The Relationship between Employees’ Empowerment with Organizational Change at the Red Crescent Society of North Khorasan

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ABSTRACT: The purpose of the present research was to investigate the relationship between employees’ empowerment and organizational change at the Red Crescent Society of North Khorasan. The research population consisted 110 employees of the Red Crescent Society of North Khorasan. According Morgan Table, there were selected 86 people as simple randomly. A questionnaire was used to collect data. Pearson correlation was used to analyze data. The results showed a positive significant relationship between employees’ empowerment and organizational change; in the other hand, there was a significant positive relationship between other elements of empowerment with organizational change.

Keywords: Employees’ empowerment, Organizational change, Red Crescent Society.

INTRODUCTION

Human resource is one of the key factors in economic, social and cultural development of each country and empowerment of human resource is one of the most important ways of achieving the desired objectives. Today, physical and technology capitals are not wealth of the modern organizations, but employees’ knowledge, skills and motivations will be wealth cornerstone of each organization (Abdullahi, 2006). Empowerment is the process of empowering people. In this process, we will help our employees to improve their self-esteem and prevail on their feelings of helplessness. In the sense, empowerment will lead to mobilize the inner motivations. Empowering staff is an essential management tool that can be used to guide human resources (Sajedi & Omidvar, 2007).

Empowerment is a process that provides conditions for empowering. Data will be analyzed in various aspects, objectives are clear, decisions are made in a defined framework and employees have high efficiency. Criterion of employees’ competence for promotion depends on their knowledge and ability. Empowerment has master leadership style and employees are encouraged to take risk by supporting (Aghayari, 2007). Lipit defines improving organization as follows: empowering operational processes and human forces in an organization to raise performance quality of various organizations in organizational system.

Organizational evolution is a planned effort across an organization that is controlled by that organization’s top management, and increases organizational effectiveness and health through planned programs of change in organizational processes using behavioral sciences (Poorkiani & Pirmoradi, 2008). Organizational evolution is an organizational process to understand evolution of all main organizational processes that may be created to perform a task or implement objectives. In other words, organizational evolution is a process to improve processes, and it is an objective that organizational evolution has followed it with 25-year old history. Evolution is an innate and spontaneous matter and it cannot be given to organizations. In other words, all organizations are changing always, but any evolution cannot be considered as recovery and change (Taslimi, 2001).

Empowerment will help managers to develop performance capacity, therefore, as human resources play a key role on developing (mission, objectives and policies) and organization’s strategies, and it is one of main pillars of growth and survival of the organization, we identified factors affecting empowerment of employees in Red Crescent society at
North Khorasan and studied their role to empower employees of the organization as an effective organization. Empowering employees cause increasing productivity that is main goal of management to achieve organizational objectives (Afjeh, 2001). Obviously, awareness of employees’ empowerment and organizational transformation can be led to create proper and favorable environment to improve methods, identify strengths and weaknesses, troubleshooting and improve future decisions. So the research was looking to answer the question whether there is a relationship between employees’ empowerment and organizational change at the Red Crescent Society of North Khorasan.

METHODOLOGY

The research was correlation type. Its population consisted 110 employees of the Red Crescent Society of North Khorasan. According Morgan Table, there were selected 86 people as simple randomly. Empowering and organizational change were independent and dependent variables respectively. In implementation phase of the research, after primary explanation about the purpose and measuring instrument of the test, there was described how to answer for the participants in detail. About ethical considerations, after obtaining letter of satisfaction and providing necessary information, they were ensured that the received information will be only used in this research and of will be kept from any misuse. The following questionnaires were used to measure the variables:

**Employees’ Empowerment Questionnaire:** Peterson (2004) has developed the questionnaire. It is scored based on the Likert range (1-5). The Cronbach’s alpha test has indicated 0.7 for its reliability. Meanwhile, it has powerful justifiability (Aghayari, 2008).

**Organizational Change Questionnaire:** The Organizational Change Questionnaire consisted 17 questions that each question is scored from 1 to 5, based on the Likert range. Professors and experts confirmed validity of the questionnaire. The Cronbach’s alpha was used to determine reliability of the questionnaire. After distributing 86 questionnaires among the population, statistical data represented 0.86 and 0.93 for the empowerment and organizational change respectively. It indicates appropriate reliability of the measurement tools. The Pearson Correlation Test was used for data analysis. The significance level was p <0.05 for all analyzes.

RESULTS

Smirnov-Colmogrov Test showed normal data distribution (p> 0.05). The Pearson Correlation Test was used to examine the relationship between empowerment with organizational change and its components. Table 1 shows the findings. The results showed that there is a positive significant relationship between employees’ empowerment with organizational change, between managers’ dominate with organizational change, between consult with employees with organizational change and between employees’ participation with organizational change. There is also found a significant relationship between give authorities with organizational change in the Red Crescent Society in North Khorasan (Table 1).

<table>
<thead>
<tr>
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<th>Employees’ empowerment</th>
<th>Managers’ dominate</th>
<th>Consult with employees</th>
<th>Employees’ participation</th>
<th>Give authorities</th>
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</thead>
<tbody>
<tr>
<td>Organizational change</td>
<td>r: 0.504*</td>
<td>0.514*</td>
<td>0.478*</td>
<td>0.335*</td>
<td>0.509*</td>
</tr>
<tr>
<td>p</td>
<td>0.000</td>
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Significant difference in p< 0.05.

DISCUSSION AND CONCLUSION

The purpose of the research was to examine the relationship between employees’ empowerment with organizational change in the Red Crescent Society of North Khorasan. The results showed that there is a positive significant relationship between employees’ empowerment with organizational change and its all components. To explain the finding, it can be said that human being, as a fundamental pillar of organizational development, plays an important and crucial role in context of group and organizational activities.

Today, development of organizations depends on correct using human resources. By considering human as a complex element in the organizations, theorists of management science consider human factor as and the most important element to maintain and survive organizations. They have paid increasing attention to human resources as a powerful tool in organizational change. Empowering human resources is a very efficient tool based on change attitude of management, such that organizations can take rapid steps toward development and growth by using it. Since human is center of organizational changes, level of human resources should be improved to achieve an acceptable level of organizational development. They should be developed internally, which it is possible through strategies such as
improving meritocracy system, system of career development, job enrichment system, cooperation system, system of human resources’ rehabilitation, rational behavior system and creating philosophical mentality. Participation of employees and their empowerment are new technologies to release human potential and capacity in organizations that include four key elements: power, information, knowledge and skill, and bonuses. Management skills’ factor mobilizes all management employees to new ways of solving complex problems and hidden defaults. Factor of team-making suggests new culture and skills inside work units. Leadership and management skills can help improving possibility of accepting changes. It is important that such a behavior begins at this stage of change process. If there is seen a lot of resistance, management creates opportunity to flexible programs.

At this stage, leadership behavior begins by using variety of information sources to change general objectives to specific ones. It can be directly analyzed by the influenced sector in the organization. It should aware about changes to prepare groups and individuals and ensure that every member of the organization trust it. Due to the reasons and actions, conflict, ignorance or fear will be disappeared or lost. By using their skills, leaders take the best action with staff to commit and support changes. In this way, they can contribute the best impact and create dynamics organizational culture to help achieving organizational objectives and missions. Administrative focus shows its effects as innovation reduction, lack of participation, loss of the human force, and finally, creating obstacles to fast economic and social growth. Participation in different frameworks causes emerging employees’ latent talents and innovation in working environment including proposal system, quality control administrations etc. Giving advisory roles to people in organization motivates their usefulness feeling and try toward strengthening professional awareness.

It guides employees’ power toward achieving organization’s objectives and increase the organization’s commitment to meet the considered duties. As a result, organization and society will be developed faster economically and socially. Implementing participation-empowerment model is one of the most important principles of organizational change. Participation in organization development programs is not for elites or high-level persons of organization, but it should be widely spread throughout organization. Developing participation and empowerment is one of main objectives and values of organizational change. Participation is a powerful elixir that improves individual and organizational performance considerably. Empowering requires giving power to people.

Authorizing individuals to participate, make decisions, express ideas, influence and responsibility ascertain it. For this reason, participation is an effective form of empowerment. Participation increases empowerment and in turn, empowerment improve individual’s performance and health. In organizational change field, change programs are carefully designed to increase involvement and participation of organization’s leaders and members. Empowerment is main line of organizational change. Managers carry out several tasks such as planning, organizing, budgeting, control etc. They usually give the above tasks to others. Some managers give organizational change to subordinates, while change is not like other duties that may be assigned others. It is a duty within other tasks. The only task that managers cannot give is change and improvement program.

Managers should themselves involve in improvement and evolution programs. Managers interested evolution must know that they should be involved in their organization’s development and not give this task to others. The fact is that others cannot change system or perform beyond it, only management can do this. Accordingly, general policy is determined on priority of organization, but decision-making can be given in subordinates. Objectives are determined after consultation on organization head. It can be seen that people feel more responsibility and will have adequate motivation to improve their performance and even their own service area, based on the method and their involvement in process of decision-making.

REFERENCES