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The mechanism of empowering human resources in modern administrative thought

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Abstract--The administrative empowerment of modern management, which focuses on the employees and give them the authority and full powers, in order to strengthen the relationship between them and the organization, so as to motivate them to provide their creative and innovative ideas, encourage managers to give their staff powers, and give them confidence and responsibility, And give them authority in the implementation of their tasks, without the direct intervention of the senior management and the break administrative administrative efforts between the internal management and employees. This is why the importance of empowering employees is essential to the success of institutions and adapting them to the changes taking into account that the organization is active within the conditions of an environment characterized by dynamic and rapid change and its unity, considering that it represents an open system that grows and interacts with the opportunities and challenges of the environment in which it is active. This is in order to ensure its continuity and maintain its competitive position. This is what I seek to identify in this research, by addressing the definition of empowerment and the theories that explain it, in addition to the bases on which it is based.

Keywords---Administrative Empowerment, Employee Authority, Organizational Performance, Innovation and Creativity, Modern Management

Introduction

Personnel management in organizations has received great importance for the role it plays in directing and leading working individuals. This is why modern administrative thought, especially in the late eighties and early nineties of the last century, turned to paying attention to the human element in order to make change programs successful and move out of the institution of commands to the so-called possible institution and the subsequent changes in political structures and decisions....

There is no doubt that attention to the concept of empowerment constitutes a crucial element for institutions, especially in the trend towards adopting and applying modern administrative concepts .

Accordingly, the research problem was as follows :

How can human resources be empowered in light of modern administrative trends ?

To answer this problem, the research paper was divided into the following topics:

- ✓ **First axis:** The basic concepts of administrative empowerment, its importance, types, and theories explaining it.
- ✓ **The second axis:** dimensions of administrative empowerment, its types, and models, in addition to the reasons that led to its emergence.
- ✓ **The third axis:** The advantages of administrative empowerment, the requirements for its success, and the obstacles to its application in institutions.
- ✓ **Fourth axis:** Proper steps for implementing administrative empowerment in institutions .

I. **The first axis:** The basic concepts of administrative empowerment, its importance, types, and theories explaining it.

1) The concept of empowerment :

Language: Empowerment is defined linguistically as the noun of 'enabled'. It is said that God enabled him to do something 'on us' and enabled him to do it, and a man was able to do a thing and was able to do it, and so-and-so cannot get up, that is, he is not able to do it. (1)

Terminologically: The term empowerment (EMPOWER MENT) refers to power or authority and may differ from delegation (Delegation), although it is part of empowerment, as empowerment does not correspond to granting authority or delegating authority, but rather goes beyond it to a broader concept. It includes broader freedom in doing business, reducing the degree of direct supervision by superiors, achieving self-control and independence in completing tasks. After many studies conducted by researchers, the concept of empowerment spread, as its first application was in the United States of America in the field of commerce with the aim of increasing... Employee production, job satisfaction, and improving

decisions in order to maximize profits, and this is within the framework of the change taking place in some administrative processes(2)

2) Theories explaining empowerment:

The concept of contemporary empowerment began to crystallize in modern administrative thought after the nineties of the twentieth century and did not appear suddenly, but rather appeared as a result of cumulative developments in modern administrative thought with its various concepts in general and concepts related to human resources management in particular.

Where the focus began on the human aspects of work in 1920 (not with the aim of mankind and meeting his desires, but in order to increase productivity and efficiency), then other theories began to focus on the moral aspects, and the most important of these theories are the following(3) :

- **Hawthorne studies and the human relations movement:** It began by studying the impact of physical factors such as working conditions and lighting levels on worker productivity, then it inadvertently turned to the importance of dealing with and paying attention to human factors that lead in their entirety to achieving better productivity.
- **Maslow's theory of needs:** It concerned itself with studying more specific issues related to employees' participation in decision-making, bearing responsibility, rotating work, and delegating powers.
- **The X and Y theory by Douglas MacGregor:** It assumed that managers are two types, X and Y, where As for Y, it represents the manager who assumes that the subordinate has creative abilities, love of work, initiative, internal control, excellence, democracy, and freedom of action, and thus creates creative, superior, proactive, participating, and effective employees who have a sense of the true value of their abilities.
- **Krebs-Argyru's theory of adult personality:** where a person is viewed as an adult, successful, and rational, and therefore he can bear his responsibilities and is not a child who always needs guidance, supervision, and assistance. Rather, the scope of his powers must be expanded and he should be given the right to participate and bear responsibility at work.
- **Situational theory:** which is based on the principle of adaptation to circumstantial variables or the environment facing organizations, and therefore it is a suitable field for thinking about disagreement and not rushing.
- **Total quality:** which means permanent and continuous improvement in various aspects of the organization through the quality of the worker's performance and his ability to take initiative and bear responsibility.
- **Theory Z:** which means that workers master different jobs before seeking promotion to higher jobs on the career ladder, and pay attention to career planning, professional development, collective decision-making, and focus on team work.

3) The importance of empowerment: The importance of empowerment can be talked about from several aspects:

- Empowerment is linked to a group of important issues related to an institution's success and excellence and its ability to achieve its general goals and policies, such as administrative decentralization, comprehensive

quality, process re-engineering, restructuring the work of the team, the learning institution, and the horizontal institution (5) ;

- In order for the organization to achieve its goals, managers and superiors must involve employees in decision-making. The organization needs their information, skills, and effort to achieve those goals by using modern administrative systems and policies to suit contemporary global changes and challenges. Empowerment is the basic tool to make the organization capable of facing future challenges (6) ;
- Empowerment is also linked to the human resource, which is one of the pillars of the institution and its strategic resource. An institution that has qualified human resources with high efficiency of experience and skills has the vital guarantees for its continuity and staying at the forefront(07) ;
- For this reason, institutions rushed to adopt empowerment as a philosophy and administrative tool that contributes to the development of human resources and enhances the benefit of human development efforts by achieving its integration with the human resources systems and policies of the institution, and developing emotional intelligence as an important part of people's psychological energies that must be paid attention to, as well as giving development and training efforts a strategic dimension that meets the needs of developing innovation, institutional learning, and the dome of the knowledge capital of society and its institutions (08) ;
- The link between empowerment and information and communications technology, and in light of contemporary global changes and challenges, it has become important to restructure institutions and unleash latent human potential, by providing leadership with a peaceful vision and a supportive environment, and training and qualifying leaders and human resources to use modern technology in performing tasks and duties according to the latest means and methods (09) ;
- Empowerment is a vital guarantee for the continuity of the institution through the creation of a second class qualified to lead and make the necessary decisions for the advancement of the institution. In contrast, the failure of institutions to empower workers leads to several negative results, the most important of which are the dismissal of managers who have not had sufficient qualifications, a low level of satisfaction with work by those who have opportunities, and a low quality of capabilities and adequacy of performance.(10)

II. **The second axis** : Dimensions of administrative empowerment, its types, and models, in addition to the reasons that led to its emergence.

1) Dimensions of empowerment

(**Lashley and McGOLDRICKCk.1994**)mention five basic dimensions of empowerment, according to their point of view, which are:(12)

- **Task (TASK)** is concerned with the freedom of action that allows the administrative employee to be able to perform the tasks that his job title allows him to perform without any deficiency.
- **Determine the task (TASK ALLOCATION)** and take into account the quantity, quality and extent of independence enjoyed by the administrative position.

- **POWER** focuses on the personal power possessed by the administrator.
- Commitment: Commitment is concerned with the extent of adherence to the rules of the organization and the method of empowering them and its impact on the formation of self-motivation in this direction.
- **Culture** : It examine the extent to which the organization promotes a culture of empowerment.

2) Types of empowerment: Suominen divided the employee empowerment process into three types (11):

Virtual empowerment:

It refers to the individual's ability to express his opinion and clarify his face in the view of the actions and activities that he undertakes. Participation in decision-making is considered the essential component of the process of virtual empowerment.

Behavioral empowerment:

It refers to the individual's ability to work in a group in order to solve problems, define them, and also collect data on work problems and proposals for solving them, thus providing the individual with new skills that can be used in performing the work.

Enabling action on results:

It includes the individual's ability to identify the causes of problems and solve them, as well as his ability to make improvement and change in ways of performing work in a way that leads to increasing the effectiveness of the organization.

3) Employee empowerment models

Among the most important of these models we find :

Model (Conger and Kanungo 1988: (12)) They proposed the concept of empowerment as a motivational concept for self-efficacy. The authors adopted the individual motivation model where empowerment was defined as a process of enhancing the feeling of self-efficacy for employees, by identifying the conditions that enhance feelings of weakness, and working to remove and overcome them through formal organizational practices and informal means that rely on providing information about self-efficacy. They also made an analogy between empowerment and strength, in that empowerment can be viewed from two angles; As a communicative component, it connotes the delegation of power .

-As a motivational compound, it simply and implicitly indicates more than one meaning, and this appears clearly in the definition
Which was adopted by the researchers.

Employee empowerment model according to Al-Madhoun's study: (13)

To empower workers in private institutions, Al-Madhoun presented a practical model in his presentation

On two assumptions:

Giving the worker clear responsibilities and actual authority is an important tool of empowerment.

- Management's trust and belief in the employee's abilities and expressing this confidence to him helps increase his effectiveness in the field of service

Client.

Based on these two assumptions, Al-Madhoun arrived at four administrative styles (empowerment, integration, participation, Autocracy).



Source : Musa Tawfiq Al-Madhoun, A proposed model to empower workers in private establishments as a tool for total quality management, Magazine, 1999, 82, 1999, p. 82, King Abdulaziz University, Economics and Administration, Volume 13, Issue 4.

Dina Tracy's Empowerment Model(14) :

This model is based on several principles, the most important of which is:

- Knowing and defining individuals' responsibilities
- Abandoning individuals from powers equal to responsibilities .
- Establishing levels of distinguished achievement .
- The necessity of training and developing individuals to be able to achieve excellence.
- Providing them with knowledge and information.
- Provide them with feedback on their performance levels.
- Recognizing and appreciating their achievements.
- Supporting confidence in them.

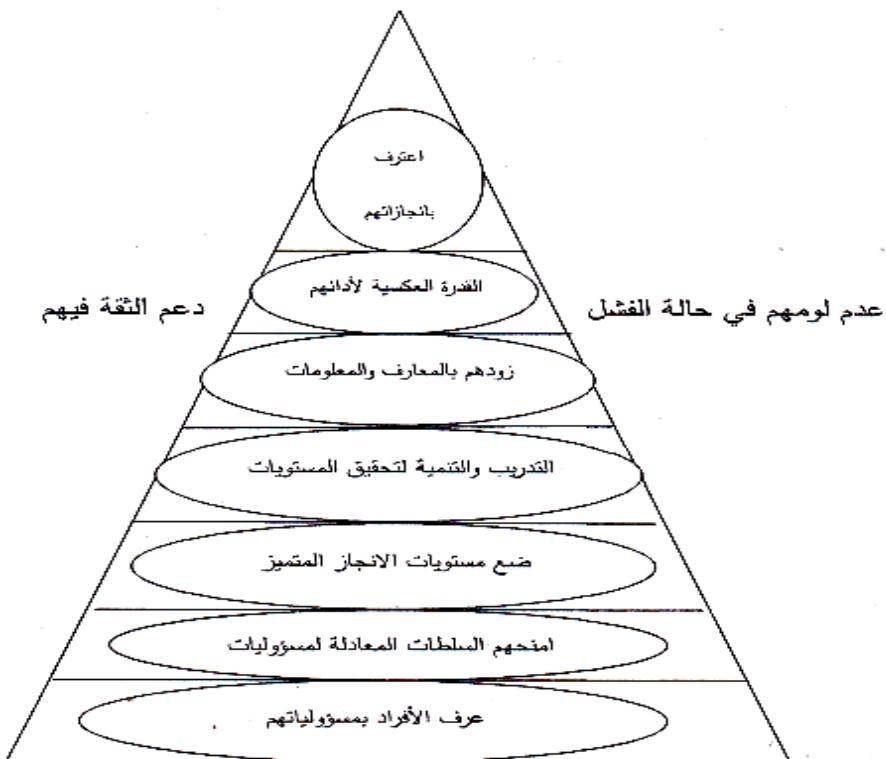


Figure No. (01) shows a picture of Dina Tracy's empowerment model

Source: Matar bin Abdul Mohsen Al-Jumaili, Master's thesis in administrative sciences, leadership styles and their relationship to levels of empowerment from the point of view of Shura Council employees, Naif Arab University for Security Sciences, Riyadh, Saudi Arabia 2008, pp. 69-70.

4) Reasons for empowerment:

Effendi identified a set of reasons that prompt the organization to adopt the empowerment approach, which are as follows(15) :

- The organization's need to be more responsive to the market,
- Reducing the number of administrative levels in organizational structures,
- Focusing the attention of senior management on strategic issues,
- Optimal exploitation of available resources, especially human resources, to maintain the development of competition.
- The importance of quick decision-making,
- Unleashing individuals' creative and creative abilities,
- Providing more job satisfaction, motivation and organizational belonging,
- Reducing operating costs by reducing the number of unnecessary administrative levels and personnel positions.

5) Benefits and advantages of empowerment

Umiker believes that (empowerment) benefits both the organization and the individual as follows(16) :

For the organization it brings the following advantages:

- High productivity.
- Reduced absenteeism and work turnover.
- Improving the quality of production and services.
- Achieving a distinguished position.
- Increase competitiveness.
- Increase cooperation in solving problems.
- High innovative capabilities.

For the individual, it achieves the following advantages:

- Satisfying the individual's needs for appreciation and self-affirmation.
- Increased individual resistance to work pressures.
- High individual loyalty to the organization .
- The individual's sense of satisfaction with his job and his superiors.
- High self-motivation of the individual.
- Developing a sense of responsibility.
- Linking individual interests with the interests of the organization.

6) Requirements for successful empowerment :

In order for the successful application of employee empowerment in organizations to take place, a set of requirements must be met, namely(17) :

Administrative trust:

The basis of the empowerment process is trust, that is, managers' trust in their subordinates. Some researchers have defined mutual trust between people as the expectation of a person or group of people that the information or commitments of another person or group of people are truthful, so the manager's trust leads to empowering the employee's trust.

Social support:

In order for employees to feel truly empowered, they must feel supported and endorsed by their bosses and colleagues, and this will increase the employee's confidence in the organization.

Goals and future vision:

The organization can achieve a high degree of empowerment if its employees understand the goals and vision of senior management in dealing with crises, and the strategic direction of the organization. This results in employees feeling their ability to act on their own, instead of waiting for orders and directives from senior management.

Work teams:

Empowering employees requires an organizational culture that emphasizes the importance of the human element and encourages the importance of formation or formation of work teams through participation in decision-making and respect for the ideas of these teams by senior management and taking them seriously to confront various crises.

Continuing training:

It is not possible to empower employees without providing appropriate arrangements, because managers cannot assume that employees understand

their work or possess knowledge about their jobs, so empowering employees requires providing them with knowledge and skills.

Rewarding employees:

Rewards are one of the most important requirements for employees, because they give a message to the employee that his behavior, actions, and performance are acceptable, as if they encourage more effort and continuous improvement of the business..

Table No. (01) shows the requirements and advantages of employee empowerment

Its advantages		Empowerment requirements
Performance Improvement		Administrative Trust
Customer Satisfaction		Social Support
Problem and Crisis Resolution		Goals and Future Vision
Service Quality		Teams
High Productivity		Continuous Training
Achieving Excellence		Employee Reward

Source: Ali Mohamed Sally, The Relationship between Empowerment Dimensions and Job Satisfaction Scores – A Field Study in the Gaza Petroleum Strip, Ain Shams University, Faculty of Commerce, 2002, pp. 37-38.

7) Obstacles to the implementation of empowerment

The success or failure of the empowerment program is mainly subject to the availability of the essential requirements in the organizational environment that sometimes help or sometimes hinder the achievement of the desired results, so organizations may face some obstacles that may limit their ability to implement employee empowerment, such as the following (18)

- Hierarchical organizational structure,
- Extreme centralization of decision-making authority,
- Fear of loss of authority by senior management,
- unwillingness to change,
- Fear of losing their jobs,
- Fear of employees assuming authority and responsibility,
- secrecy in the exchange of information,
- Weak incentive system,
- Lack of managerial trust,
- Inappropriate reward system,
- Time pressure and overburdens .

III. The Third Theme: Proper Steps to Implement Administrative Empowerment in Institutions.

8) Steps to implement empowerment

The levels of empowerment are numerous and gradual depending on two basic factors:

1- The degree of acquisition of the philosophy of empowerment by the senior management

2- The extent of the capabilities available in the employees that qualify them to assume responsibility and the proper use of authority (Al-Otaibi, 2004)

(Al-Otaibi, 2004) and (Andreos and Maaya, 2008) stated that the implementation of empowerment can be done by the following steps(19) :

⊕ First Step: Identify the reasons for the need for change:

The first step is for the manager to decide why he wants to adopt a program to empower employees, whether it is to improve customer service, raise the level of quality, increase productivity, develop the capabilities and skills of the subordinates, or to reduce the workload of the manager, and whatever the reason, explaining this to the subordinates helps reduce the degree of ambiguity and uncertainty, and the subordinates begin to recognize the expectations of the management towards them, and what is expected of them, and managers should also Explain the Authority and what empowerment will look like Managers need to provide clear and specific examples to employees and what the new level of authority entails, as the manager must accurately define the responsibilities that will be assigned to employees as a result of empowerment

⊕ Second Step: Change in Managers' Behaviors:

Before implementing the empowerment program, there is an urgent need to obtain the commitment and support of managers in relinquishing or assigning some authority to subordinates, and this constitutes a fundamental step towards implementing empowerment

⊕ Third Step: Determining the decisions in which subordinates participate:

It is preferable for management to determine the nature of the decisions in which subordinates can participate gradually, and the quality of decisions made on a daily basis should be evaluated so that managers and subordinates can determine the type of decisions in which they can participate.

⊕ Fourth Step: Formation of Teams :

The organization should work on redesigning the work so that the teams stand out naturally, as teams are an essential part of the process of empowering workers who work collectively whose ideas and decisions are better than the individual who works alone.

⊕ Fifth Step: Sharing Information :

In order for subordinates to be able to make better decisions for the organization, they need information about their jobs and the organization as a whole, and employees who have been given an opportunity to have access to information and data that helps them make decisions for the organization, and makes them contribute to understanding how to do their jobs, and participate in teams, which ultimately leads to the success of the organization.

✚ Sixth Step: Selecting the Right Personnel :

Management must work on selecting individuals who possess the abilities and skills that qualify them to work with others collectively, and this requires providing clear and specific criteria for how individuals applying for employment will be selected

✚ Seventh Step: Providing Training :

Training is one of the essential components of employee empowerment efforts. The organization's efforts should include providing training programs on various empowerment-related issues such as problem solving, communication, conflict management, teamwork, and motivation, in order to raise the skill and technical level of employees.

✚ Eighth Step: Communication to clarify expectations and empowerment goals :

Empowerment should be explained and clarified to employees in relation to the duties and requirements of their jobs, and the management action plan should be used as a means of communicating management's expectations to employees, where subordinate managers define the goals that need to be achieved each period, and those goals can be related to work performance, learning, or development.

✚ Ninth Step: Develop a program for rewards and recognition :

In order for empowerment to be successful, the rewards received by employees must be linked to the organization's goals, by designing a reward system that is in line with its attitudes towards favoring work performance through teams.

✚ Tenth Step: Do not rush the results:

It is not possible to change the work environment in a day and night, and here you must be careful not to resist the change, as the workers will resist any attempt to find a program that can add new responsibilities to their shoulders, and since the adoption of an empowerment program will include a change, we expect the management and the workers to take their time to find the new requirements of the empowerment program, and therefore the management must not rush to get quick results, empowerment is a comprehensive process, and it takes time and includes all parties in the organization.

Conclusion

The success of empowerment programs primarily requires the institution and management to be convinced of the philosophy of empowerment and their commitment to applying and supporting this philosophy. It is the responsibility of giving officials control over their activities and actions and the freedom to make important decisions. Involving and empowering the employee or worker is considered a long-term commitment, a new way of conducting work, and a fundamental change in policies and strategies. Therefore, management must give sufficient time to achieve the desired goal of this program.

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