

# Organizational Empowerment by Technology Balancing

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## Abstract

The structure of an organization's Knowledge, Technology and Culture (KTC) can affect employee motivation levels in several ways. Recognizing the importance of KTC in achieving flexibility in an international context expands the types of research questions related to the role of KTC functions in organizational performance.

This paper considers the value of KTC as an important intangible asset of an organization. The strategic importance of workers is discussed and their interaction, as an asset, with other important organization assets. The basic methodologies for valuing KTC are then explained and their limitations are considered.

**Keywords:** KTC, Organizational Empowerment, Organizational performance, Technology management

## Introduction

Continuous training, employment security, performance appraisal and alternative compensation systems can motivate skilled employees to engage in effective discretionary decision making and behavior in response to a variety of environmental contingencies. There is no doubt that valuing acquired intangibles such as brands, patents and workers lists makes a lot of sense rather than placing these organization critical assets in the accounting black hole known as goodwill. Modern approaches recognize that selection of Organizational Empowerment (OE) is a complex process that involves a significant amount of vagueness and subjectivity. Knowledge, Technology and Culture (KTC) are pretty straightforward to value, their visible and corporeal nature makes them relatively easy to define and in most cases there is an active market from which value can be derived.

## Organizational Pperformance

The Organizational Performance (OP) information, unclear goals, inappropriate selection and use of technology, inability to integrate workers and processes and use of misleading metrics or improper measurement approaches are the major barriers in implementing and managing OE projects systems that seek to identify individuals with the ability to learn and adapt to new situations and markets can provide a firm with competitive advantage. The importance of strategic, long-term policy and planning in science and technology is very clear to planners and policy developers, from the fact that they need both considerable resources in order to carry out the planned activities, and a long lead time to accumulate the required trained manpower.

The more we understand people and their total environment, the more their needs are likely to be met. When we talk about valuing workers relationships, the scope of definition is expansive. On the one hand, it is simply the value that workers generate for the organization. On the other hand, it is purely the value of the relationship. Neither definition is more correct than the other; however, the purpose and approach for valuing each are different. A positive experience throughout the workers cycle should foster trust and develop loyalty, therefore allowing an organization to generate more revenue for less incremental expenditure.

However, the escalating cost of scientific and technological research and development, together with the limiting resources of governments, make such strategy of overall support impossible, even for relatively rich countries.

### **Organizational Empowerment by Technology balancing**

Since it is impossible for the planners to have all important data and information in specialized areas, and yet they are required to make informed decisions, the need arises for a process now known as technology foresight. Technology foresight is different from technology forecast in that the latter assumes that there is only one future, and attempts to describe the development of technology through that static future, while the former assumes that there are alternative futures which can be shaped by technology. Fore sighting is therefore a more dynamic and challenging process than forecasting, involving interaction between technology and society, and between the present and future. Technology foresight requires expert judgment, often collective judgment of various experts.

Furthermore, public opinion and the opinion of professionals in areas other than science and technology are important and must be taken into account. The foresight studies aim at constructive outcome resulting from the tensions and dialogues between the scientific and technological experts and users of the results of technology. The former tend to focus on feasibility of future technologies, whereas the latter naturally concentrate on their attractiveness together with potential pitfalls. Multidimensional considerations should lead to a balanced foresight and optimal recommendations for future action. It is interesting to note that the leading to a conclusion that for industrially developed countries, there are similar expectations about the realization of technological developments. In summary, approaches to technology foresight vary from country to country.

### **Technology balancing and Strengthening of Organization**

Performance includes defining and evaluating performance and providing employees with feedback. Rewards include bonus, salary increases, promotions, stock awards, and perquisites. Technology balancing practices in general and compensations systems in particular have been shown to be highly related to organizational performance. International organizations have considerable discretion in the design of pay policies and the choices made have consequences for organizational performance. Overall, from the point of view of performance measurement and strategic planning, the value and definition of a organizational relationship with its workers may not be particularly relevant. It is more practical and beneficial to determine the value generated per workers from the assets employed in the organization to measure performance and plan for the future.

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on may choose compensation system designs that differ in their effectiveness for attaining similar goals. Performance appraisal is defined as the process of identifying,

evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance. The terms performance assessment, performance evaluation and performance management are also used to describe the process. Science and technology have profoundly influenced the course of human civilization. Science has provided us remarkable insights into the world we live in. The scientific revolutions of the 20th century have led to many technologies, which promise to herald wholly new eras in many fields. As we stand today at the beginning of a new century, we have to ensure fullest use of these developments for the well being of our people. Science and technology have been an integral part of Indian civilization and culture over the past several millennia. Few are aware that India was the fountainhead of important foundational scientific developments and approaches.

### **Strengthening of Organization by Science and Technology strategy**

Science and technology have had unprecedented impact on economic growth and social development. Knowledge has become a source of economic might and power. This has led to increased restrictions on sharing of knowledge, to new norms of intellectual property rights, and to global trade and technology control regimes. Scientific and technological developments today also have deep ethical, legal and social implications. There are deep concerns in society about these. The ongoing globalization and the intensely competitive environment have a significant impact on the production and services sectors.

Strengthening appraisal as perhaps the most central HED function is required to justify a wide range of decisions such as selection, compensation, promotions and training. The concept of workers value discussed above for strategic purposes is very different from the accepted definitions applied by those involved in carrying out technical valuations for financial reporting. Because of all this, our science and technology system has to be infused with new vitality if it is to play a decisive and beneficial role in advancing the well being of all sections of our society. The nation continues to be firm in its resolve to support science and technology in all its facets. It recognizes its central role in raising the quality of life of the people of the country, particularly of the disadvantaged sections of society, in creating wealth for all, in making India globally competitive, in utilizing natural resources in a sustainable manner, in protecting the environment and ensuring national security.

Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. Performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance.

### **Result**

Many of organizations have sustained their Strengthening of Organization by Science and Technology balancing strategy Management systems focus over time, although these investments may or may not be considered part of a long-term Organizational Empowerment by Technology Balancing (OETB) strategy. Valuing workers on the basis of historic cost demonstrates the effectiveness of the marketing team rather than providing a robust indication of workers value. For example, one major hospital defines its OETB systems as the marketing databases and campaign management and considers distribution methods to be a separated systems investment area. Regardless of the basis for calculating costs, it is almost always true to say that the cost of something rarely reflects its worth. The principal weakness of the

multiple excess earnings approach is that it is complicated to carry out. Furthermore, correctly identifying all the value drivers operating functions and intangible assets employed and calculating their respective functional returns and present values is open to distortion and inaccuracy due to the sensitivity of the valuation to key assumptions and source data. In the case of an acquisition, the excess returns will also include the value of any synergies resulting from the organization combination.

Different organizations have different priorities and varying amounts of funding to invest in OETB. Many of these organizations have sustained their OETB systems focus over time, although these investments may or may not be considered part of a long-term OETB strategy.

### **Conclusion**

The key issue is whether the firm wants to make use of these relationships in the way it manages customers or not, and whether a given customer wants to be an actively managed relationship with the service provider, or not. Organizations compete with the quality level of their operations. An organization, which can not manage operations competition, will have problems surviving. In order to be able to do this successfully, the organization has to view its business and its customer relationships from a service existence.

A significant finding from this study and own experience is that many issues remain unrecognized for far too long after they are first identified. Valuing intangible assets, in particular workers-related intangibles, is clearly not a straightforward exercise. Each valuation method prescribed by accountants has different strengths, weaknesses and complexities and yet none are able to provide an indisputably accurate and reliable value. Although these values are not as robust as we would hope, it is certainly better to attempt to attribute value to intangible assets than classifying everything as goodwill. Keeping in view these broad objectives, it is essential to spell out an implementation strategy that will enable identification of specific plans, programs and projects, with clearly defined tasks, estimates of necessary resources, and time targets. Some of the key elements of the implementation strategy will be as follows:

- 1) Science and technology
- 2) Optimal utilization of existing infrastructure and competence
- 3) Strengthening of the infrastructure for science and technology institutions
- 4) Human resource development
- 5) Technology development, transfer and diffusion
- 6) Promotion of innovation
- 7) Industry and scientific R&D
- 8) Indigenous resources and traditional knowledge
- 9) Technology management
- 10) Management of intellectual property
- 11) Public awareness of science and technology
- 12) International science and technology cooperation

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