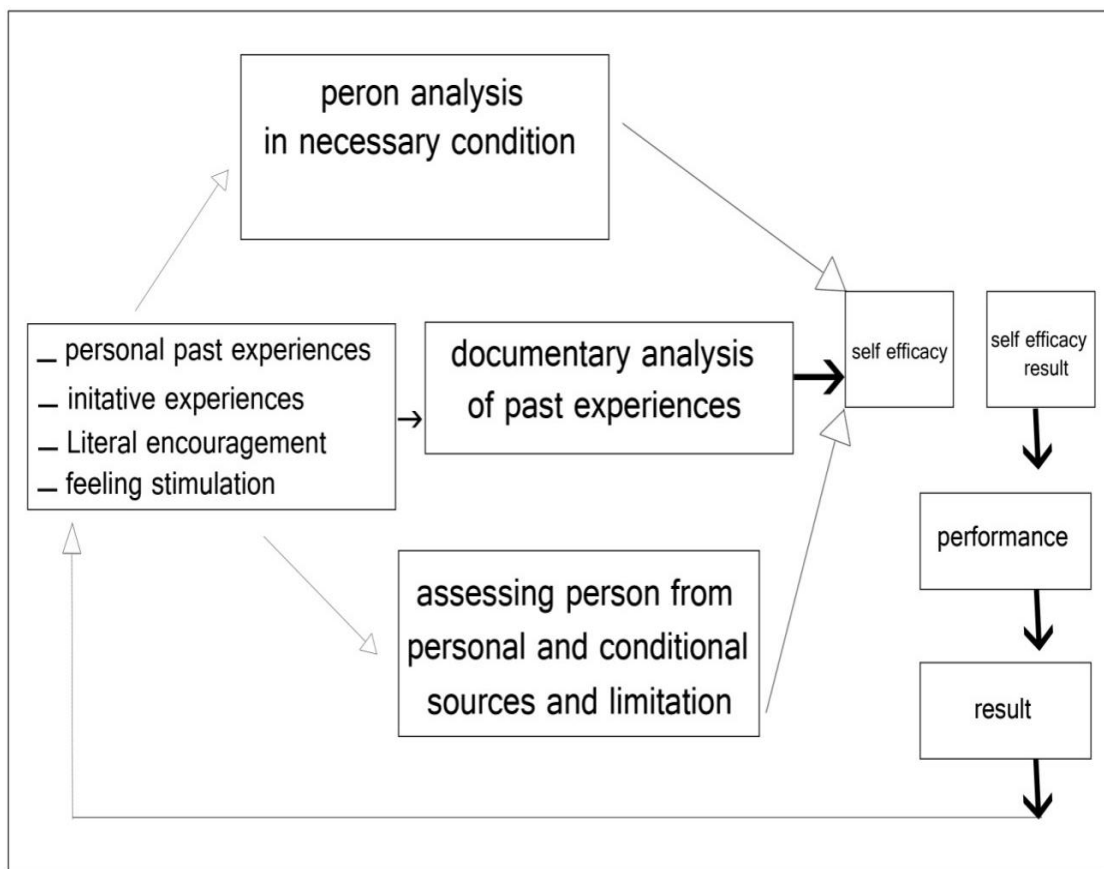

Figure 1: Relation patter of self-efficacy and performance, (Gist and Mitchell, 1992)

Cante sees organizations communication systems, networks formation inside the organization, availability resources and way of designing career as effective elements reducing self-efficacy. Bluk enumerates bureau critic situations. And autocratic styles by encouraging dependency, rejecting any opinion expressing, blind allegiance and meaningless organizational purpose compilation as a part of these factors, conger and Kanungo divide these effective factors on self-efficacy reduction, into 4 groups: rewarding system, career designing, organizational factors, and management and supervisor style (Conjer and Kanungo, 1988) (Figure 4).

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Organizational factors: Career designing:

- Main Organizations changes   - Lack of role clarity

- Rivalry pressure   - Lack of education

- Bureaucratic atmosphere   -Unreal aims

- Weak communicative systems   - Lack of authority and proper
  responsibility

- Focused resources   -Variety of low jobs

- Supervisors style   - Low partnership

- Authorization (high control)   -Lack of sources

- Lack of reason for performances and results   - High construction of rules

                                         - Lack of relationship with management

- **Rewarding system**   - Limited progress of chance

- Being absolute (desirable devotion source)

- Low values of incentives

- Lack of reward based on aptitudes

Figure 4: Effective factors on self-proficient reduction (source: conger and Kanungo, 1988)

Recognizing Attitude
Thomas and Velthouse in their article which is called recognition factor of empowerment in 1990 have focused on new dimension of power has different meaning. In legal expressions, it means power has different, also power may be for explaining qualification (capacity to do the task), which is the same as self- efficacy in Conger and Kanungos point of view. Moreover, power means energy, too. So empowerment means energizing. In figure 2, the relation between power and empowerment is show from different aspect (Mohamadi, 2003).
Because of created evolutions, such as universal rivalry, there is a research for a proper replacement for different types of management that persuades commitment, risk and innovation. They introduce empowerment as a process of increasing task intrinsic motivation by using this expression from their innovator, Brief and Alday, which is "work intrinsic Motivation".
In cognitional attitude, empowerments is introduced vastly as an intrinsic motivation manner in relation with career which contains 4 interior imaginations and is explanatory a people tendency through their career role. These intrinsic imaginations are:
1. Meaning fullness, 2. Competency 3. Effectiveness 4. Decision- making
Thomas and Velthouses Model
Thomas and Velthouses (1990) created a pattern by focusing on intrapersonal cognitive process for employee's empowerment (figure 5).
This pattern contains permanent cycle of environmental events, attitude and dutiful assessment. Environmental cycle give the person information about his behavior consequences and related events with his future his behavior.
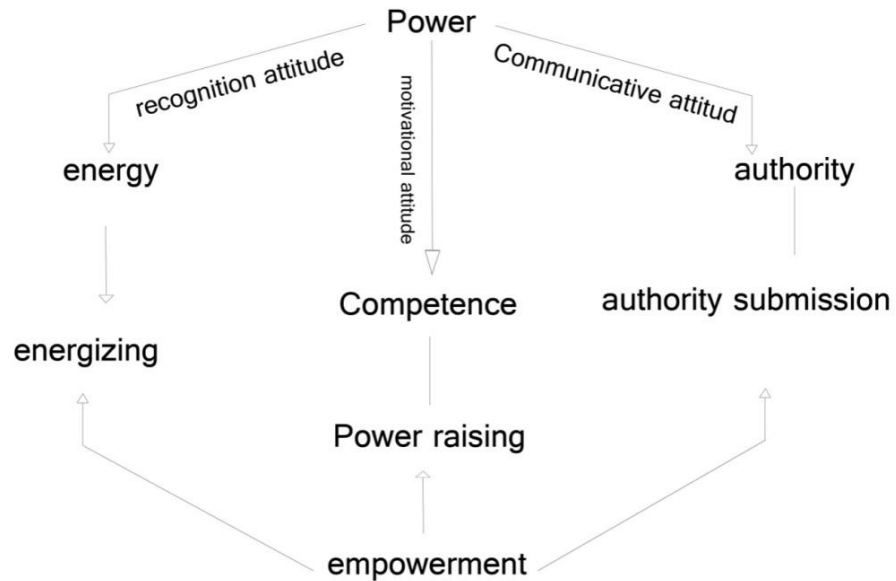

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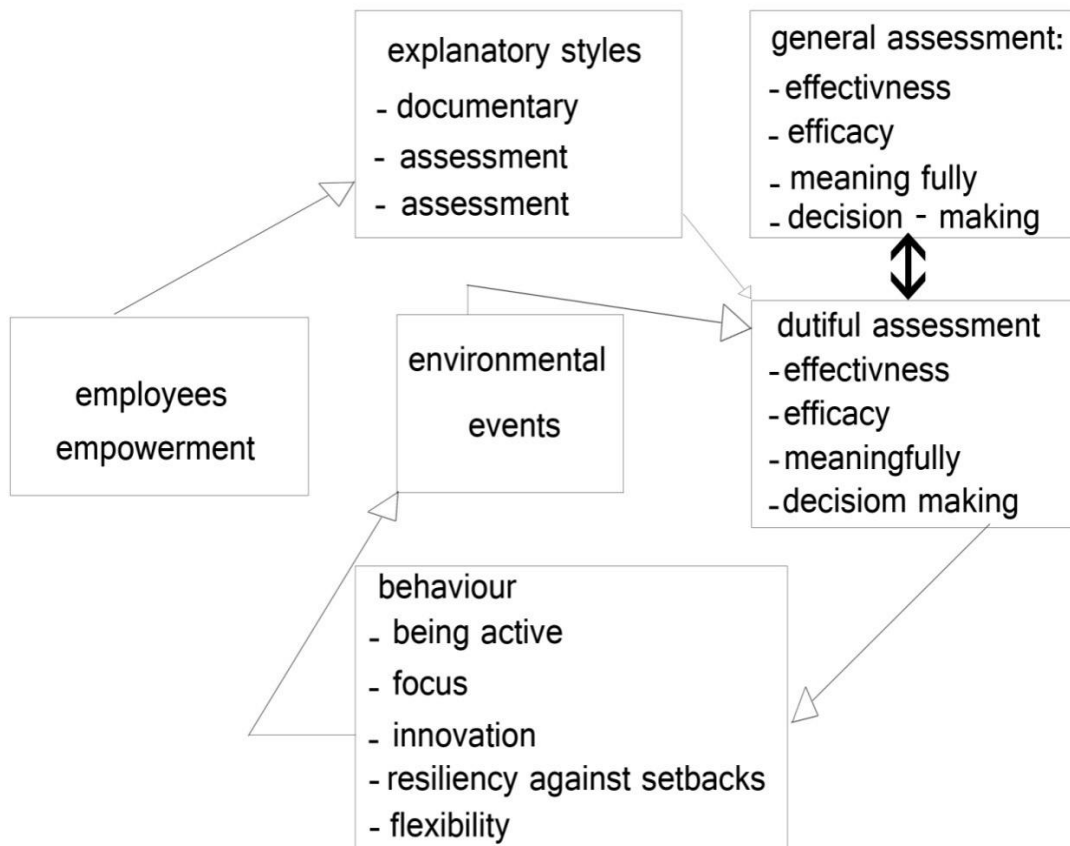**Figure 2: Relation between power and empowerment from different attitudes (Mohamadi, 2003)**

Figure 5: Thomas and Valthous (1990)

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So he can assess his current dutiful behavior according to quadruplet recognition by using this information which is, meaning fullness, competency, effectiveness and decision-making.

If the general of this assessment is signified of the influences of this positive attitude on one or some issue of quadruplet recognition, it will cause of intrinsic motivation in person accompanied with reinforcement and permanency of that manner. But as it's shown in the figure, dutiful assessment would be influenced by both environmental events and also general assessment and people's explanatory styles. General assessments are universalization believes from effectiveness, efficacy and meaningfully decision making. In opposed to dutiful assessments which are related to one task, general assessment is the explanation of person's quadruplet recognition of all duties a career. There is a presumption that general and specific assessment from each other. One the other hand, expository styles are the explanation of person's type of exposition process of events. For example, pessimistic style of assessment reveals that the possibility of failure in doing tasks in more than possibility of succeeding. Existence of this style in person would have negative effect on dutiful assessment of effectiveness, and cause reduction in person's struggle attending failure possibility.

Spritzer was looking for improving a powerful network of empowerment in job condition by focusing or recognition attitude. In his model, empowerment not as a result of a process but became of an effective factor in benefit of organization was been. So, empowerment has organizational performance which under influenced of society culture has the ability of performance improvement and organization effectiveness. Spritzer has tested quadruplet dimensions relationship of psychological empowerment of Thomas and Velthouse with empowerment and then studied the relationships between organizational and social factors in recognition empowerment (Spirtzer, 1995).
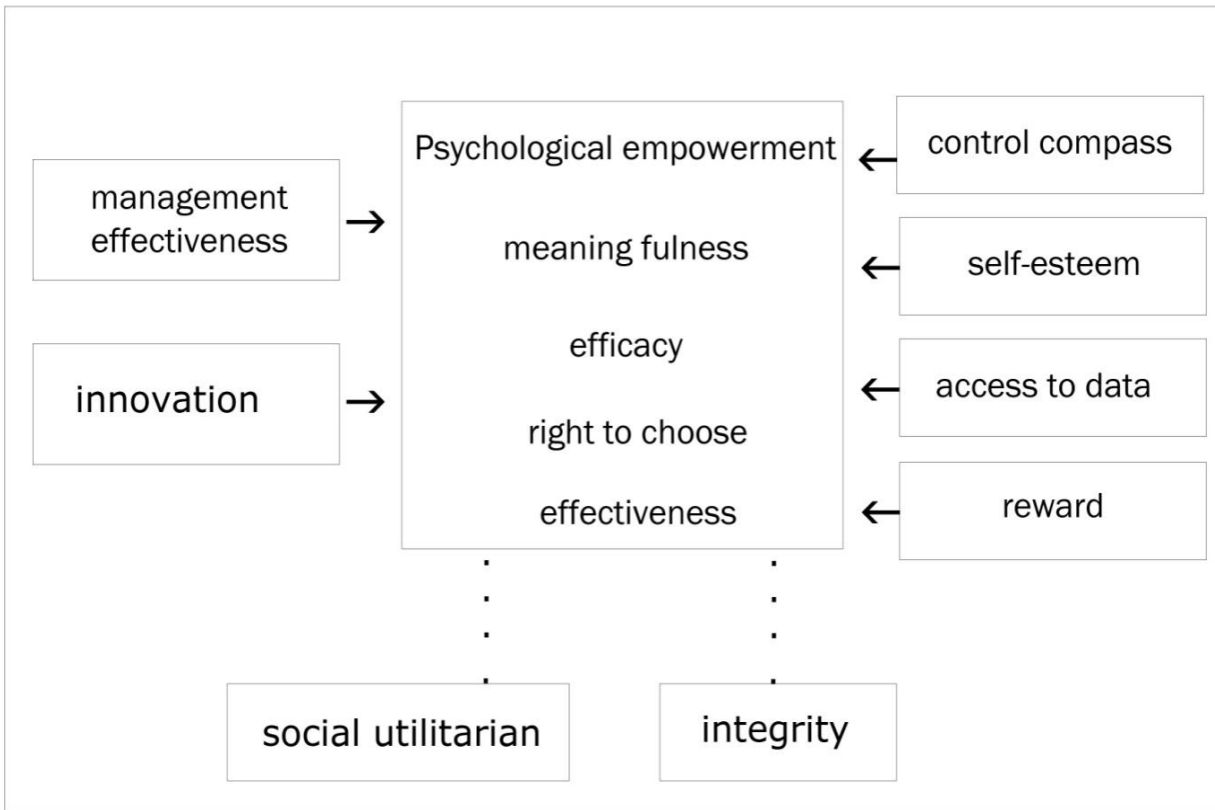

Figure 3: Spritzers empowerment pattern

Effective Factors on Empowerment
There are a lot of factors affecting empowerment which is explained here.

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Authority Submission

From communicative attitudes viewpoint, empowerment is a process that a leader or manager tries to share the power between his employees through that (Conjer and Kanunger, 1998).

As the power in organization is mostly in the person's legal authority framework, so empowerment means authority submission. In Kanters opinion, empowerment is based on authority devotion and responding (Kanter, 1983). Schoell and etas believe empowerment means devoting more power to employees to make decision with the need of superior official's confirmation (Schoell *et al.,* 1993).

Accessing Data

It was a long time that organizations used to perform based on Mushroom Theory of Management. According to this theory managers should keep their employees in darkness and serve them with meaningless information. But today, the relation between accessing data and empowerment is proved in university researches and in performance. In wicks opinion, accessing data will increase peoples understanding of complicated problems.

Nonak believed this, too, that exchanging data is an important part of personal independency.

Jane Smith expresses one of the effective factors in improving personal independency which is their participation in information.

They emphasizes that data makes decision and deciding easier. If we don't share data with employees, we couldn't expect them to take the responsibility, without having data; we can't decide and perform them. If we give a staff the information, we didn't help them, but we gave them responsibilities (Smith, 2000). By giving more data to – staffs, they feel this need in themselves that they should have an aim for working and struggling (Tubbs and Moss, 2000). Of course, the information should be given to staffs which cause increasing their performances, not information that causes their confusion.

Employees training contains a chronological order , persistence , and purposeful or with special aim work which is was for 3 intentions; creating or increasing knowledge level and employees knowledge, creating or increasing employees skill levels, creating a proper attitude with social permanent values. In fact, training is one of the main and logical ways to lead staffs talents be used, using imagination power and creation of thoughtful flexibility in employees (Esmaeeli, 2001). In Fishers point of view, empowerment is training other how to do the work that being less dependent on the manager. Tubbs and Moss believe, in empowerment don't need just to have authority, but they need enough training and budget important data, and then to be responsible for their decisions.

Method of Leadership

Skillful leadership style is essential part of creating an education circumstance for empowerment employees. Autocratic managers are never capable of empowering their employees because of traditional power point of view. They think. Employee's empowerment means giving power to a rival in a game with the score of zero which isn't logical at all. Against dictator managers, who are trying too hard to weaken their employees, capable managers work as a guide, supervisor, and a trainer. These many know well that empowerment and their success is in hand of their capability and accomplishment (Mohamadi, 2003). Jeffry Sun Field explains this issue: "A violinist after leaving the concert can do a lot of things, but a conductor just has the orchestra and can't do anything without them."

Leadership in management means influence process in staff in a way that causes their voluntary endeavor for gaining organization purposes. The role of leadership with providing ausfigureious and supporting background shows employees that they can comply with organization's aims, their needs and purposes by trying for realization, and reveal their intrinsic abilities. So, managers should have a proper understanding of given role to people, individuality and their personality different methods and patterns of management exist that leaders use these three main patterns; authoritarian and dictator leadership , partnership leadership , leadership methods base on liberty of choice.

In Tubbs and Moss idea, in empowerment employee's need not only the authority, but also they need enough training and budget and main information and to be responsible for their decisions and actions. Koneczak expresses 6 important factors in empowerment that if the managers show these factors in their behavior, employees could feel much more cognitive empowered.

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These factors are authority submission, responsibility, self- ruling deciding, data sharing, improving abilities and counseling for innovate performances (Koneczak and coworkers, 2000).

CONCLUSION
Summing- Up
In this article, empowerment and psychological empowerment concepts of employees in organization, the necessity of their empowerment and organization and employees empowerment have been preceded. Then dimension of employees psychological empowerment is explained based on spritzer (1992) and Mishra (1992) ; which are 1- efficacy, 2- having liberty , of choice , 3- being meaningful.
Trusting others. Also, effective factors on employee's empowerment are used in the organization.
The explained issues show the necessity of empowering employees , because this explains how we can reach an organization with long term and almost pervasive process with elements such as employees participation in information , creating self-authority with determining limitations and boundaries, replacing working teams with chronological and other element that while having high profit , mobility capability, and flexibility , its employees feel owning the organization and work with enthusiasm and pride.

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