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Explaining human resource empowerment pattern and organizational excellence among employees of emergency of Guilan's University Hospitals

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Abstract

The present paper aims at investigating the relationship between human resource empowerment and results of organizational excellence model (EFQM) among employees of emergency unit in Guilan's university hospitals. This is an applied research performed through descriptive – survey method. Required data was obtained using standard questionnaire. Research population is composed of all employees of emergency units of Rasht university hospitals (N = 400) of which 195 individuals were selected as the sample according to Cochran's formula using ordinal random sampling. Besides, share of each order was calculated through systematic sampling method. Obtained data was analyzed using SEM method in AMOS22 software. Also, Pearson's test was performed through SPSS21 software. Findings indicated a positive, significant relationship between human resource empowerment and results of EFQM among employees of Guilan's university hospitals. Accordingly, it is suggested to pay special attention to employees' empowerment features to enhance organizational performance level and to look at empowerment as a main strategy for improving organizational transformations.

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1. Introduction

Today, many organizations seek excellence but only some reach it. A main reason of this failure is the lack of deep understanding of the concept of excellence and its criteria, especially neglecting the role of excellent human resource (Duhlgard et al, 2007). Respecting employee empowerment to improve organizational performance and bring to a globally accepted level is a great necessity. As Denis Kinela mentions: "in today's organizational movements toward total quality management (TQM) and continuous improvement empowerment has gained a significant place... It seems that empowerment is considered as an accepted macro strategy for continuous improvement and as a acronym for the variety of manners of applying individual competencies in creative and novel methods of all organizational performance aspects" (Kinela, 2008). Empowerment is considered as a vital factor in almost all scientific references of TQM. Thomas and Volthouse identify employees' empowerment as a main component of TQM. Moreover, Cardi (1996) showed in the US that employee's empowerment plans are closely related to quality management and may be the vital element affecting organizational success or failure (Abtahi and Abbasi, 2007). At present, employees empowerment is more and more being considered in European Excellence Model (EFQM) and employees are among important measures of excellence in this model so that the model holds: "excellent organizations enhance equality and justice and involve and empower individuals" (Hill and Block, 2004).

A plenty of research is performed on the direct relationship between enablers and results. For example, Skieldsen and Kanji (1998) investigated relations between individuals, processes and performance key results and concluded that weak individual and process management may weaken individual outcomes and performance key results. In another research, Skieldsen and Duhlgard (2000) found that individuals and processes directly influence individual outcomes in the model. Although many researchers reject these reductionist studies and believe the effect of enablers on results should be investigated as a whole because of mode holism, but undoubtedly reinforcing empowerment factors improves results (Losar, 2005). With this respect, it can be said that having empowered employees is the key to a modern successful organization. Emergency unit of many hospitals and university hospitals is in this category. In fact, the issue of treatment is not, alone, a part of hospitals' and health care centers' goals. But, the most important point is to try to enhance treatment quality. Indeed, hospitals are considered as one of the main and important organizations or institutes of providing health care services which in turn play a significant role in maintaining and enhancing patients' physical and mental health. Specifically, emergency units are among those sectors providing patients with special services in critical and emergency states and considerably contribute to saving patients' lives and their treatment and health. Thus, it is necessary for hospitals and university hospitals to have empowered employees in these units and this may, even, be accompanied by competitive advantage for the organization. Presence of committed, responsible and competent employees in this unit puts more emphasize on the issue of empowerment. Considering what mentioned above, the present paper seeks the answer to this question: "is there any positive, significant relationship between employees' empowerment and organizational excellence among staff of emergency unit in Guilan's university hospitals?"

2. Theoretical framework

1.1. Organizational excellence

Semantically, excellence means superiority and eminence and organizational excellence indicates an organization's commitment to sustainable development in order to satisfy customers and enhance profitability in a supporting and totally national environment (Palravan, & Khobyari, 2012; Javadin, & Moshfegh, 2008). In this respect, the two following tasks are of significant necessity:

"To move processes and procedures toward excellency and making effort to generate analytical and scientific culture of quality in the organization".

Excellence model is a measure of establishment of systems in organizations and self-evaluation which determines managers' policies to improve performance (Johnkel, 2014). Moreover, organizational excellence may be considered as an organization's growth and enhancement in all aspects so that it can balance all beneficiaries' needs and expectations while respecting their highest satisfaction level. Such circumstances are followed by an organization's

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