

## **Planning and Empowerment of Human Resource Management in Organizations**

**Hamid Saremi**

Department of Accounting,  
Quchan Branch, Islamic Azad University,  
Quchan, Iran

**Shida Hanafi**

Management Association of Iran  
Tehran, Iran

### **Abstract**

In this paper, an introduction to the concepts of human resource management has expressed the role of human resource management in the community and industry review. After that the director of human resources in the organization and management of human resource nurturing look on. Then we show that human resources management is even more important than financial management. Then one of the main tasks of the management plan and to review management synergies. At the end of a few mistakes and solutions for human resource managers say they apply.

**Keywords:** Human resource management, human resources within the organization empowerment, planning, synergistic

### **1. Introduction**

Management staff is an area the size of the old management, but naturally change and evolution is. The turning point is where change and development rather than personnel management 1, human resource management comes second. in addition to the fundamental principles of human resource management and personnel management concepts, and new approaches in the management of human resources in the more general consideration.humanresource management focuses on policies, practices and systems that behavior, attitudes and practices of employees affected human resource management is a strategic approach to attract, develop, manage, motivation and commitment to achieve the organization's key resources, people who work in it or for it. Human resource management process consists of four duty absorption, development, motivation and retention of human resources (Armstrong, 2003).Human resource management, the management of the organization. The purpose of human resource management policies and measures required to implement the task manager that will depend on aspects of their activities, especially for recruitment, staff training, performance appraisal, rewarding and healthy and fair environment for employees. For example, the policies and actions include the following: Job analysis (to determine the nature of the job of each employee).human resource planning and recruitment. Selection of qualified candidates. Justified and training to newly hired employees. Management salary (the compensation of employees).incentives and benefits of performance evaluation, communicate with employees (interviews, consulting and implementation of

disciplinary code).human resources development and training. Employees are committed to the organization. For decades, the implementation of the tasks of selection, training and compensation of employees in the name of the main tasks of field management staff. These tasks are related to each other regardless of how they were doing. But now the area of human resource management has been proposed. Human resource management, as currently conceived, rather than reject or delete, generalization of the traditional requirements for effective management of staff. A good understanding of human behavior and skills in the field of understanding and insight required. As well as knowledge and understanding of the various duties of employees and awareness of the environment is essential (Armstrong, 2003).human resource management emerged in the 1980s by its proponents as a new chapter in human resources management evolved. It is agreed that human resource management personnel management is not an alternative but looks different from the perspective of personnel management processes. The main philosophies as significantly different from the traditional concepts of management employees. However, some specific approaches to personnel management and employee relations can be described as human resource management approaches in line with the basic philosophy for human resource management. Human resource management approach to strategic management of human resources is the key.

## **2. Human resource Management Implications**

### **2.1. Philosophy and approach to human resource management**

Human resources and effectively manage their most important asset of an organization is the key to success. If policies and procedures related to compliance with each organization and significant contribution in achieving the organization's goals and strategic programs are achieving organizational success is more likely. Culture and values in general, environmental conditions and management behavior that stems from that culture puts a great impact on achieving the desired excellence. Such a culture requires continuous effort to make the management of the means that must be accepted and ignored. Achieve continuous integration efforts. The purpose of the integration is that all members of the organization with a sense of common purpose to work together. There are two general approaches in human resource management approach hard and soft approach. Rigorous approach to other resources such as employees look to take out incoming equation is established and efficiently run. Soft approach: further attention to the fact that resources cannot be treated like other workers because, unlike other resources, human resources, thinking and respond (Egan, &Yang& Bartlett, 2004).in this approach, the strategies for achieving the commitment to inform the staff of the mission, values, programs and environmental organizations, Employee participation in decision-making on how to carry out the tasks and grouping employees work in teams and more emphasis is no official monitoring. The hard approach focuses on the process of managing employees, while the soft approach on the attitude of the staff and how to handle them is recommended. Hard approach, systems, procedures and guidelines and to consider how to improve the process. Soft approach to human factors and behavioral consideration.

## **2.2. Objectives and tasks management**

The basic goals of human resource management to achieve the desired results of the collective efforts of its staff, which can be expressed as follows: providing human resources with minimal cost, Nurture and develop the talents and skills of people, maintaining good relations between their forces and competent, Providing material and spiritual needs and satisfaction of personnel so that the necessary alignment between their personal goals and objectives of the organization. As definitions of human resource management was a general duty includes recruiting, development and retention incentives. But these tasks can be categorized into the following areas of activity: organization, organization design, Job design, Job analysis, classification of jobs, human resources; plan recruitment, selection, employment, development and human resources, Performance management; education, management bonuses, Salary, evaluation of jobs, bonuses, benefits, employee relations; industrial relations, participation, communications, health, safety and welfare, health and safety, Welfare, recruitment and personnel administration, Legal framework and government regulations, Hiring practices, human resources Information System, the different models for classification, but they are all pretty much the same components are included.

## **2.3. Factors affecting the human resource management**

External factors, rules and regulations, labor market, culture, shareholders, competition; customers, technology, Internal factors, the fundamental goals or mission of the organization, policies, climate and culture.

## **2.4. Features of human resource management activities**

Human resource management include activities with the principles, concepts, processes and tools that large organizations are somewhat different to some form of independent units. Despite the differences between the nature of these activities, most of them in relation to the operation and information. Nineteen specific activity of human resource management include: analysis jobs, Job design, classification of jobs, evaluation of jobs, human resource planning, recruitment, Selection, the appointment, the social, staff training, performance evaluation, health and safety, insurance and pensions, Welfare, motivation, participation and employee relations, Salary, bonuses, handling, discipline.

## **2.5. Human resource management in a system**

None of study in the field of human resource management activities in the form of a system of interconnected processes and drawing and not described. One of the reasons is the fact that the human resource management activities are so varied, diverse and have different principles that they accumulate in the form of a system is impossible. Classified as soft and hard approaches to human resource management activities in two categories: hard and soft it can be included. For example, the topic of employee motivation is a completely soft activities while the salary of a working quite hard work. This classification is given because of the hardness or softness of the spectrum. However, despite the lack of a systematic picture of hard work human resources management, a system can be designed to include activities that procedure is possible.

## **2.6. Human Resources Information System**

There are different definitions of human resource information system: a computer system for the collection, storage, maintenance, retrieval of data needed by an organization of employees. In addition to the above contribute to the planning, administration, human resource management is decision making and control activities human resources information system to an integrated approach to collect, store, analyze and control the flow of information within an organization is human resources. Human resources information system current and accurate information for decision-making purposes and provide control. More information used for maintenance staff to monitor the operation of payroll, maintenance information and perform administrative leave of absence and employment and educational programs.humanresources Information System as part of the organization's information systems they need information to make decisions in the human resources present. The difference in the level of human resources information system in the above definitions, referring to the fact that human resources information system can be in the form of information systems such as processing system operations, management information systems, decision support systems and other types of enterprise information systems are designed.

## **3. Human resource management in the community**

Human resource management in the age of rapid changes in society, the role of government, citizens and enterprise groups is changing rapidly and In particular, public and private organizations and systems management or control of, or because of pressure change. Along with the change of government, the citizens of a challenge to the role of mere receptive and cooperative atmosphere play a more active role in management. Management and administration challenges that developing nations face very important challenges in industrial nations. Planning and strategic management, implementation and realization of development goals central to the United Nations. The key in designing and implementing development programs and good management, strategic development and management of human resources. To face the challenges of globalization, managers need effective management and high quality.

### **3.1. Capacity building in human resource management**

To meet the challenges of globalization, capacity building in the areas of organization, administration and general management as a strategic tool in innovation is necessary to consider capacity building.

### **3.2. Capacity building of human resources**

Institutional development, organizational, managerial, technological, cultural, abilities, capabilities and skills and Public administration and public management system that enables the capabilities that not only manage the current challenges, but beyond that the act (national and local capacity building is an issue).

### **3.3. From the perspective of UNDP capacity building**

A process in which individuals, groups, organizations, institutions and associations and their ability to contribute to the process: 1) performs core functions, solve problems, and define and realize their goals.2) understand the needs of their development and eliminate. Regional capacity

building of human resources in all areas of economic, social, political and management to the highest level and most advanced skills and knowledge prevail.

### **3.4. Capacity building of human resources in international relations**

Set of knowledge and skills to different strategic human resource capacity regional capacity building of human resources required to run effective and rapid changes that globalization Create and imposes upon them as a nation in the international community to do effective work.

### **3.5. The functionality of e-government human resources**

- 1) Government agencies, information services (the entire staff to assess the needs of human resources) in order to inform the public of their performance as all of their information.
- 2) Citizens by eliminating or reducing wasted time, an effective and efficient government services they receive.

### **3.6. Innovation in management and human resource development**

Through innovation, environmental requirements and is expected to be under control, because of the uncertainty of the environment, regional and international innovation, creativity as a driving force for innovation in order to increase capacity in the area of management.

### **3.7. Strategic human resource capacity building methods**

- 1) information technology: a strategic tool for collecting, processing, data management and strategic information, in order to make decisions for planning, staffing, promotion, evaluation and human resource development at all levels is key.2) governance and human resource management e-mail: governance and e-government and human resource managers can key strategic personnel detected and deployed throughout the country, and training and capacity building for organizations in need of such personnel provide.3) personnel and strategic posts: first, identify strategic posts and tasks, and then the preparation and promotion of qualified personnel is done.4) strategic motivation: can be things such as "the use of an appropriate reward system," "create a system of placement and internal rotation" ,"Improving the knowledge and skills to equip people with the latest knowledge intermittently in the age of information" as some of the most dynamic motivational systems named.5) management and development of strategic knowledge: today, national and international developments, requires the acquisition of knowledge and skills required for the development of strategic human resource management to be handled. A key area of development of knowledge, organizational learning, which should start from the top and throughout the organization develop.6) the development of cultural innovation: the most difficult barrier cultural learning disorders, changes in the organization. Learning culture must change and adapt, fit in the organization. The most important thing is to change the organizational culture in a society, have to learn the culture of change and adaptation, held in the fall. The most important work in changing the organizational culture, ethics education (behavioral skills and human relations) and the most important role in this process is responsible for strategic human resource leader.7) total quality management: means a commitment to quality performance, from the first step and monitor the process all the way across to the end and continue this process is a key tool for strategic capacity building.8) pay a decent performance: reward good performance makes people prone to develop competence as a strong triggers the

organization act (recruiting competent and convert them to non-productive because of their neglect is a managerial stupidity).with this system the best talents of immigrants are absorbed into the organization.9) of global executives: In globalization, government agencies are engaged in transnational organizations. the team needs to think about the world.10) transparency, accountability, trust and ethics of the key factors in the development of strategic capacity in the organization's promotion.11) international migration and leave the work force: global labor and capital are moving quickly, so we need an innovative strategy for the maintenance and use of local and national organizations are talented people.12) the management and the labor force participation: one of the strategies to reduce conflict and build partnerships (based on trust and cooperation and mutual interest) between managers and the workforce.13) reform and reorganization: the two are interlinked, should be carefully designed to increase the capacity in management and human resource management in all areas of practice.

### **3.8. Reform**

Administrative and organizational improvements, institutional capacity to target and is in the process and culture.

### **3.9. Reorganization**

Settings and the formation of this organization to target and structural in nature.

14) Benchmarking: an innovative strategy. Benchmarking requires performance standards and goals for performance measurement, benchmarking is important. To build capacity in public management, better use of these procedures, for the success of the performance, a key approach.15) the capacity of the firm's strategic and public utilities: what can be the appropriate level of municipal services? What organizations and institutions can and should be combined or restructuring, to remove duplication or parallel? 16) The management of strategic state enterprises: although some things we can see only the government, but the inefficiency and lack of transparency, legitimacy, and brought down the groundwork for the privatization provides. Proper management of public enterprises, require that future privatization of the study will fail.

## **4. Director of human resources in the organization**

Director of human resources in organizations today at the end of the second millennium and the beginning of the third millennium live psychology masters of the beginning of the end of the era of anxiety and depression, and they management of resources and manpower once the term refers to humans as human resources, has been replaced by the new approach. "Human resources are the life" and development of any organization, human resources, it is indebted. and the enhancement of the quality and quantity of resources when they move to the Resources management distant horizon, open and clear and define the organization's mission and objectives of the strategy necessary to develop and define the set of paths. today, the success of any organization in the short and long term professional goals in the group receiving combination Efficient means of work, financial resources, raw materials, and most importantly, human resources. Today, because of the lead, complexity, diversity of each of the institutions, specialized disciplines have emerged as potential benefits each of the constituent organizations and institutions to bring to the Supreme. Financial management is trying through skilled use of



financial resources, organizational efficiency increase, management of materials, methods and techniques used to create the basic process is optimized. Management's manufacturing industries. And equipment design and finally sees the provision of efficient human resource management to bring the Final talented people deliver programs to identify individual and organizational goals and to rise slightly. Historically, active duty personnel department compared to other corporate functions was of secondary importance. In many cases, managers or supervisors that his life had been spent in the previous post were put to work in the personnel department. The HR managers are human resource activities, untrained and unskilled and the remaining tasks to other staff assigned to them were not pleasant. These tasks include hiring the initial request, the flowing forms of health benefits, preparation and coordination recreational activities, implementation of new employees, internal newsletter publication and transmission of various personnel measures. As noted above, human capital and institutions to deal effectively with the people in the organization to make a positive impression and also the wrong approach irreversible harm imports .Strategic management in organizations produce a wealth of knowledge and discuss human capital is essential. We should all believe that human-centered development. and should always ask ourselves what we have planned targets for the development of human resources and what resources we have to consider it (Gloat, Marianne, Mike&Berrell, 2003).Some of the new features introduced in organizations, increase commitment, involvement of employees in the activities of the organization, increase teamwork and a sense of common fate with the organization and development of human resources by administrators. Many people believe that only the responsible practice of human resource management professionals and should be. This is somewhat true that HR managers in organizations in order to employ the various functions of their employees are aligned. However, others also share responsibility for the efficient use of human resources. The nature of the job requires that managers, supervisors and any other person who takes responsibility for career guidance in human resources activities are involved. In small organizations rarely have a separate office for the staff of the establishment and perhaps they do not do. All necessary activities directly to the head of the staff are done (Grieg, Gerog& Wright, 2000).S

Supervisors, employees recruit, train, pay and benefits determined and responsible for all aspects of life are working.

#### **4.1. Human resource departments**

One of the adverse consequences of organizational development, human resource management is growing demand for units. These units' daily caregivers of additional duties relating to human resources were freed. Common office tasks like filling work time card, insurance card, and follow the laws required to maintain records about the massive government finally to supervisors so cumbersome that could not afford to efficiently tackle everyday tasks. Companies have found that adding human resource professionals to the company, in order to comply with various regulatory requirements is a necessity.

#### **4.2. Human resource management and the importance of its managers**

Over the past decades, human resource professionals and managers in their involvement in group activities have increased significantly; although mainly when recruiting, selection, training and monitoring of benefits paid, now the administration staff to help coordinate the planning, organization restructuring, improving productivity, developing strategies and measures to improve the quality of the invitation. This new and expanded role, an organization that represents scores of human resources currently enjoys. Good planning has a great influence on successful management. Today, it is believed that "without the program manager is no record" of the future skills needs of human resource management human resource planning is the first reason. Much of the planning is strategic in nature and found the main objectives of the organization and procedures necessary to achieve these objectives must be followed. In the process of strategic planning, resource and market conditions, changes in technology, product development and capital requirements, all the attention is enough. Annual planning process is to allocate money for training and employing people to take. perhaps one of the reasons for the lack of these efforts can be programmed by the fact that accurately predict the financial cost of human resources programs, it is difficult(Holland, Hecker& Steen, 2002).As one writer said, "Chief Financial officer with specific amounts of money, as a result of tax strategies, While the session comes to an end when the director of human resources is often present abstract concepts Explains (for example, the development of human resources speaks or items: net costs lists (eg, cost of revenue). "Many top managers, human resource planning Just to keep workers in terms of quantity and encourage them to fulfill the ideals and objectives of the organization are essential. As a result of the development needs of human resource development strategies to the Institute, is of secondary importance. The fact that human resources may affect work programs, usually ignored. When enough energy to meet the needs of the time available, that human resource planning is rarely elaborated and implemented. However, to ensure future success, links, and institutional and human resource planning is necessary. Strategic planning, the process of setting long-term goals of the organization and making decisions about the methods and processes by which these goals can be reached.

#### **4.3. Human resources management and efficiency programs**

Today's human resources as a means to deal with major changes in the organization and the most important changes aim to achieve 10 percent annual growth in all aspects of the organization. This growth will be achieved by expanding the existing situation and requires a review of the potential to hire people who can lead the organization. The employment issue is quality. In this context, the purpose of the program of activities aimed at supporting the organization coordinating the activities of human resources. Activities should be tailored to the needs of an organizational unit, while organizational and legal and social needs as well. Other major strategy, operations, strategic planning and implementation of activities or programs demand talent management and career changing strategies of organizations that require employees to improve the quality and management efficiency. 1) termination of employees with low return, training managers for effective valuation, Focus more on the termination of service of employees on the



basis of marginal utility employees.2) motivating Employees with high efficiency: making plans to ensure that staff are properly rewarded in an incentive for compensation; long-term incentive program.3) increasing management capabilities: plan coordinator for the search, recruitment and appointment of directors; management training programs.4) the impact of pension schemes: preparing managers for the pension plan; provide guidelines for the evaluation of the directors, staff and used to measure the age and end of the service rather than early retirement; control labor costs to quickly increase.1. Hourly labor costs: the shortcomings of the provisions relating to job security; talk about the drawdown and improve efficiency; framework and data gathering; planning to avoid time-consuming; reduce the accident rate by 10 percent and do not necessarily reduce costs.2. the costs of pay and benefits: benefits vary based on plan (to supply cost control mechanisms);insurance as savings during the service; understanding the mechanism of compensation as a means to provide better service to staff; reforming compensation philosophy; Implementation of information systems and human resources management for personnel changes;re-allocation of centralized procurement; feedback develop and pursue programs communication programs to detect and establish a correlation Between units of the same problems that may arise unionism(Hong&Kuo, 1999).

#### **4.3.1. Manage external effects**

1. Management lawsuits: provide training for managers to handle arbitration cases relating to equal opportunities in employment and access account, programs in different parts of the control; measures related to feasibility studies and evaluation costs; programs of equal employment opportunities.

### **5. Human resource management positions in the industry**

Human resource management positions in industry categories that are always different occasions stressed the speakers, scholars and experts in the field of three. The importance of this issue arises that the role of intangible assets as a result of the organization's human resources, Improve the efficiency of key organizations, is overwhelming critical, so that by the experts: the tangible and intangible assets of \$ 344 billion, Microsoft, 294 billion dollars allocated to intangible assets. Human resource management as an integrated and interconnected system, has the performance of specific tasks in the organization know that different processes and systems are included. Competitive advantage or competitive advantage for organizations because of the dense human resources it will certainly be unique.

#### **5.1. Key activities in the field of human resources**

These activities can be summarized as follows: design and analysis work,recruitment,training and development of human resources, performance evaluation, Performance management; compensation management, incentive systems, health and safety, challenges for employee relations, collaborative strategies to improve the organization, international human resource management. Organizational performance, improve quality, increase profitability and customer orientation of human resource management in the organization's performance. The potential of the individual and the situation is transferable to other situations. Skills and knowledge of the position and can be transmitted from person to person. Site selection, recruitment and selection

of the right people and talent can increase the efficiency and effectiveness of training programs. Development of human resources to organizational efforts to achieve this, he said: improving quality, Retain key employees; meet the challenges of global competition and social change, the use of advanced technology, changes in the design work.

### **5.2. Development Tools**

Human resources development, formal training, work experience, relationships and assess personality characteristics and capabilities is said to help employees prepare for the future. Thinkers in the field of human resources, the most important are education and training as well as a variety of development tools. They say the definition of education: education planning process to improve the attitudes and perceptions of education involved, knowledge or skill through experience to achieve effective performance in an activity or range of activities can be obtained. In this definition the emphasis on effective planning process and performance. The other definition is said that educations takes time, deep learning, and strengthen the training. Accordingly, when a deep learning approach used, aims to educate and learn. In deep learning each activity is measured by the criteria is whether the training achieved the desired results? Forces that influence the need for education are as follows: Reach out Worldwide, The need for leadership, increasing the value of knowledge, competition in recruiting and talents hunt, Influencing stressed, changes in demographic and workforce diversity, new technology. Performance management and performance assessment, motivation, management, job management, job satisfaction and increase efficiency as important tools in the process of developing human resources in the organization as well as employee satisfaction is a function of factors such as: the nature of the job, payments, opportunities for growth and development, as well as the relationship between the institutional partners. The key to effective management firms will need three factors:1) mission and strategy; 2) organizational structure;3) Human Resource Management. Strategy as a process to adjust the basic mission and objectives of an organization, a process in which the organization resources for achieving the targets are used.

### **5.3. Empowerment**

Changes in the external business environment, one of the factors that have led to the empowerment of human resources in organizations and large enterprises is necessary. development of knowledge-based economy, intensity of competition, rapid technological innovation, continuous demand for more and better quality and value Increasing environmental problems, including important business led to a change in the external environment as well as human resources and the emergence of knowledge workers and employees more aware of time-sensitive detector based on knowledge of the characteristics of the workforce in the current era of empowerment is essential. Empowering employees' new ways to increase their productivity enhance employee commitment to the organization and commitment of its employees. The delegation also included the empowerment of employees, but requires a fundamental change in Staff attitudes toward responsibility, commitment, and how to work with the preparation of the organizational culture. (Horwitz, Heng&Quazi, 2003) Enabling employees means the responsibility and authority of the directors to the staff as well as involving them in key

decisions, according to the views of employees and value to the view. Empowerment of employees, including converting the natural power of knowledge and sophistication without trying to preserve the most power. Staff empowerment methods include: 1. the job enrichment. 2. Collaborative or participative management strategies. 3. Authority formed independent groups and working groups. 4. Organizational development programs .5. The regulatory framework that .6. Obstacles intellectual creativity.

## **6. Management based on the empowerment of human resources**

Empowerment of human resources management by delegating to others is one of the principles of management and one of the components of leadership and management has been successful. But today, a lot of attention to it. It was their tendency to overwork the ladder on the go, without having others share in their achievements. In the 90s there was a change in the attitude of managers. Other entrust the work to others was not known to the managers of a slip, but it was considered as a necessity. The American company Chrysler is now a manager for every 50 workers there, while a decade ago, 20 people had a manager. This number will reach 100 workers and a manager. This trend represents a flattening of the organizational structure and limited ability to control the rise in hierarchy and more managers than in the past. In such circumstances, responsibility for outsourcing is vital and necessary to enable this to take place. Delegation and empowerment, common sense and are not the same. When entrusting the director of part of his duties and powers to be transferred to another or others. But empowerment means removing barriers that cause people cannot do their work effectively and complete. If this barrier is removed staff decisions to gain power and independence are found. So, instead of entrusting managers should "not empowerment. The validity of this concept has been part of management literature. Employee empowerment-based management requires effective and efficient use of human resources is the key to the power of synergy. But here it should be acknowledged that management based on employee empowerment is not easy and often requires strong people skills. Features today's organizations dynamics and complexity, ambiguity aversion tradition and is constantly affected by their environment, and have accepted the change as inevitable. Expected changes with reasonable accuracy will be faced with a problem. Recognizing this important and integral part of the nature of the organizations of the third millennium, adaptation and compliance with recent developments in various fields of economic, increases. In order to overcome certain situations, the only way of facing managers is complex and dynamic, organization and employee empowerment through knowledge and skill that quickly becomes obsolete. Hence, a competent and efficient workforce is the foundation of national wealth and assets are considered to be of vital interest to many companies, organizations and businesses will follow. Enabling capacities to exploit potential source of human potential that is not fully used, the organizations affected. If organizations want to survive in today's complex and dynamic world, the potential need and should not be used. Hence, there are rapid changes, technological developments and competition overt and covert world, the importance and the need for empowerment is further revealed. Employees also need to manage the process of empowerment and leadership. The facilitation management features, support, coach and guide needs.

### **6.1. The key to empowerment of human resources**

Before enabling employees to discuss the three keys, the definition of the concept of empowerment we provide. It is believed that creativity and innovation is achieved when an organization or enterprise of filling the knowledge, creative and motivated is important. The validity of the empowerment of human resources, the creation of the necessary capabilities to enable employees they add value to the organization and the role and responsibility in the organization are combined with efficiency and effectiveness. Certainly the realization of such an addition to the knowledge and experience of employees with a work as possible will motivate employees. In other words, empowerment is a means of empowerment. this means that we help people to improve their sense of self-esteem as well as their sense of powerlessness or helplessness dominate, It also means that business people bring enthusiasm and intrinsic motivation means that we used to create a task. In this sense, the objective of empowerment of human resources potentials of human beings to develop value-added enterprises, strengthen a sense of confidence and overcome their disability and distress in other words, the purpose of empowerment, providing the best intellectual resources of each area of the organization. In order to achieve the aforementioned objectives and the creation of an enabling environment, where employees effectively and efficiently as the main driving force and intelligent investments are accounted for and also staying in the dynamic world of complex, turbulent and highly competitive today, using three key may be synergistic (shared by the people in the information, determine the scope of self-determination and team building rather than hierarchical), work and miracles are done. Now we will examine each of the keys empowerment: all the information you share (public participation in the information). The first element of empowerment and participation information one of the roles of the leaders of the organization, effective information, timely and sufficient to employees. Those leaders who do not want their people to share information. Never employees in successfully managing partner organization will not and never will have the capability. Enabling the sharing of information is a vital necessity, on the one hand, and on the other hand trust is essential for a strong organization. Employee participation and sharing of information resulted in the trust and intimacy and responsibility is. If people do not necessary information to create an atmosphere of distrust and cannot expect them to behave responsibly. The atmosphere of mistrust in the decision-making is impaired. People are not able to manage without information or to take the appropriate decisions. Therefore, people with knowledge compelled to act responsibly. One of the most vital information "power tool" management identified. Information, particularly information that appears or strategic central role in the organization can be used to build a power base, as well as influential a person in the organization used to. On the other hand, when managers are equipping people with information, people feel empowered and are more likely to productivity, success and work in harmony with the demands of management. therefore, the information: organization is more than knowledge; analysis of the current and future condition of the increase; more prepared to accept greater responsibilities creates; Relations between managers, supervisors and staff will facilitate; Trust and intimacy to develop and strengthen. Information on empowerment land as currency to buy responsibility and trust. The leaders are responsible and reliable in the

organization that this be achieved by providing information to them. Even if employees in information sharing sensitive information, it will increase their trust in management and leadership. Therefore, people need to be responsible and to feel trusted. Through the sharing of information to improve and reform the people in the organization need to know can be found tremendous success (Jaw& Liu, 2003). One of the key steps in creating a culture of employee empowerment in the organization share information. Sharing information on the company's share in the market, competitive strategies, opportunities, real costs, reduced possibilities, profit figures and the like. People need to understand how they can use their knowledge in the best way possible. People without information cannot take responsibility for decisions. People almost complete information can be responsible for making decisions. One of the major keys to help develop their independence for people to share the information. Information to facilitate decision-making and decision-making can be. If their employees cannot expect us not to share information responsibility. Without this information cannot be decided and implemented. If you give people information to help them but they have not been given the responsibility. I can say as a summary of key organizations to survive and stay in the competition they have the level of awareness and knowledge about the internal and external environment has increased. On the other hand, organizations, and individuals to power of human intelligence cannot be In order to achieve the objectives, strategies, policies and programs and design efforts. These efforts have started to bear fruit when the people's vision, mission, strategies, policies and programs be aware of the operation, and this awareness is increased when the people we share information. Kenneth Blanchard and colleagues to share information as key to empowerment are four reasons: If those who are on the front line, the officer in charge to make decisions that affect the life of the company have the same information as the basis for management decisions, people Unaware of them, we are not able to make decisions motivated by the risk of (risk) do not. When can we expect people to accept the risk and responsibility for the decisions that they do have the management and organizational systems, have confidence? If people are afraid of the consequences of their decisions (i.e., do not trust the leadership) will have the desire to take risks and make decisions. One of the most useful and easiest ways to strengthen the spirit of trust in the organization, sharing information. Another factor behind the democratic participation of travel information will be synergistic, people need guidance. If people have no experience in the synergy and do not have the necessary information. They need leadership in a way that continues to guide them and to give them if you do not receive proper instruction on the "leadership position" to do so a sense of confidence and security necessary for progress in the direction of seeking information and advice can be synergistic. The last reason is related to the theme of "change", starting on any changes in the types of information that must be considered concerns. If at this stage people can be involved in a variety of information such as those that: Why change is needed, exactly what should be changed and we have to wait for the result and how we change and how fast? Respond and information to minimize concerns. Therefore, participation in information: The first key is the empowerment of people and organizations; it allows people who clearly know the current status of the organization; creates trust throughout the organization;



Thinking from the traditional hierarchy between takes; help people to be more responsible; draw people like the owners (shareholders) act. The delimitation, autonomy, create (create autonomy in the new area).from the perspective of management schools, autonomy, unconditional and about causing chaos and disorder in the organization. Freedom or autonomy and responsibility should be commensurate with the type of work that is the responsibility of the individual. Between freedom and authority is given to the need to balance and proportion. To self-determination, creativity, self-actualization, self-control and independence of thought and action to be followed. From this perspective, we can view Blanchard and his colleagues point out (Lee& Maurer, 2001). They believe that the demarcation of the organizational structure does not conflict with the autonomy to act in a way that rules and regulations are not limited in the paragraph. The structure can be used as a guide or destination that brings people to set about this property is that energy is directed in a certain channel, this makes the energy and power to affect humans. In a hierarchical structure, behavior through rules, regulations, procedures, and guidelines to be determined and the Do's and taboos are determined to do. In enabling organizational structure and a different destination. Structure, the degree to which team members can learn to act with autonomy and independence. The purpose of building the structures in the process of empowerment, informed employees of the area and an area that can act autonomously in its territory. Border culture of empowerment, the image of the vision, goals, and collaboration offers. The degree of freedom of action will be determined through the borders, team members can about what to do and how to do it decide. If you lead the people, there is no privacy and some people adapt their behavior to the culture of the synergies in its early stages, has rapidly become a severe disappointment. However, in the process of empowerment, the structure is flat or long, to allow individuals with degrees of freedom and responsibility for their actions.

## **6.2. The boundaries of empowerment**

1. Should we differentiate between the boundaries of empowerment and hierarchical boundaries. Boundaries that exist within the hierarchy and more people are familiar with them to do the things that people should be noted. The hierarchy does not work unless it has already been approved and signed. Enabling people to work in the range of free activities and decisions will be determined. The borders will direct the activities and encourage people to take the responsible decision. For example, is said to "have the customer air and responsibly deal with him." this command can be used to guide any decision up to the individual or individuals are not required.2. Should not people understand that they have the same start and a Take all decisions relating to the company. Members and caregivers often have the illusion that the purpose of the synergies is that they Participate in all decisions related to the company, but the impression is rare; Important decisions are essentially two categories: strategic decisions and operational decisions(Morey&Frangiso, 1998).Strategic decisions in the field of senior leadership and operational decisions within their group members; the overall goals and vision of the organization in front of people turn to realize the importance and meaning of their work and their effectiveness in that role and see; balance between individual and organizational goals you and your organization with reality; after reaching agreement on the aims, values and image throughout the organization, outside the organization, to



create a kind of unity and commitment. The second key conclusion: the autonomy to determine the following points should be considered and practiced: purpose. What professional person to work; values. What are the operational guidelines; goals. How, when, where and in what way does your work; roles. Who does not play a role; the future image of the organization. What is the image of the future; organizational structure and systems. Of how things are done is supported.3. Teams replace hierarchy you. The third key to enabling the building to be teams to replace the hierarchy. The team's self a kind of unique. The team is made up of a group of employees responsible for the process or product. These planning, action and work from beginning to end, they managed the team's work is not limited to proposals and recommendations and decide not to run. They grow over time. Japanese teams as groups or rings QC call quality: quality ring group of 4 or 12 people in an organizational unit, as well as doing the same thing voluntarily gather to take part in regular meetings to find research and analysis and find solutions to problems available to them. Quality circles are a small group "of between 4 to 12 people volunteered, with full independence and arbitrary members to do the same with initiatives such as quality control in an organizational unit with the participation do. This small group, in addition to being part of comprehensive quality control activities is doing to their own personal and mutual development. It is continuous with the participation of all stakeholders and using technology to improve quality control and the continuous development of their own work. Loop approach to quality, one of the best and most effective ways to begin an organization in all environments including commercial, industrial and education (universities and schools), and the ability to run second, the culture of participation, the spirit of teamwork, and empowerment to create, strengthen and develop. Ring receptive environment for the active participation of its members in providing quality so they can identify and analyze challenges and find an appropriate solution. This approach can also provide a common platform aims to find common criticism and enables people to participate in the process of organizational involvement. Therefore, the quality loop can participate as an essential process for individual and collective prosperity and development and enable individuals to bring. Scott in their definition of empowerment, one of the characteristics of empowerment to know what the teams. If teams work continually to improve performance and achieve higher levels of productivity, work together, the style of the circular pyramid style changes direction. The third key conclusion: it seems that reduces the formation of work teams and management categories Supervision and eliminating some jobs and providing services to resources outside the organization's work and decision of the top hierarchy will lead work teams. According to them, in such circumstances, responsibility for the decision by all (Rogoski, 1999).

## **7. Human resources is more important than funding**

Human resources are more important than the financial resources of many employers to prioritize their corporate resources can be a fatal mistake. If the resources of a company or business, human resources and financial resources were divided into two groups. They focused on the importance of human resources and its role in financial direct feedback profitability his enterprise is delinquent and indirect effects on the human resources of the organization Ideal ignore the profitability rate. Although less desirable features for managers that the impact forces of a

collection denial and self-doubt in turning this into a profitable enterprise but the reality is that managers often scurry into action, and the existing facilities in the area of human resources viewed as static. They start too excited, it starts with the people that any similarity or links with their ideals and goals are set (Smith& Rupp, 2002). They are actually calling people who maybe have one or two screws along the road or the bumps, and no more can be spent after emerging from this period have become inhibiting factors in advancing corporate goals. In an era when its economic features three velocity, correlation or integration and non-physical factors define how human groups without the necessary preparation can and understanding of the characteristics of the above features to pave the way it began it was optimistic to the end? Perhaps the "education" as a remedy to the failure of the proposal, but cannot ignore the fact that long way to increase knowledge, change attitudes, change behavior and turn it into financial indicators enterprise as well as pave the way to ensure loyalty and retention forces and pave the way for managers this time of economic history is not our experience. General business managers and their organizations in the face of such investments is risky see the damage. truly, what guarantee is there that the human resources of an enterprise after considerable investments education and significant financial resources to stay organized and be committed to it? some large organizations mainly to lower this risk in ways such as obtaining a service commitment engage in serious guarantee that seem to training provided to workers to be a fair and controlling risk, but this method or any other methods will not be able to manage employee motivation; motivation is a very important factor in people's personal and social goals, even in the final phase of training that the change in behavior can become a deterrent factor driving therefore it can be concluded that human resource management and investment in the sector more than anything else is focused on employee motivation. If this sounds keeping employees motivated human resources management is the biggest challenge we've gone astray. also how can we identify and meet the needs (physical and spiritual) motivated employees to reach space? Meet these needs in a very simple measure of the material, but the spiritual needs of employees and time and energy, and other resources to it so easily measured, no doubt good, but it also cannot be doubted that a team of motivated and trained mental communication with its organizational structure and are able to react quickly In addition, the integration and the integration of processes and goals and most important of these are capable of providing qualitative value beyond the tangible output sub-system are definitely a unique advantage for organizations is considered. Access to such resources in an organization can be considered a dream and ideal for any manager. Are achieve such a quality unattainable? Indeed, the cost of such wealth and how its rate of return can be calculated? It is best to understand the concept is simple with a question that sports clubs are facing in attracting players, we simulate. the cost of buying a player, the actual abilities of the players, potential players for the school board to require training and practice, the role players on the team and the right place for him, the weaknesses of the covers, and the risks that are created for his presence in the team and how the team's success adds brings more fans to the stadium and leads to revenue, these and many other questions Such as the importance of human factors in today's business can express; It issues from a gender action by the managers who run their business but often in practice and

experience have queen mind therefore, according to the experience learned during his apprenticeship in management have reached a certain attitude and behavior and change unless we try to change (its first Director) is not allowed to issue from the other sex.

## **8. Human resource planning (HRP)**

Human resource planning supports all the needs of all departments, including staff of financial, human resources and warehouse is responsive. Normally, each of these units have their own software applications on a single account to pay employees But all of them in a central database so that alternative systems were collected, and each distinct database Information flows easily between units distributed. When a customer order to an organization such as manufacturing, services and offers. the order sheet in order to visit the department to other departments throughout the organization started, most frequently the verification and validation, and each of the departments has been long delayed or even lost or errors occur during the operation and in fact, no one in the organization knows that this order is at what stage and in what department located. For example, employees can enter the circulatory system and the financial department and warehouse operation to see whether or not the order has been sent to the customer? Which often leads to dissatisfaction of the customers? With the establishment of the old ERP system deployed in finance, human resources, production and central warehouse software, each of which is distributed between different units replaced. Department of finance, production, warehouse software will have their own requirements, but they are different is that communicate with each other and financial department staff can keep track of the orders until delivery to the customer and see. The software provider designed the system in such a way that each organization according to their needs, that it wants to buy parts For example, some organizations may want to modules related to financial or human resources department and the rest of the modules produced at a later time purchase. An example that was brought to show that the application process and identify the best hope for the relationship between customer orders in each of the action is that is why it is often referred to as the backup behind the scenes. Note that the ERP is not responsible sellers and providers of customer relationship management software to accomplish this accounting fact, ERP software after receiving the order from the first stage to the last stage directing clients all under the control of the flow path. When a customer order customer service experts are logged in order to send all the information you need there amount of funds allocated and used, the amount of time inventories and orders in the transportation sector. Employees in different departments can see the flow of information and to register them each step of their work they are doing and documents automatically will be assigned to the unit so you can easily order routing across the organization and When customers receive their requested goods faster and ERP in other areas such as labor productivity and turnover reports will also be surprises.ERP best way to do the tasks in any organization of offers, but you may staff Note that with the method and technique may work on the software with the new placement system disagree. It is important to each one of them to make the system work if the result is positive Implementation of the first phase of the project has been successful, but if you want to change the internal procedures to behave to say that the project will fail (Swain, Pam&1999).Hidden and overt opposition to the installation and implementation of the

system will start. High costs resulting from the restructuring of the demands of managers and employees, organizations such as the sink in the swamp. You will hear horror stories all the desired changes in the central core ERP there, if the change from ERP to stand, then the organization will stop with the end of the work. Apart from the original price of other overt and covert costs are as follows: 1. Education: Training costs are high because employees often need to learn new processes. Worse training company that can help you be more focus on teaching how to use software not working procedures related to your professional activity, Make sure the training program for those processes that will contribute to the implementation of ERP was established here. keep in mind that employees of the financial department of the same software used by the personnel of warehouse work, the information entered will impact on both systems. So keep in mind that investing more on how to use is very important. 2. Integration and testing: Examined the relationship between ERP and other software platform will be available as a separate cost. You may e-commerce and supply chain software such as primary and secondary applications such as barcode in mind that you want associated with Rebut it is suggested that better communication and coordination for such software from ERP providers do not neglect the education provided here and in the experiment. 3. The order of: the integration will impose additional costs that are unavoidable such as changes in the central core software; this condition occurs when the system cannot conduct your business processes and decide the change in the system that you want to achieve something. This means playing with fire and cause changes in other sectors will be associated with the changes It should also be done in the new version You may not function properly and the seller are no longer able to support you and the nightmares began. 4. Data conversion: transmission of information such as customer records, supplier data and previous design of the system the costs will have to ERP. 5. Analysis of the data: Most of the ERP system data with data from external systems need to be integrated analysis and those who deal with high volumes of data need to store the data in budget implementation the amount to allocate. Daily updated all data combined with other systems difficult and time-Right and Systems ERP is a good day cannot change the information support. This is an expensive solution that's specifically done. So be sure before planned budget, the amount of information that is needed to be analyzed and measured. 6. The advisory team: when users are back system implementation problems need to find their expensive advice to avoid this, the company should have specific objectives for each of the teams and consultants all materials used must be clearly stated in the contract to run when unexpected events lead to an increase in these costs is not. 7. elite possibility of losing staff: It is clear that successful implementation of ERP implementation team of people who depend on the form (including employees of executive information systems). the software is very complex and changes in business and its success depends on each of them and the organization must be ready to move upon completion of the project and the loss of these workers have. Consulting firms and other companies that are seeking to attract such personnel with salaries higher pay what you can offer them to try different techniques, such as payments to keep their side. But if you let them go, they absorb and consulting company in case you need to services may have to pay up to twice the previous cost here. 8. The implementation work is never finished: Most organizations tend to ERP

implementation teams after the completion of the project to other work units. The software is installed after the completion of the project participants formed teams to be able to now return to work as a team to implement those that are most thoroughly software accustomed and organizational processes and relationships with employees related units with the new system even more dominant. These forces companies can no longer return to previous jobs as much after the installation of the system should take place only data to write reports you may want to take a year.9. Expect to achieve rapid results: a mistake that companies are committed after the introduction of the software is to be expected immediately and in a short time to achieve the benefits of it. Most systems do not work as long as their interests and impact on organizational processes Not specified and the implementation of the project team members when trying to reach the desired result will not receive your bonus.10.fall ERP: ERP for changes in an organization will be criticized, Deloitte consulting in a recent survey, a quarter of the 64 Fortune 500 companies after the implementation of ERPProblems in performance, but the real figure is higher than this number. The main reason for this is that everything is done with a previously adopted very different when employees cannot do their work disturb the skills and the business will suffer. Companies that want to implement the ERP system will not be very comfortable. When ERP providers respond to your question: do not be deceived by an average of 3 to 6 months. It is really very low at this time where if you really must have implemented or small organizations or the implementation of a part or parts of the organization or just part of it (e.g. the financial sector) is implemented. But one should not forget the correct implementation and its dramatic impact on your more important to your business. Until the implementation of which may even have the right to run between 1 and 3 years is required.

## **9. Mistakes HR managers**

Many managers today for various reasons have been routine and the activities of no added value do the repetitions will lead to false beliefs. Fortunately, organizations in the decade or even in recent years taken a dream and today are ways to create value. But the road leading to added value, will deal with the obstacles that until recently he did not even think. A significant proportion of these obstacles from chronic mental paradigms, false beliefs and sometimes mistakes come managers. Note that even the best designed performance management process, only effective it will be appropriate to the style of leadership, management style, beliefs and culture of managers and employees is concerned.

### **9.1. Ten Common Mistakes evaluation**

1) Spend more time to evaluate the performance of the planned action or work related to the evaluation of performance, the end point is a continuous process. A process based on the good relationship between manager and employee. So instead of valuation at the end of the year, more time should be spent preventing performance problems. when managers over the years adopted a positive approach, the assessment will be simple and easy.2) comparison of our staff if you want to create negative emotions cause you damage your spirit and your employees they feel so poor that create competitive team which can lose them or compare your ranking. The trick is guaranteed. The manager not only creates friction between employees, but its main purpose is



malice.3) forget that the purpose of the evaluation, improvement, not blame, we have to improve in order to evaluate our help, Not to find fault and blame. Managers who forget that they lose the trust of employees and compatibility.4) Belief in the form of rate assessment tool objectively and fairly reflects the reality: many managers use assessment rates for personnel evaluation forms, because it is faster than other species assessment. The fact is that if two people want to make an evaluation of the employee, Match results show that the risk is very low and the extent to which this evaluation is subjective. This is to remind you over and over again. Rates are subjective. Forms rate is subjective, not objective.5) use the assessment to determine the rights of employees spend a lot of managers do. Only when they want to increase their employees' salaries to approve or reject, to evaluate the beat. But it must be remembered that the evaluation function is to "improve performance" not only for the law (although some think, only to law) any person; regardless of the issue of money (salary) comes or not, the need for feedback on their work.6) believe that they are in a position to be able to provide an accurate assessment: It is impossible. Most managers are not in a position to have enough supervision of employees. Which manager would like to do or have time to have? And what the employee wants, director under the smallest movements have? That is why the evaluation, such cooperation between manager and employee.7) to postpone or cancel meetings evaluation: this is a very common event. But why is undesirable? Because employees felt that this process in their organization trivial or fabricated. They are smart enough to know not to assess the cost much.8) assessment or appraisal of the least important: the facts of life is to do any work, easiest things that can be measured or assessed, The least important of them. Managers, customer service immediately with the phrase "answer the phone in the phone ring" or something similar to describe and define. But what is not easy to measure the overall quality of service to attract and keep customers.9) surprised the staff during the evaluation: a fan is guaranteed to put a waste of time and adverse effect on performance is: do not talk with employees about their performance throughout the year! When they made a mistake, does not pay and "Save", then evaluate each of the cases put forward at the meeting you! 10) Believes that all employees and jobs have exactly the same way and with an evaluation of the way: do all employees to improve their performance need to have the same thing? Obviously, the answer is no. Some need specific feedback, and some not. Some need more than others and obviously related to different jobs. Do you think that could be the CEO of Ford with the same approach to evaluation that is responsible for cleaning the factory? In most cases, the cause of this common mistake is that the personnel or human resources managers to do so leads. It is almost understandable, but it does not lessen the futility of it. In the new economy, and achievement of organizational capabilities such as speed, responsiveness, agility, learning capacity and competence of staff will be originated. Successful organizations, organizations those are able to: quickly convert strategy into action. Effectively and intelligently manage organizational processes. Commitment and collaboration to maximize staff. Accept it in order to change a cloth provide.



## 9.2. Common errors of human resources departments

Because it requires human resources department to use the paper form for evaluating the performance of the understanding, but when the real purpose of the evaluation of the bureaucracies forget, a lot of wasted resources. While human resources department insists too much on form, the only thing he gets is the same: the form is filled. Evaluation form based on the belief that legal claims by employees against explain this rate scheme could be a big mistake. Human resources department mistakenly believe that a form of "self" could have provided the legal tolerated reviews. But not so, these forms are highly subjective and ambiguous. Using an automated system: the only benefit is that using the software, a process computer becomes hollow and empty paper process thus, the false notion that something useful comes at us faster than we do. Performance evaluation is a process of communication between individuals and even between two people, this process is often not done properly. The paper forms using a mechanical process we have enough people to form wrong. What is it that step further and get so administrators do not have to talk with the staff. In adequate training or improper management of the evaluation process: when a decision is taken for evaluation, and design new forms of human resources managers and this does assume that managers know the purpose of the unit is much more than fill out forms. But not so. Human resources ultimately nothing more than a form completed, will not be received. Managers not only about the little bag evaluation process, but also about the whys and interpersonal aspects, the need to have extensive training.train employees not: employees should the evaluation be trained. The evaluation result will be that only if management and staff together and progress together. The management and the employees they need to know why the evaluation, How the evaluation should be done and what to expect, because many organizations superficial attitude towards the evaluation process is to think, evaluate what the "about" employees, but in fact not the case, but such an approach is that the human resources department. Believe that forcing managers to collect useful forms. One of the reasons for the delay in completing and submitting the evaluation is that managers do not benefit, or is it a waste of time to think. Other reasons may also be involved. With many of these causes can be faced with a flexible approach. Unfortunately, many human resource departments have recognized this. If managers feel that it is useful to do so. The key is to do these things in a way beneficial to us. Use the same method of evaluation: because of the difficulties that the filing and review of human resources forms face, there is a tendency in companies in their forms to the standard mode. But this approach is logical and rational? Can a teacher and a school employee to be evaluated the same way? This kind of rigidity, indicating the problem is in the archives of the form, which often forms the rate. However, the purpose of the assessment is to be made easier for the HR department? Evaluation of the role of police: In a system that just works, each of the managers are evaluated based on several factors, one of which is the application of performance management and performance evaluation. It is the responsibility of management. If the manager does not pay its responsibility, the responsibility of the President is that he is evaluating. No evaluation system will not be successful unless the President, it is clear that the evaluation process will be a factor in the evaluation manager. Human resource departments should play the role of the police

assessment; it is the responsibility of the presidency. Anything other than this, it will be a waste of time and energy.

### **9.3. Nature and improve performance**

Diagnosis of performance problems: one of the most difficult tasks any manager or supervisor to determine the cause of a performance problem. Since the decisions taken to determine the cause of this problem depends on proper evaluation will be essential. What impact on job performance, influenced by several factors? When performance is excellent, provided the conditions of the high performance possible. Therefore, outstanding performance requires that "all" factors related to behavior, is applied in an appropriate manner. Unfortunately, poor performance may be due to "a" factor that greatly reduces performance. Often seen as a functional disorder has not been investigated, continued and expanded so that other agents from positive to negative one. A seven-factor model in performance evaluation: now introduce seven factors that determine or affect performance. Defect in any of these factors will have a negative impact on performance. Talent: the talent inherent in a person's ability to perform the task or tasks. Each of us has strengths and weaknesses that determine whether we can do or learn or not. Little talent to do a job can mean a person, even if that maximum support is granted, can learn to do that particular job. It is worth noting that it is difficult to evaluate talent. Skills: even the simplest tasks require skills. The difference is that talented skills to the point that individual talent and skills can be taught to him. To realize the dysfunctional due to lack of skills or not, we may ask: If life is dependent on whether it would be able to do it? If the answer is no, the problem can be caused by a lack of skills. Understand the task (work): one must correctly the nature of their work and expect that he will understand. Otherwise, no amount of skill or motivation, he is unable to function effectively. Common tool for understanding performance management work. The best way to assess its employees understands that they take place in a learning environment questions. Avoid trying this factor and the next, are the motivating factors. If a person has talent, skill and understood, because he is trying to avoid may be the result of personal or work environment. Check whether there is a motivational problem is difficult and the best thing that can be done in this case check other behavioral characteristics (such as absenteeism, lack of participation in meetings, or other factors that reflect the motivational problems).reduce the level of effort: sometimes a person may not be limited in their work effort and thus will lead to unexpected results. Lack of stability: optimal performance and effort is required to get started. This motivational factor may indicate boredom, fear of failure or lack of skills. For stemming the factors detailed dialogue and tact is required. External factors: sometimes some factors that are beyond the control of the person can reduce his performance. Your organization may create obstacles to the optimal performance of managers and colleagues do not affect the spirit of cooperation. Discussions that took place during the performance management staff should also factors that are beyond their control and inhibit the development of the global economy. If allowed to continue these external factors and their existence are ignored, motivation levels will drop and this will be more complex.

## 10. Correction of errors

Organizational error correction when a firm faces a serious crisis, things is out of control with little reflection can be a series of events that led to the development of this condition have been identified. Whatever the cause, such as catastrophic environmental conditions, gross mistakes in product design; strategic analysis of market conditions or any other reason mistake, once the crisis is not essential, but most of them are the result of multiple mistakes. This is actually a chain of events that lead to the crisis. For example, nuclear power plant accident on the island "mile" in 1979 considers. The plant, a series of errors, including errors in the decision-making process in conventional cleaning operation by unqualified operators and system design engineers was carried out; the melting of the equipment led to the disaster eventually changed the fate of the nuclear energy industry. A chain of errors are usually caused major strategic or operational errors. Who crisis in 1994, when Intel released a new microprocessor with the design error, consider. This is a mistake, even after realizing Intel chips (chip) was defective, was denied by the company. When the issue was more complex than Intel's response to customer complaints was non-caring and bureaucratic. During the two months before Intel to implement a replacement for the defective product, the company has significantly lost its image in the market and ultimately suffered from the disaster will cost \$ 475 million. Some large companies (who are consistently on the list of companies with superior management) its ability to prevent problems of this kind. Research shows that these companies have six areas of shared belief and the belief in they have penetrated the culture and management systems. these companies have developed systems for early detection and error patterns in the data confident, strong links have been established and the best suggestions from the people in the organization and those outside of it is; welcomed, not least the loss of potential mistakes or errors; things that, although there is very little likelihood, not overlooked, customer relations Is maintained at all costs that they are not passive; In the sense that that situation or crisis cannot be solved by itself. among these companies are the "Johnson & Johnson", "IBM", "heart" McDonald's, "South west airline" and "Toyota" noted. The aforementioned companies have committed big mistakes but these have done little mistakes; Errors are detected in a timely manner and make them better and faster than other organizations have overcome. Reaction "Johnson & Johnson" on the event of changes in the composition of Tylenol that occurred about 20 years ago; still repeatedly as a symbol of the crisis was managed properly, can be named(Young, Stephen, nason&Glinow, 1990). Although the issue was not unique to Chicago and need a national call but the famous creed customer's special emphasis on health and safety had led decision-makers. In contrast, it seems that the welfare of the client side of the stakeholders were ignored Intel this was to prevent the company to resolve the crisis to the microprocessor, directed. Mach Company is different. Financial irregularities, errors on market strategy, design errors that endangered the safety of its customers are among them. Today, no company cannot disregard the culture of the business customer. The ability to listen, learn, risk management mistakes must be considered part of the duties of a manager. Errors occur, but if the company issues early, before they become larger and more; identify, can in the shortest time for problem-solving approach to work and learn experience problems.

## Conclusion

Since the success of an organization in the community may be deceptive phenomenon, and we get that the former do things the same way to avoid possible errors due to the fact that it is possible to change everything that we have done in previous years no longer apply in the present circumstances there is little to guide the organization. Therefore, management science experts recommend to avoid a drop in power management, each organization must identify specific credit analysis of the conditions governing the organization of appropriate ways to reorganize the Bulls. In this context the following strategies to achieve this offer: 1. Dracula rapid eradication program of increasing costs and creating obstacles for the advance run things.the beginning of the best time analysis of business processes of the organization.things that may cause loss of productivity in the organization are identified andthings that are hindering the best performance, delete.dragon who suck money and resources from the operational levels of the organization, not extermination.to do this it is best to get help from a counselor outside the organization.For people outside the organization do not prejudiced approach and a different perspective of the business you are offering.2. Create an attractive working environment. Top attractions on the first day of the new employee begin work. The programs have made great efforts for the maintenance staff. The major factors that cause employees after 90 days still do their duties well the treatment depends on the first few days of work. Managers should meet with new employees in the first week and a comprehensive assessment after nearly a month of work and organizational behavior they have. The results can be difficult to differentiate between what we expect of employees and the requirements of the tasks assigned to them, it does not help. That's why the director should resolve these differences help and what you can early withdrawal of staff from the organization identify.3. Managers or directors ever to work not erratic. The reality is that good people leave bad managers. The results of a research project shows that 35 percent of respondents, due to leave work to your boss have mentioned.Rosa Pizza Company, a chain store with 53 branches and 300 staff every two years, the heads of its branches using a bottom-up assessment of customer satisfaction and the staff. After the evaluation, the Board of directors meeting with administrators to discuss the issue of that affects the formation of the staff.4. Consider a tribute to the staff responsible. In a survey of most respondents to the question of what causes most dissatisfaction in the workplace is, say: lack of gratitude. Set up a program to create a spirit of gratitude in people is not so difficult. A program designed to create a friendly atmosphere and makes people feel good to have their experts.5. The motivation to create a work environment notes that what you draw is not necessarily the cause motivating others. Managing an organization, we assumed that cash rewards to employees take precedence over everything else, while it was important to have a parking lot for employees. In its top managers and some employees could park your car right next to the building while the rest of the staff did not have this possibility. With this information, the program was set up that employees could use the parking managers. 6. Employees of an organization should be considered as a family. Family-friendly impact on productivity, most organizations does not recognize and attract employees.7. Keep in mind the need for staff training. Organizations that invest in the education of their employees greater achievements of the

institutions that do not do it in society get. In a 3100 research study on American workers by the national center for quality teaching workforce, it was found that an average of 10 per cent on staff training led to an increase in total factor productivity was 8.6 per cent. If the 10% increase in the cost of equipment has increased only 3.4 percent productivity. The three keys together to interact and complement each other. When your team is the battalion, because they all share in decision-making and implementation, put the information together and use them to improve the efficiency and effectiveness of their group. Team members to assess the information received from all parts of the organization, analyze the information, decision-making about them and convey their decisions to others. In addition, self-determination with the need for demarcation begins, does not mean that teams have unconditional freedom to act within the structure, Blanchard and his colleagues write about it, there are two important things: first of all, the three existing key for empowerment, very easily understand. But it is difficult to apply them in daily operations. Secondly, the three key when you consider that is reflected by dynamically interact. Although sharing information is an essential first step, but the empowerment of people requires that all three keys are used, and when necessary an emphasis is placed over another (Blanchard, Carlos and Randolph, 1378, 109). Randolph believes that the three key managers and employees can lead to a culture of empowerment. travel to the land of empowerment is not easy, but it may be necessary for the survival of the organization in this dynamic and complex environment. It is important that as soon as practical problems to be addressed and the factors that were mentioned to investigate their possible role in contributing to the problem, diagnose it. Cooperation with employees, identify and resolve some of the root causes of performance problems is possible.

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