

# Employee Empowerment under the Background of Network Era

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**Abstract:** Empowerment aims to stimulate the enthusiasm and creativity of employees through the sharing of information, options and resources, and improve the performance of employees and organizations as well as the dynamic adaptability of organizations. On the basis of combing the relevant literature on empowerment, the article analyzes the motivation of empowerment, and improves the effectiveness of empowerment through measures such as organizational structure reform, improvement of leadership style, stimulation of employee motivation and construction of enterprise empowerment culture.

**Keywords:** Employee Empowerment, Structural Empowerment, Leadership Empowerment, Driver Analysis

## 1. Introduction

With the increasingly complex business environment and flat organizational structure of enterprises, the new generation of knowledge-based employees are increasingly becoming the main body of employees. Human resources have become an important resource for enterprises to obtain competitive advantages. It is particularly important to explore and give play to the advantages of human resources. Managers need to fully understand the needs of subordinates, establish a decentralized decision-making mechanism and system in the enterprise, and remove the restrictions of bureaucracy within the organization so as to give employees more decision-making power and autonomy, and highlight the importance of employees' work. We should remould the work, encourage employees to participate in decision-making, and empower employees, in order to encourage employees to continue learning and innovation, give full play to employees' intelligence, and win competitive advantages for the enterprise.

## 2. Literature review

The research on empowerment began in the 1980s. Empowerment is based on full trust in employees. Through the sharing of organizational information, decision-making power, choice power, profit and other resources, it creates opportunities for employees to learn and grow, and influences the management process of employees' motivation, attitude and behavior through psychological perception [1]. At present, the research and Practice on empowerment mainly focus on the empowerment of employees and customers.

With the advent of the era of information and intelligence, employee empowerment aims to emphasize the moderate decentralization of organizations, give employees more autonomy, and conduct in-depth research from the three dimensions of structural empowerment, leadership empowerment and psychological empowerment. The structural empowerment aims to establish and improve the employee empowerment mechanism and system, ensure the sharing of power in the organizational system, give employees access to information, opportunities and other resources related to organizational decision-making and management, and meet the needs of employees to participate in management. Leadership empowerment aims to realize the transformation of organizational leadership role, and grant more decision-making power to subordinates. While playing the role of supervisors and referees, they highlight the role of counselors, and improve the comprehensive quality and work performance of employees through the training of subordinates. Psychological empowerment, focusing on the research of psychological mechanism, refers to the control, influence and work value that employees feel in the process of work, and to enhance their initiative to enhance their self-efficacy and sense of achievement, enhance their self-confidence, and change their work motivation and behavior.

With the arrival of the information and intelligent era, the enrichment of material products and the change of customers' trading status, it is necessary for enterprises and customers to build a smooth, efficient, open and continuous communication platform, and form a continuous and benign interaction relationship with each other, to achieve a win-win situation between enterprises and customers. The purpose of customer empowerment is to enhance the initiative of customers through a variety of ways, so that they can participate in the product research and development, design, production, manufacturing and marketing activities of enterprises, so as to better meet the needs of customers.

### **3. Motivation analysis of empowerment**

#### ***3.1. Complexity of external environment requires enabling***

With the coming of intelligent and network era, the production, operation and management of enterprises are facing great challenges. How to better adapt to and make use of changes in the environment, seize opportunities, avoid risks, and cultivate the core competitiveness of enterprises is more important. As the middle and high-level managers of enterprises, although they attach great importance to the development and maintenance of customers, the front-line employees are the closest to customers, which makes it difficult for them to understand and feel the changes of various market elements and make correct decisions. Therefore, the organizational power should be further moved down to give the front-line employees more autonomy and decision-making power, so that the front-line employees who can hear the sound of guns can make effective decisions, timely and effectively discover and meet the new needs of customers, and empower customers through continuous interaction with customers to achieve a win-win situation.

#### ***3.2. Empowerment is required to obtain sustainable competitiveness***

With the rapid development of science and technology and the increasingly fierce competition in the industry, enterprises need to optimize the allocation of various resources, empower employees through management innovation, and give full play to the advantages of human resources. Haier's "employee and customer in one" model, handu Yishe's "group system" and Huawei's "letting employees who can hear guns make decisions" are all beneficial explorations made by enterprises to empower employees in order to obtain sustainable competitive advantages.<sup>[2]</sup>

Handu Yishe builds an organizational structure based on Internet thinking to respond to rapid changes in the environment and make rapid responses and decisions in a timely manner. We should independently explore the platform mode of "incubation + service" and establish an ecological incubation platform with "group system" as the core. The members of the group mainly include designers, page managers and goods managers. On the basis of clarifying the rights, responsibilities and benefits, the group has absolute autonomy in the design, production and sales process. The remuneration of the group members is calculated and distributed by the group as a unit, which fully stimulates the enthusiasm of the group members. The sustainable development of the group can be split into more groups, and the original group can enjoy 10% of the sales income of the incubation group for 6 months. Through empowerment, handu clothing house has created a myth of 30000 pieces a year.

In order to cope with the challenges and opportunities brought by big data and artificial intelligence to the development of the retail industry, jd.com has put forward the future oriented, customer-centric and big data based boundless marketing. Under the background of boundless marketing, through the participation of users, enterprises, media and brand parties, the enterprise organization and business process will be transformed with the customer demand as the center, so that the power will be transferred downward. Based on the project team, the departmental boundaries will be broken, and the interconnection in data, technology, products, resources and markets will be realized. Through open, empowering and boundless marketing, we will achieve a win-win situation for the community of interests.

#### ***3.3. Human resources tapping needs empowerment***

With the continuous development of economy and society, employees have become the main resources for the sustainable survival and development of enterprises, especially the new generation of knowledge-based employees, who pay more attention to their own career development and value realization. Kanter and Liden have found that empowerment can enhance employees' organizational commitment. When enterprises create opportunities for employees to participate in decision-making and

provide challenging jobs, employees will fully perceive the value of themselves and their work, and their sense of achievement will be enhanced. In return, employees will enhance their commitment to the enterprise, conduct self-management and self motivation, and then improve performance[3].

Laschinger and havens, Baguley and McBurney have shown that empowerment is one of the effective means to relieve employee stress, and empowerment is negatively related to employee stress. By participating in decision-making, employees can realize the sharing of enterprise information, finance and resources, and have a more comprehensive understanding of the current situation and future of the enterprise, thus reducing the pressure caused by future uncertainty. The research also shows that empowerment can improve employee satisfaction, and the greater the degree of empowerment, the higher the employee satisfaction. Because empowerment can enable employees to obtain support from enterprises, superiors, peers and subordinates, including authority, information, technology, tools and encouragement, so as to better complete their work and realize their own value.

### ***3.4. Improving leadership and management efficiency requires empowerment***

Empowerment of employees is not only an incentive to employees, but also can reduce the transactional work of leaders, devote more energy to more important work and improve management efficiency. Through empowerment, it can create an opportunity for subordinates to learn new knowledge and skills, improve their professional ability, and play the role of training and motivating subordinates, in order to realize the potential of employees' ability, improve their sense of achievement and optimize their ability structure.

## **4. Empowerment design**

### ***4.1. Organizational structure reform to realize the flattening and platform of the organization***

The traditional enterprise organization is dominated by a cone-shaped organizational structure, which is characterized by multiple levels, strict levels and high power distance. The speed of information transmission is slow, and information filtering is easy to occur, resulting in information distortion, which is not conducive to communication between various levels. Many department walls and interest walls are easy to appear among departments, which breed bureaucratic style, increase the cost of coordination, weaken the efficiency and benefit of the organization, and affect the dynamic adaptability of the organization and the creativity of employees. With the arrival of the era of intelligence and networking, the complexity of the market environment and the diversity of employees' ideas, it is imperative to transform the traditional organizational structure into a flat organizational structure and a platform organization. By reducing the organizational level, expanding the management range, changing the information flow direction, achieving effective internal communication, and the diversity of employees' work, skills and abilities, we can make timely adjustments according to the changes in the environment. Through the reform of the organizational structure, the enterprise will establish an effective decentralization and empowerment mechanism and system, create opportunities for employees to obtain decision-making information and participate in decision-making, so as to improve employees' work autonomy, carry out creative work, and bear many challenges and risks brought by work, to achieve the goals of personal value and performance improvement.

### ***4.2. Improving leadership style and realizing leadership empowerment***

Leadership empowerment not only requires the organization to establish the corresponding empowerment mechanism and system, and realize the downward transfer of power within the organization, but also requires the transformation of the leadership role. Leaders should not only play the role of supervisors and referees, but also play the role of counselors. Through the joint development of performance plans with employees, we can do a good job in the guidance of employees' work performance, and guide their work motivation and behavior, so as to improve employees' competence and organizational performance. We should organically integrate the collective interests, corporate vision and employee objectives, and guide and help employees to identify with and implement the corporate vision from a macro and collective perspective. For different employees, different management methods and methods are adopted to pay attention to the needs of employees. Through authorization and empowerment, employees participate in decision-making, and achieve collective wisdom and strength. By cultivating and forming an advanced enterprise culture, creating a learning organization, relaxed and harmonious working environment, we can encourage employees to challenge themselves and innovate

in their work, provide support and guidance in terms of personnel, property and policies, and realize the common development of employees and.

#### ***4.3. Stimulating the motivation of employees and improving the empowerment effect***

Employees are the focus of empowerment and the main body to give play to subjective initiative and continuously create value. Therefore, leaders need to fully realize the importance of empowerment and be good at empowering employees. On the basis of full trust in employees and in combination with their work performance and willingness, employees are encouraged to participate in enterprise decision-making and assume certain responsibilities through empowerment. In the process of completing challenging work, they update their knowledge and skills, improve their professional quality and solve practical difficulties. In the process of empowerment, employees should fully feel the trust and expectation of the enterprise. In the process of achieving employees' work objectives, the enterprise should provide them with information, resources and emotional support, enhance employees' sense of belonging, and make employees fully feel the importance and value of themselves and their work, in order to enhance their self-confidence and willingness to participate in decision-making. Empowerment is inseparable from the training and development of employees. It requires enterprises to formulate scientific and reasonable training plans and detailed training plans, carry out continuous and targeted training and development for employees in combination with post competency requirements and future development needs to improve the effectiveness of empowerment.

#### ***4.4. Doing a good job in the construction of enterprise authorization and empowerment culture and highlighting the dominant position of employees***

On the basis of clarifying the vision and mission of the enterprise, we will do a good job in the construction of enterprise empowerment culture. In the aspect of cultural construction at the institutional level, through formulating and improving the enabling advice mechanism, fault tolerance mechanism, incentive mechanism and other mechanisms and systems, the emergence of uncertainty and failure is tolerated, and combined with the enterprise salary management and performance management, the corresponding performance salary management system is established to guide the leadership to empower and improve the enthusiasm of employees to participate in the empowerment. In terms of the cultural construction of the core layer of the enterprise, we will give full play to the demonstration and promotion role of the core figures of the enterprise, inject the concept of people-oriented, win-win cooperation and sustainable innovation into the enterprise culture, and highlight the importance of people in the process of enterprise authorization and empowerment, so as to improve the effect of authorization and empowerment through the construction of the authorization and empowerment culture.

### **5. Conclusion**

Under the background of the era of intelligence and networking, we believe that empowerment will become one of the important means to stimulate employees' enthusiasm and creativity, and will also become an important means for enterprises to cope with environmental changes and enhance competitiveness. Through structural empowerment, the transformation of enterprise organizational structure, the innovation of management mechanism and system, and the downward shift of decision-making power and choice power are realized; Through leadership empowerment, all kinds of information and resources can be shared, employees' work participation can be improved, employees can have a more comprehensive and in-depth understanding of the current situation and future of the enterprise, in order to enhance their sense of belonging and emotional commitment, and improve the work performance of employees and the organization. In turn, it will enhance employees' self-confidence and sense of achievement, improve the ability of employees and enterprises to cope with challenges and changes, and further cultivate and form the core competitiveness of the enterprise.

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