

## Export Empowerment Approaches

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### ABSTRACT

Empowerment is a process that ideas, goals, decision boundaries, results of struggles and effects are shared in the organization. Allowing activities beyond sharing, dividing and filtration of thought and communication are elements of empowerment. Belachard summarized empowerment process in three stages:

sharing information

independence and autonomy in boundaries of the organization

replacement of autonomous team instead of hierarchical order

Empowerment strategies:

strategy of cumulative knowledge by telling story

strategy of solving skills training

strategy of resource equipment and support skills training

**Practical actions:**

1) showing leader commitment

2) Attention staff benefits

3) Employing ability teams

4) Submission of authority

5) Training staff in order to enhance their knowledge skills and capabilities

6) Participation of staff in planning and sharing functional information.

**For empowerment of export following items are necessary:**

offering foreign services

attention to market management

attention to boundaries and outlines in second program of expansion.

**KEY WORDS:** market management, foreign services, information sharing, filtration of experiences.

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### INTRODUCTION

In Iran like most of the developing countries, foreign trade is active and it is priced in international exchange scope, more than 80% of exchange revenues are provided from ending source, gas and crude oil export. Production and exportation of oil products relate to not only economy issues but also to political situations. Lack of scientific investment in non-oil export and lack of necessity of expansion planes for non oil export. Because of considerable income from oil are main factors in economic reliance on selling this unsustainable product and nation wealth in pre- revolution period. Exportation of oil and gas was a general policy that provided possibilities of export items consumption. In post - revolution years, because of negative and positive shocks in universal price of oil and expansion and limitation of oil export, changes in oil income is observable (Motavesii, 1998, p.26).

Before oil shock in WA, Iran had an outstanding rate of non oil exports in world but then encountered with server stagnancy (Mojaver Hussieni, 1999).

In 1974, Iran non oil export approximately equaled to Pakistan and 24% lower than Turkey. But in 1996, export of both countries surpassed Iran non oil export 8/1 and 2/39 respectively. Meanwhile Turkey and Pakistan are not successful exporters. But in comparison with far east countries, the differences are considerable in 1974 export of Korea and Singapore was four fold lower than iran in non oil export but they equaled 63/3 and 38/3 respectively. In order to compare Iran non oil export situation it is sufficient to know that in 1974 Iran export involved 19% of world export and this percent reduced to 0/06% in 1996 (Mojaver Hussieni, 1999, p.5)

### Empowerment concept:

In 1788, empowerment was defined as submit authority in organization role and it was commented as of an individual for acceptance of responsibilities in order to meet requirement Krou (1971) addresses to common definitions of empowerment in dictionary involves submitting legal power, authority, commissioning and empowerment. In 1990

Gandez defined empowerment as transferring decision making power to staff. Lee (2001) defined empowerment as a basic for increasing dialogue and critical thought in activity in small groups that allowing activities beyond sharing, dividing and infiltration of thought experiences and communication are main elements of empowerment.

### **Empowerment process:**

In focus view (1998) empowerment of staff is a process that lead to expansion of empowerment culture with common idea, goals, decision making boundaries, results of effects and struggles on organization.

In this culture, the resource and competition are provided for obtain required sources in order to effectiveness of activities: Blanchard summarized empowerment process in four stages:

- 1) Sharing information: allows staff to recognize and analyze their organization situation. Information sharing starts with obtain confidence in organization, breaking traditional hierarchical order of thought and lead to increase responsibilities.
- 2) Independence and autonomy in organization boundaries: Boundaries of organization are determined by objectives (reasons for working) values (image of future) and goals (what, when and where).
- 3) What are your reasons, roles and your organizational structure system?
- 4) Replacement of autonomous instead of hierarchical order: When a group of staff by special responsibilities are selected for work and production, they manage and execute programs and share responsibilities equally, the advantages of autonomous team is occupational satisfaction, changes in commitment view. Providing proper relationship between staff and management, efficacy of decision making process and progress in reducing cost operation and profit making of organization.

### **Empowerment strategies:**

The duty of leaders is to provide facilities for implementation of empowerment strategy that directly and indirectly change staff view and their behavior and provide bases for training specialist force. According to goal and philosophy of organization, characteristics of organization and staff and their roles, the strategies are implemented. Chadiha and Etall (2004) address to three important strategies and staff empowerment:

Strategy of increase cumulative knowledge by telling story.

When staff are responsible for their problems, they struggle in order to improve individual and organization life. Telling story approach empowers struggles and collaboration. Rapa port (1995) discussed that when individuals tell their collaboration story. They reflect the reality of their lives in positive manner, acceptance of explanation of difficulties and recognition of capabilities are important elements of empowerment.

Staff explain their experience by participation in small groups as personal story and communicate about their problems:

#### **2) Strategy of problem solving skills training.**

It is necessary for staff to increase their problem solving skills: that lead to staff empowerment in individual level as a necessary step in changing undesired situation. In this strategy the staff should be allowed to recognize their difficulties based on stories content, in this case, the group summarize problem solving goals involve: recognition, selection of main problem, selection of goal or main problem, creative thought in order to obtain goal.

3) Strategy of resource equipment and support skills training. By support and equipment of resource, the staff are assured by big social structure (Amidi 1992).

#### **These supports are summarized in three stages:**

- Support own self
- Support person by manager
- Support person by law

Organization can promote cumulative support by writing, speech and lecture of legislative agent or political individual when staff recognize that there are resource for individual progress in organization empowerment is accelerated.

### **Practical action for empowerment of staff:**

#### *1- Showing leader commitment by*

- Strategies thought in scopes that innovation promote activities
- Reorganization and unifying operations and increase activities coordination
- Create confidential atmosphere and truthful connection
- Target fullness of investment and encourage changes
- Participation in activities in order to measure in organization success
- Using 360 function feedback system

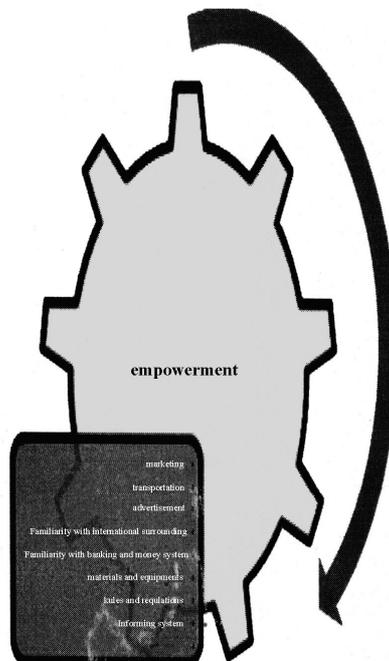
#### *2- Pay attention to staff benefit by*

- Creating confidence in cooperation based environment
  - Participation of staff in decision making before final decision
- 1- Training staff in order to increase knowledge skills and capabilities.

- Propose combination of official education while servicing
  - Training new methods in team and teamwork
  - Attention to investment in education in every period.
- 2- *Using quality team by*
- Create team of multichannel activities in different level \ staff require different organization level
  - transfer responsibilities to team
- 3- *Participation of staff in planning and sharing functional information by*
- Create mechanism for staff participation in programming process.
  - Offering functional information in organization by different methods like charts 4, graphs and news.
  - Opinion poll form staff about changes direction in organization.
- 4- *Submitting authority by*
- Omission of supervision lines
  - Preparation of women for management in order to concentrate on difficulties subject and organization policy.
  - Create new situation-to propose authority for staff. So the main goal is human resources. They should be familiarized with empowerment concepts then by participation in implementation of strategy help organization.
- Profitability familiarity with empowerment goals is the best method lead to motivation for execution.

**Conclusions**

Effective factors on empowerment of export



1) empowerment model

In order to empowerment of export following items are necessary: a) *offer foreign lateral services*

- 1) Collection customer required information.
- 2) Reserve hotel or hospital in foreign country.
- 3) Offer credit cards or issue license for using them.
- 4) Offer remote secretarial or official services for customers.
- 5) Compile technical texts and required research.
- 6) Designing items for foreign residence firms.
- 7) Preparation or equipment of items.
- 8) Offer legal services for foreign customers.

According to estimation of organization of expansion and economic collaboration, developing countries can offer 438 Millard dollars foreign services annually that equally to 15% of non member countries in OECD (Tabande, 2002, p.500)

*b) Attention to market management in empowerment of export.*

Market management consist of

- 1- Recognition of market (using market research for obtain information).
- 2- Tendency toward market (create motivation and background for market culture).
- 3- Measurement of market (marketing control system).
- 4- Marketing, market sharing, strategic marketing.
- 5- Preservation of market and strategies for develop services.
- 6- Create market and increase market share by offering products to costumer, control of market lead to competitive strategies for proper relation with market in order to offer new products (Tabande,2002, p.508).

*c) Attention o main lines outlined in order to increase industrial export in second program of expansion.*

- a) Omission of exchange inconvenience methods and simplifying item release stages for import and export so these controls apply to quarantine affairs and legal prohibited items.
- b) Using common trading methods for regulation of foreign trading relation in order obtain special privileges and encounter with other countries limitations.
- c) Support export expansion by availability of information for encourage export, rights and custom duties, create credit fund, help domestic items marketing by holding exhibitions for export items and political support policies.
- d) Membership in international, national union and organization for obtain benefit in international trading affairs.
- e) Create confidence toward Iran export items by observing standards and apply regulation on exporters by title or label and demanded signs in order to prevent alteration of validity of export items.
- f) Review commercial institutes and establishment of export council for coordination, encourage and expansion of export and empowerment of trading affairs in foreign representatives.
- h) Continuity of empowerment policy of force trading area in order to create export and industrial goals and transit of items (Salami, 2002, p.76).

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