IDENTIFYING THE EFFECTIVE FACTORS ON EMPOWERING THE EMPLOYEES OF DEFENSE INDUSTRIES ORGANIZATION AND ANALYZING EMPLOYEES’ EMPOWERMENT GAP

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ABSTRACT

The traditional motivation methods were suitable for those organizations which were in need of employees’ hand work, however because of the dynamic and complexity of current competitive environment, organizations requirement is increased for attitude and creativity force of employees. Therefore identifying new methods of motivation in employees with aim of maintaining and enforcing the competitive dominance is a necessity. Current research focuses on analyzing effective factors on employees' empowering and it introduces some solutions to improve this empowerment in defense industries organization. In turn, besides describing the solutions, the effective factors and dimensions, different empowerment ways will also be investigated. In this research authority submission, group making, independency, providing information and cooperative management in decision making will be assessed as the main empowerment methods which meanwhile, research results confirm what is stated above. On one hand, by performing gap analysis on these aspects, we analyze their status on concerned organization, more carefully. Finally, by utilizing achieved results some suggestions are made toward empowering the employees.

Keywords: empowerment, authority submission, Cooperative management, Suggestions system.

INTRODUCTION

Current organizations face too much ambiguity and complexity and change is considered as an inventible necessity. Modern organizations should have special features such as being customer-oriented, high reflexive, transparent, continually improved in order to survive. In recent years,
much research is published about empowerment which indicates our country scientific focus on topic of employees' empowerment.

Management based on employees' empowerment requires sufficient and effective usage of human force empowerment keys. Studying empowerment is a fundamental basis in organizations management. Obviously, empowerment helps in identifying main and necessary management skills in organization and also in using them in practice in order to find human and system solution to solve individual problems in organizations and also solve management problems.

Therefore, empowerment could be considered as an effective and pioneer technology which both creates guide preference for organizations and creates opportunity for employees. Given this, current managers must look for progressing solutions for development and also they must eliminate problems using less resource and less time and on the other hand, needs of employees are ownership feeling, cooperation, self-belief and the possibility of growth and improvement. In turn, empowerment is a method to utilize all human resource's capacities of an organization and it is the most challenging program an organization could implement and realizing it requires program, effort and patience. Empowerment allows managers to utilize the wisdom, skill, experience and motivation of organization individuals.

Problem Representation:

Current period of human life is concurrent with marvelous evolutions and transformations. Organizations must prepare themselves to face great evolutions; otherwise they will be emitted from competitive world circle. What is meant by this preparing is not technological and equipment preparedness but managers should prepare employees' and organization's main capitals. Generally, infrastructure of each organization is created by employees in their knowledge, skill and motivation frame. Having such a wealth is magnificent because in next decades the main reference of competitive dominance will not have any roots in technology but it has its roots in invention, creativity, commitment and empowering work force. When face future challenges, organizations in order to achieve high rate of utilization must attract protection, cooperation and commitment of their employees. Unfortunately, although some scholars believe that human force is the most important factor in utilization of organization, many organizations neglect this and believe that their lives lies in achieving new technology or more financial resource.

Success of companies such as Boeing, General Electric and Chrysler shows that empowerment programs play an important role in utilizing human force of these organizations. Therefore, it is necessary that our organizations consider their situations and goodness, identify suitable solutions in order to nurture powerful human force and mobilize all their facilities.
TOPIC NECESSITY AND IMPORTANCE

Empowerment is a management idea which recently has achieved special attentions and this is because of effects that could have on organization effectiveness. It is obvious that using empowerment in organization affects different aspects such as work activities.

Organizations are threatened both in inside and outside. From the outside severe competition in world level, unbelievable fast changes, new demands for better quality and service, require the organization fast responsiveness.

In inside aspect, employees feel that they are not behaved honestly, they get disappointed and hopeless and the organization continuously expects more and the rules of organization always change and this is while employees are looking for significant work and they want more transparency and honesty in order to achieve more efflorescence in their job. In these situations, organization must adapt itself with this status, grow and learn new ways to organize its work more suitable and this way, employees could trust their responsibilities and commitments much more.

What is most important is the management role. Manager is under pressure of new demands of outside and topside of the organization and he/she must make a group to do some specific works and this way, organization could do its task, suitably.

Sanji also emphasizes that empowerment is the newest industrial tool against inside and outside and even international threats and it gives decision making power to employees as a tool for that employees could perform better. Job enrichment concept through vertical deepening the job and managerial actions such as authority submission has a long history. But recently, researchers such as Canter put forward this attitude as employees' empowerment in order to transport the power in the organization, Benis and Nanus, Baluk, Burk and Kungler Nelson put it as cooperating the followers in leadership and finally Thomas and Veltus put it as increasing the internal motivation.

LITERATURE

Empowerment could be considered as a management style in which managers and employees are invited to engage more in work processes through intervening them in decision making process. Before it would be become common in management, this word was used by related fields of politic science, social science, feminist theory and also in auxiliary blocks to third world countries. The authors of these fields use above term as "bringing required tool and means for people in a way could be acceptable for them and be used for their goodness" (Nigel, 1995). And in management, empowerment history refers to industrial democracy and intervention of
employees in organization decision making under topic of team making, cooperation and comprehensive quality management. And the last changes on this topic are called "employees empowerment".

Nowadays, empowerment is used as a concept of improving the usage method of organization from people.

The most obvious root of empowerment is in Daglas Mc Garegur book "Organization human face". Also, it is emanates in experiences such as Y leadership, Democratic theory description, cooperation management, quality circles and employees’ engagement.

In organization literature, it is the result of scholars work such as Canger and Cananglu, Thomas and Velturs and especially Spritz. Spritz analyze the psychology empowerment aspects in work place and provides a model in which creates the effective factors in empowerment and their consequences.

Sanji expresses that true nature and the reality of empowerment could be better understand by using various scholar views such as employees' perceptions and views and by concentrating on different effects of empowerment on employees' mental status. If employees could really experience empowerment, expected results will increase more than empowerment. Feeling and non-feeling of empowerment in a single employee depends on many factors such as managers real behaviors (Sanji, 2001).

REQUIRED CHANGES FOR EMPOWERMENT

Empowerment requires fast and multi-aspect changes in individuals thinking, organization structure and environment and management thinking, which each one will be interpreted:

1.1. Change in individuals' attitude:

People could act by gaining skill without direct attendance. In this level the analysis power of employees is increased and they could find answer and solutions for their questions and problems. Also, individual is capable to modify his/her behavior in new situation and be responsive for his/her functions and decisions. In order to empower, we should change disable people attitude to capable people.

Generally, change in people attitude is done in two ways: 1) The individual attempt, 2) Group role.
1.2. Change of organizations' structure:

Organizations' structure must change from pyramid shape to circle. Pyramid structure was invented by Chinese since two thousand years ago. From early 1980s-90s organizations changed their structure from pyramid shape based on severe control and minimum mental activity of employees to a new organizational structure in which employees are engaged completely that is called circle or net organization. Some characteristics of these organizations which are related to individuals' need are as follow:

1. Individuals coordinate with each other to perform what is necessary.
2. Individuals participate in responsibilities, skills, authority and control.
3. Management power originates from his authority on others and not from his rank.
4. People are expected to manage themselves and be responsive about all organization.
5. Main work of managers is to give power, communication and force to team members.

4.3 Changing the environment and management attitude:

Powerful work environment is an environment in which employees are the main propulsion. This environment provides the empowerment of potential capacities for utilization from human capability origin. Generally, organization environment in order to bring employees' empowerment must have following characteristics:

1. Innovation: it means that organization environment must accept innovative people and encourages them to walk in new paths and accept logical risks against logical costs.
2. Information access: It means that employees must have access to large part of information and they must choose required information for their work.
3. Responsibility: It means that empowered employees must be responsible about their behavior and results with are agreed about them.

Manager attitude change is great like empowerment, that is, in this level managers take on the capability of creating general programs of organization and who to do them and who is going to do them.

EMPOWERMENT SOLUTIONS

Queen and Spritz (1997) express that empowerment is a complex concept and it has different meanings for different individuals. They have identified two different solutions for empowerment.
1. *Mechanic solution:*

Based on this view, empowerment means authority and power submission to low level employees. Empowerment is a process during which senior management creates a clear vision and plans distinct programs and tasks to reach them.

He also prepares required information and resource for employees and he lets them perform procedural changes and process modifications, if necessary. In this solution, results are more under control of management and the facilitation and clarifying of work and tasks are emphasized. Shortly, empowerment means decision making in a given boundary and its implicit solutions are as follow:

a. It begins from senior management.
b. Organizational missions, views, and values are clearly defined.
c. Tasks, roles, and rewards are clarified.
d. Responsibilities are submitted.
e. Employees are responsive against results.

According to this view, empowerment is a process during which leader or managers shares his/her power with followers.

2. *Organic solution (base model for this research):*

According to this solution, empowerment means risk taking is the growth and change and also trust in employees and stand their mistakes. According to Queen and Spritz (1997) existence organizational structures prevent "doing the right think". They assume that capable employees have their mistakes but these mistakes shout not be punished. Capable employees must request forgiveness and not facilitating. They must be entrepreneur and risk taking and they should have ownership feeling about organization. They must reveal and solve the confictions. Shortly, in this view empowerment is defined as the risk taking process and personal growth. Implicit solutions are as follow:

a. Begin empowerment in low level of organization by understanding their needs.
b. Make the capable behavior as an ideal.
c. Create teams to encourage cooperative behavior.
d. Define risk taking.
e. Trust employees to perform the tasks
According to this solution, empowerment is defined based on individual beliefs. After all, according to this view capable people have four shared features as follow:

- Capable individuals feel that they are autonomic.
- Capable individuals feel that they are significant.
- Capable individuals feel that they are suitable.
- Capable individuals feel that they are effective.

Above four aspects are not managerial actions but reflecting employees' experiences or experiences about their roles in organization. Therefore, empowerment is not what management performs for employees but it the employees' attitude about their roles in organization (Queen and Sprints, 1997).

Conger and Canonger (1998) call this view as a motivational solution and they write that in psychology literature, power is used as motivation state or internal expectation. For example, people need power and power points to internal motivation for affecting and authority on others. When people accept that they have power or when they believe that they can control other people or when they believe that they are not capable of managing and controlling social and mental demands, their power need will be eliminated.

Thomas and Veltus (1990) have defined empowerment based on recognition variables which determine the motivation in employees and they believe that empowerment is a multifaceted topic and consider it as the increasing internal motivation of tasks which includes effectiveness, suitability, significantness and right of choose.

Veten and Cameron (1998) besides emphasizing on multifaceted feature of empowerment and emphasizing on mentioned aspects, they add the trust aspect to this too.

Employees' empowerment solutions:
TABLE 1 : EMPLOYEES’ EMPOWERMENT SOLUTIONS

<table>
<thead>
<tr>
<th>Ways</th>
<th>Goals</th>
<th>Solution</th>
<th>Scholars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanical</td>
<td>Empowering the employees</td>
<td>Submitting power to followers</td>
<td>Fuy 1997, Belanchard et al 1996, Shul 1994</td>
</tr>
<tr>
<td>Organic</td>
<td>Motivational</td>
<td>Increasing employees' motivation</td>
<td>Cangru and Canangu 1998</td>
</tr>
<tr>
<td>Recognition</td>
<td>Increasing internal motivation</td>
<td>Suitability feeling</td>
<td>Thomas and Veltus 1990</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Significantness feeling</td>
<td>Spritz 1995</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Effectiveness feeling</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Autonomy feeling</td>
<td>Veten and Cameron 1998</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trust feeling</td>
<td></td>
</tr>
</tbody>
</table>

RESEARCH HYPOTHESES

1. Main hypothesis:

There exist a significant relationship among management factors and categories affecting on employees' empowerment and role variables and managers stand.

2. Sub-hypotheses:

1. There is a significant relationship among category of bringing information as a management category of employee's empowerment and managers' role and stand variables.
2. There is a significant relationship among cooperative management category and managers' stand and role categories.
3. There is a significant relationship among authority submitting and managers' stand and role categories.
4. There is a significant relationship among group making category and managers' stand and role categories.
5. There is a significant relationship among independency category and managers' stand and role categories.

RESEARCH VARIABLES

Research variables are:

A) Dependent variable: empowerment
B) Independent variables: authority submitting, reward based on function, cooperative management, suggestion system, work teams.

1. Empowerment:

It is redistributing the power inside an organization in order to make capable the people to do their tasks more effectively (Joan E. Quinn, 2004).

It is the process of mental growth and human resource skills in order to be used sufficiently and effectively in organization environment (Wire and Mason, 1999).

It is sharing the power and information with lower levels, delivering the decision to the lowest level where a suitable decision could be make. Empowerment has different levels. Empowerment helps job satisfaction (Joan E. Quinn, 2004).

Wilson also considers empowerment as the inter-minds nature of employees and supervisors. According to him, empowerment is a mixture of followers' recognition states which are affected by empowerment behavior of supervisors (Wilson, 1995).

Somewhere else, empowerment is a term that refers to some kind of organizational orders which lead to more independence and decision making power and responsibility of employees. (HUCYNESKI & BUCHANAN, 2001)

2. Authority submitting:

It is a process in which managers give the decision making choice to their followers and make obvious required actions in a section. (Helrgl and Slukum, 1996)

3. Cooperative management:
It is some kind of management which emphasizes on industrial democracy, employees' active participation in organization's department and also on importance of human communication in work environment. (Stat, 1991)

4. Autonomic work teams:

These teams are capable to make decision in field of programming, performing and evaluation of their routine works (Helrgl and Slukum, 1996).

RESEARCH METHOD

Current research is field research that in its framework, research literature are created and related topics are adjusted and current research is functional in goal points of view and it is survey descriptive kind in point of view of information collection.

Research statistical population is 205 individuals of defense industries organization’s employees with under diploma, diploma, undergraduate, B.A, and M.A degrees and 15 managements with B.A and M.A degrees. Data collection tool is by questionnaire. Above questionnaire was distributed among statistic sample (employees and managers) in order to collect the statistic data and the entire distributed questionnaires (110) were collected and extracted data were analyzed by SPSS software by statistic techniques. In the following we could calculate the five aspects by scholars' ideas and we also could provide better view.

1. Research domain:

Research domain is defense industries organization and research time is from October 2011 to February 2001.

2. Questionnaire fluency:

One of the most important aspects of each research is its measuring tool suitability. Because required information and data for analyzing the final result is achieved by measuring tool. Measuring tool in this research is questionnaire.

Fluency determines that used tool to how far measure the intended concept. Fluency tells us if we measure the real concept or not?

In order to measure the fluency of questionnaire method of referring to reporter is used.
3. Questionnaire endurance or reliability:

Reliability means that measuring tool to how far yield same results in same conditions.

The meaning of the questionnaire reliability is results’ compatibility. The more compatible the results are, the more perpetuity the questionnaire would be. Perpetuity means that measuring tool in same conditions how far yields same results. Different methods are used to calculate the perpetuity factors which are: re-implementation, parallel method, sing method, Kudr-Richardson method and Cronbach alpha.

As you see in following tables after analyzing the perpetuity of questionnaire using Cronbach alpha we had 0.921 which shows the high perpetuity of questionnaire.

<table>
<thead>
<tr>
<th>TABLE 2: CASE PROCESSING SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Valid</td>
</tr>
<tr>
<td>Valid</td>
</tr>
<tr>
<td>Excluded</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

| TABLE 3: RELIABILITY STATISTICS |
Cronbach's Alpha

<table>
<thead>
<tr>
<th></th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.921</td>
<td>28</td>
</tr>
</tbody>
</table>

1. Results analysis:

In this section we first collect respondents’ ideas about 5 aspects in empowerment including providing information, cooperative management, authority submission, group making and independency and we analyze their correlation with 5 intended aspects in order to analyze manager's role and stand which are:

1. Clearance of goals and mega solutions of organization
2. Function continuous performance management
3. Existence of behavioral samples in organization
4. Compatibility among organizational goals and employees' individual values
5. Acceptance of managers among employees.

2. Correlation analysis:

We used Pearson correlation in order to analyze correlation among topics:

<table>
<thead>
<tr>
<th></th>
<th>information</th>
<th>participatory</th>
<th>authority</th>
<th>group</th>
<th>independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.496**</td>
<td>.371**</td>
<td>.404**</td>
<td>.418**</td>
<td>.430**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>111</td>
<td>111</td>
<td>111</td>
<td>111</td>
<td>111</td>
</tr>
</tbody>
</table>
As you see correlations among empowerment five aspects with clearance of goals and solutions are significant and they are between 0.371 to 0.496 which all are average and higher than average.

The most correlation is seen between clearance of goals and solutions with providing information and independence which shows that if employees have enough independency and they have suitable information, organization goals and mega solutions will be more obvious for them and this facilitates reaching the goals.

### TABLE 5: CORRELATION ANALYSIS BETWEEN ALL FIVE ASPECTS OF EMPOWERMENT WITH CONTINUOUS PERFORMANCE MANAGEMENT

<table>
<thead>
<tr>
<th></th>
<th>participation</th>
<th>authority</th>
<th>group</th>
<th>independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>performance Pearson Correlation</td>
<td>.477**</td>
<td>.402**</td>
<td>.418**</td>
<td>.424**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>111</td>
<td>111</td>
<td>111</td>
<td>111</td>
</tr>
</tbody>
</table>

As you see from above table, correlation has significant function between all five aspects of empowerment with continuous performance management aspect and the numbers are higher than 0.402 and they are in average to high.

In this research, providing information, independence, and group making aspects have the strongest correlation and they have the most effect on continuous management.
TABLE 6: CORRELATION ANALYSIS BETWEEN FIVE ASPECTS OF EMPLOYEES’ EMPOWERMENT AND BEHAVIORAL SAMPLES IN ORGANIZATION

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>information</td>
<td>participatory</td>
<td>authority</td>
</tr>
<tr>
<td></td>
<td>.506**</td>
<td>.495**</td>
<td>.297**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>111</td>
<td>111</td>
<td>111</td>
</tr>
</tbody>
</table>

In above table correlation between behavioral samples in organization and five aspects of employees’ empowerment are analyzed and all the relationships are significant. In this aspect except authority submission which has a weak relationship with behavioral samples, correlation has high level in other aspects and especially group making, independence and providing information have more correlation with behavioral samples with their correlation coefficients are 0.633, 0.516, and 0.506, respectively.

TABLE 7: CORRELATION ANALYSIS BETWEEN FIVE ASPECTS OF EMPLOYEES’ EMPOWERMENT WITH ORGANIZATIONAL GOALS AND INDIVIDUAL VALUES

<table>
<thead>
<tr>
<th>Values</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>information</td>
<td>participatory</td>
<td>authority</td>
</tr>
<tr>
<td></td>
<td>.481**</td>
<td>.636**</td>
<td>.171</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.072</td>
</tr>
<tr>
<td></td>
<td>111</td>
<td>111</td>
<td>111</td>
</tr>
</tbody>
</table>

In compatibility aspect between organizational goals and individual values, the relationship between authority submitting is not significant and this shows that authority submitting to employees couldn't lead to compatibility between organizational goals and individual values. But correlation in other four aspects is significant and its amount is high especially in cooperative management (0.636) and group making (0.515).
In relationship analysis between acceptance of managers by employees and five aspects of employees’ empowerment we see that group making aspect and independence don't have significant relationship and the relationship between the other three aspects is low and it is between 0.22 and 0.277 which shows that employees' empowerment and its different aspects can not have suitable relationship with managers’ acceptance which this needs the further researchers' analyses.

8.1. **Regression analysis:**

In this part of research the effect of empowerment five aspects on managers' role and stand is analyzed by regression analysis and we analyzed the research model.

**TABLE 9: VARIABLES ENTERED / REMOVED**

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>independence, information, authority, group, participatory</td>
<td></td>
<td>Enter</td>
</tr>
</tbody>
</table>
As we see from above table, all five aspects are analyzed and we used (Enter) in simultaneous regression method so we can analyze all the research variables and this way we could have the most effect. Although in this method, R and F values are decreased a little but a more comprehensive view is obtained.

Above table shows the summary of regression model of the research in which 0.69 values show the strong correlation between independent and dependent variables. R Square value is 0.476 which shows that about 47.6 percent of managers' role and stand is related to five aspects related to employees' empowerment.
TABLE 11: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>19.015</td>
<td>5</td>
<td>3.803</td>
<td>19.111</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>20.895</td>
<td>105</td>
<td>.199</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>39.910</td>
<td>110</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), independence, information, authority, group, participatory

b. Dependent Variable: Manager Role

In above table considering to significant F test value in significant level lower than 0.01 we can conclude that regression model consisted of five independent variables and one dependent variable and independent variables could create the managers' role and stand.

TABLE 12: COEFFICIENTS

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Zero-order</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.864</td>
<td>.238</td>
</tr>
<tr>
<td></td>
<td>information</td>
<td>.318</td>
<td>.087</td>
</tr>
<tr>
<td></td>
<td>participatory</td>
<td>.114</td>
<td>.082</td>
</tr>
<tr>
<td></td>
<td>authority</td>
<td>.045</td>
<td>.086</td>
</tr>
<tr>
<td></td>
<td>group</td>
<td>.219</td>
<td>.070</td>
</tr>
<tr>
<td></td>
<td>independence</td>
<td>.082</td>
<td>.080</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Manager Role
In this regression model we see that effect of providing information and group making on managers' role and stand is significant but the effect of other variables because of their error level (>0.05) is not significant.

On the other hand, with Beta analysis we find out that information variable with 0.321, group making 0.298 and cooperative management with 0.134 have the most effect on managers' role and stand.

8.2. Gap analysis of empowerment aspects:

In this section we first provide the average values of employees' ideas about the five aspects:

**TABLE 13: AVERAGE VALUES**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Average Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing information</td>
<td>2.59009</td>
</tr>
<tr>
<td>Cooperative management</td>
<td>2.22673</td>
</tr>
<tr>
<td>Authority submission</td>
<td>2.78829</td>
</tr>
<tr>
<td>Group making</td>
<td>2.01261</td>
</tr>
<tr>
<td>Independence</td>
<td>2.48874</td>
</tr>
</tbody>
</table>

As you see in first glance it is appeared that authority submitting aspect has the most suitable conditions for the organization and this variable follows by information and independence variables. In order to spread our knowledge we took the ideas of organization professional and obtained the suitable state of aspects.
TABLE 14: IDEAS OF ORGANIZATION PROFESSIONAL

<table>
<thead>
<tr>
<th>Providing information</th>
<th>4.11538</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative management</td>
<td>4.06410</td>
</tr>
<tr>
<td>Authority submission</td>
<td>3.86538</td>
</tr>
<tr>
<td>Group making</td>
<td>3.92308</td>
</tr>
<tr>
<td>Independence</td>
<td>3.80769</td>
</tr>
</tbody>
</table>

In above table you see that the most important aspect for the organization is information variable and it follows by cooperative management and after that there are group making and authority variables and ultimately there is independence.

In the following we analyze each aspect and we obtained the current gap between suitable state and current state which is as follow:

TABLE 15: GAP ANALYSIS

<table>
<thead>
<tr>
<th>Providing information</th>
<th>-1.52529</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative management</td>
<td>-1.83737</td>
</tr>
<tr>
<td>Authority submission</td>
<td>-1.07709</td>
</tr>
<tr>
<td>Group making</td>
<td>-1.91047</td>
</tr>
<tr>
<td>Independence</td>
<td>-1.31895</td>
</tr>
</tbody>
</table>

The first point about these gaps is that the organization distance with the suitable condition is too much. Meanwhile, these least gaps are between authority and independence variables which have better condition than others and group making and cooperative management have the worst condition.

As we see analyzing the situation solely by using current status could not give us a good view but by gathering this information with suitable situation we find out that in the real situation in what condition we are and how much capital should we have on each category.
We provide the following picture in order to give better view of conditions which shows we have to perform many activities to reach to the suitable situation.

CONCLUSION

Analyses related to this regression model showed that two major aspect of employees' empowerment are information and group making which have 63 percents effect. As it was pointed in the previous comments the following must be emphasized in order to provide information:

1. Required information for decision making must be given to the employees.
2. Employees' tasks and responsibilities description must be cleared and be given to them documentarily.
3. Employees' must be aware of outputs to be utilized in decisions.
4. In order to facilitate the decision making, managers must give information management system and knowledge stock to individuals and each person must have enough access to these information.

On the other hand, following must be considered in order to enforce the group making in the organization:

1. It should be tried that organizational formality be reduced and work group be used instead of organizational hierarchy.
2. Co-thinking meetings must be hold in work groups and thinking groups be created inside the organization.
3. Professional individuals must be used in work groups.
4. Work group output must be manipulated less and personal idea must decrease to its lowest level.

Of course, it must be considered that in each organization these situations could be different and employees' empowerment could enhance organizational activities level and provided classification is to enhance managers' role and stand and the other aspects and function of employees' empowerment should not be neglected.

REFERENCES


Quinn, R. E., & Spritzer G. M. (1997). The Road of Empowerment: Seven questions every leader should consider. Organizational Dynamics, 26 (2).


