

In Empowerment the Executive and Employee Perceptions of: Evsa Build Inc. In the Hosta is an Application

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Abstract

For operating in a globalizing world provides services sectors differentiated from each other, although a large number of managers who are decision-makers, where an enterprise of any one of the basic powers and duties of the employee show you the way. Boost; education, training, sharing, trust and support via personnel the authority to decide that for them, the responsibilities of control and a management approach. At the same time empowered staff, and resolve personnel grievances, as well as to develop themselves and also installs the application within which managers fulfil the roles that require strategy. The purpose of this study, within the scope of their methods of empowerment the private sector managers, employee expectations. The purpose of the research literature on the subject to perform detailed studies have been made. empowerment the literature utilized using dimensions within the scope of the survey, various site Building in Ankara Evsa Inc., face to face with the administrators who served in units providing retraining for workers already have been implemented.

Key words: Employee Empowerment, Employee Perceptions, Manager Perceptions, Empowerment, Application.

Introduction

For operating in a globalizing world provides services sectors differentiated from each other, although a large number of managers who are decision-makers, where an enterprise of any one of the basic powers and duties of the employee show you the way. Employments are sharing the responsibilities of the co-operation forming managers performed the task / job-related işgörenlerine adopt ownership and operation provides the ability to impart. In this case they have received about the business decisions of the employees to realize the work they perform, or a decision to have a say about the business, and in this way ensure that employees will strengthen the case.

Empowerment, their employees to work / not work on them, and on the responsibility and control of co-operation, training, teamwork, employee activities through the implementation of a management efficiency and improve decision-making powers. Managers and employees to strengthen the concept of authority and responsibility when making decisions for themselves and share their work in terms of their contribution to the awareness of işlevselleşerek from themselves and provide their businesses to adopt. A development process in this way, and includes a case of reinforcement learning. For this reason, the process of consolidation ahead in business and in-service training processes, inclusive, participatory management style application, through such methods as needed to strengthen the conditions necessary to ensure the provision of motivation.

Employee empowerment and to strengthen the success or failure of the applications contained in the perceptions of empowerment for employees in enterprises, power, control, expectations must be determined, such as demands for autonomy on the job. In this context, this study dealt with, private enterprises and not to the expectations of employee empowerment practices and research on these applications, with the manager and employee perceptions were compared in terms of putting forward. The findings of the research with managers and employees, in the process of strengthening the perception differences caused by differences in the perception that what matters is the concentration of the elements identified and developed recommendations for the solution.

Empowerment Concept

Increased competition brought about by globalization and the importance of empowerment the concept of strategy to empowerment the management, personnel operating in areas without any approval by the concept of power to decide the means (Ataman, 2009, 415).

According to Oxford dictionary, the overall empowerment of the individual's life in order to control and defend the rights, authority or power given is to make a more controlled and self-confidence (Akin, 2010, 221).

At the same time strengthening, brightly, sharing the powers of the people and team work in improving and developing contacts with the way the process can be described as (Koçel, 2005, 414). Another is reinforcement, according to the power that is restricted to the recognition and transfer of the lower stages of belong to the hierarchy of authority (Özbek, 2008, 6).

The definitions are similar to each other, to empowerment employee with ever yet has not reached a common understanding on the definition of employee empowerment (Pelit, 2008, 211). In addition, some studies will strengthen as the behavioral and administrators as its subordinates to follow strategies and their behavior while empowerment (Özbek, 2008, 6). It is a case of some studies is discussed in terms of strengthening the ast. Only resource and information sharing will be insufficient in terms of empowerment the authority of either employee, in addition to the application, to empowered a case that should be detected is suggesting.

To Empowerment Importance of Manager and Employee

In which subordinates hang off the increasing power of the authority, in authorised managers in supervising the role as a consultant, the time and opportunity to more strategic objectives by offering deals to businesses creating enterprise communications network orientation in every aspect (from the bottom-up, top-down, cross, etc.) contribute to the development of. Thanks to the empowerment undertaken in the true sense of these powers is aware of the responsibility, the manager is the Manager's workload with positive work increases the volume of the motivation provided by employee it adds values to the team spirit. In this case, the empowerment of both the employee and manager can be said to be a way for mutual importance. In this study, the importance of terms of the employees and managers to enhance employee discussed separately:

Importance of Empowerment According to Manager

Empowerment as a relational approach in the literature to be dealt with in terms of an manager. The Manager's effort in the foreground here and initiatives. The manager will create a democratic discussion environment, trust, commitment and will consist of all kinds of success and failure in the Organization the opportunity to put into practice the decision-making that can be evaluated as learning that encourages and supports manager, empowerment a leader that guides and influences.

The empowerment approach, organization of self-managed teams create their own teams, creating positive developments, such as the Manager's workload by relieving the standardizations management. At the same time, customer expectations have been widened by the constantly changing and increasing, variable work environment, reducing the importance of the traditional hierarchical management structure, employees are encouraged to use the initiative and responsibility in their work instead of them, they leave, owns the employee increases the confidence of Manager, creative focus. Powered by the belief that this would be useful on issues specified in the staff, personnel managers as well as to empowered the managerial and organizational effectiveness in providing shared, is regarded as one of the approaches. In the same way, employees will be in enterprise, empowerment of hierarchy to Brower, a sunken the structure of wages and reduction of errors and delays, costs and payments, as well as highlights the issue of the agenda will bring benefits (Pelit, 2008, 211).

Importance of Empowerment According to Employee

Empowerment management and organizational concept reflects a significant mindset change. It is known that Taylorism curriculums of their work as possible in simplifying and realizing between planning as completely different understanding of the work involved. Especially without the consent of the manager is an Ideal Bureaucracy in the model advocated by Weber the most simple use of a subject, even if the initiative was not possible. Centralizing to be monopolized by the manager as soon as possible the adoption of decision making but to be carried over into the lower levels as required in requirement is limited. Today, this mindset is gradually disappear, lean organizational structures of hierarchical structures. Thus the authority; If the manager is moving away from being a concept, to subordinate requirement transferred to chat, which is discussed as a right (Ataman, 2009, 416). Improved as a result of empowerment, according to Bowen and Lawler, equipped with more authority staff, will offer the service to customers more quickly, they will be pleased with the result, who are more successful in their jobs, will feel its importance will increase and the motivations of his ideas by the Management, so that the customers will exert more about all the expectations. Randolph is one of the most important benefits, employees in terms of the empowerment of the stuff "to increase trust and devotion to the Organization" (Pelit, 2011, 212).

Globalization and increased competition, together with the importance of innovation in organizations have forced a more innovative vision. It is possible that this is creativity with employees. Therefore, to use their creativity to make employees ' innovation, deliver their own ideas, to ensure the free and democratic media, the increasing development of business knowledge and capabilities to ensure, should be provided. In this way staff as self and affairs both personal productivity and organizational commitment manifested and managers consists of positive.

Participative Management and Empowerment

Another concept which he likened to the participate. Participation, empowerment is one of the foremost requirement, but not himself. Participatory management, members of the Organization, individuals or groups to participate in the various levels of the Organization as a system that allows the decisions taken (Özbek, 2008, 19). The request to participate in the decision making process and skills of employees with the level of participation in the Organization will determine the level of encouragement and participation. So, the participation of the two main variable employee and organization. Also in empowerment resolve personnel grievances especially actively participate in decisions about their own jobs, and it accepted the organization is in question. But passing the next level of participation in empowerment the implementation of the decisions you take on active duty the employee during the conversion. On the basis of an aspect of empowerment ' organization ' facts ' and ' running powered amplified. In the absence of these two element with real talk about enforcing (Dalay et al, 2002, 221).

Empowerment the employees ' daily work processes and they want to improve their relationship. A survey by the Brookings Institution International, about a rate, American workers feel themselves responsible for the organizational quality and performance. The Elimination of bureaucratic obstacles and problems for

most organizations today. This is blocked to employees (Özbek, 2008, 19-20). Therefore, many organizations today, have begun to offer training to empowered the active participation of the teaching as employees.

Reasons of Empowerment

At the beginning of the growing consumer awareness of developments that make the inevitable empowerment and competitive environment. This awareness and demand media, fast and variable responses. For this reason, the right to decide where the work and activity of employees. The simultaneous feedback when an error is made and experiences should be removed from the course. In addition, organizations are increasingly designed as holographic structures. This approach brings the need to oversee individuals or units. With today's advanced technology makes it possible to use this approach (Şenel, 2006, 23).

Empowerment Process and Application

Where the organization wants to see itself contributed clarified how to strengthen the vision, so that the meaning and significance out (Akin, 2010, 223). Where the organization needs to employed the vision of how he wants to see himself contributed, thus meaning and significance is revealed (Akin, 2010, 223). The expressions that define the vision and mission of providing value to employees and the importance of finding a word that highlight the roles makes sense. Organizational culture of trust in the system of values and attitudes that make up the strategic targets and providing retraining for workers already achieved in emphasizing the important roles and responsibilities. Sharing the responsibilities and powers of the managers to acquire a habit, are encouraged.

The creation of teams are supported whenever possible. Training and development activities with employees have the knowledge and skills. The fear of failure in this process employees cheered, development of risk taking and decision making capabilities, supporting their motivation and sense of self-confidence and positive mental attitude protection enhancements. In order to improve the processes supporting the direction towards empowerment measures are taken. All of these steps and reach final conclusions are expected to empowered the supporting measures are evaluated in terms of continuous improvement activities are monitored, the degree is still the (Şenel, 2006, 25). If you enable them in order to empowered in order to succeed before the construction of a shared vision is of the utmost importance.

Conditions of Success in Employee Empowerment

Retrofitting some conditions are required in order to achieve the desired performance in the process. In order to achieve the desired performance in the process of empowerment some conditions must be met. These are:

- The presence of effective leadership model
- Bi-directional communication system,
- The creation of application groups
- The establishment of system of Awarding

According to a survey conducted for the staff itself empowered whilst; garb of the beginning and ending of the work, the establishment wants to decide the time of getting focus, goals and objectives to determine itself, to participate in the decisions that the working environment and design, new procedures in order to meet the customer's expectations at the highest level to try. Powered by giving such powers associated with its place of business, such as its Office personnel may adopt. Raising the performance of the Organization to provide this status allows serious contributions (Akin, 2010, 224).

The Application Problems in Employee Empowerment

In the literature, there are potential problems that may occur empowerment applications. Some of the possible problems that may arise in the consolidation in the literature. Empowerment activities have a high cost, does not want people to change all the time, to allow the organization culture in this sense, does not always support, senior management will be empowered to the individual resources required available, performance appraisal and reward system to select the most obvious ones these problems with empowerment.

In Terms of The Perception of Differences and Obstacles in Empowerment Employee and Manager

Obtained in literature studies, especially in recent years, highlighted empowerment "to start operations, especially in the middle section of the application that need to be empowered middle managers" approach. In recent years the studies highlighted in particular strengthening Poetics "and stay in the heart of the application for the admission of the activity, particularly in the empowerment of the midrange cutting managers must" understanding. Blanchard and his colleagues also work; empowerment and retrofitting activities midrange Managers roles. According to the researchers. empowerment requires a strong leadership and guidance. At the same time ignoring junkies shooting up the midrange executives situational leadership, empowerment the basic work of the success criterion. Therefore managers "both empowerment effective leadership both of the basic characteristics of good-sensing and in fact appear to be inconsistent with these two managerial approach is very good synthesis" (Sarıaltın, Yılmaz, 2007, 7).

Not to be empowered is an organization Manager stated that many employees in the direction of ' living in these reasons, the reason; in line with the Manager's employees, in which subordinates hang off the training inadequacies, most ideas have experience with sufficient information about the ability to change the process of empowerment the Organization in the form of lists be seen as indispensable sometimes managers. In addition, afraid of lost the management control and power, literally fulfilling tasks and responsibilities of providing retraining for workers already in or lack of confidence, effective decision-making to empowered management's success in education employee applications and remain insufficient to motivate those people who become more important with the introduction of policies, procedures, organization and decision making process to empowered the implementation of the sharing of information seriously and successfully existed during employee time and gave rise to the loss of the cost adjustments of the eras in literature (Pelit, 2011, 213).

Employee will be able to use the power given to the State, and whether or not enough work to be given power, regardless of whether or not the employee empowerment as the cause of failures in its applications. Thus, the powered by an manager who is responsible for enforcing the perception of differences emerging between the employee and the empowerment as a process not to be continued problem in the full sense of the campaign. Insufficient managerial applications, for low skilled workers in the process of empowerment the presence of the employee on the basis of a negative reinforcement by the State. At this stage, in particular, the empowerment of the role and inadequacies of uncertainty, unable to find qualified employee policy factors such as excels. Employees as a result of the empowerment of the disappearance of the middle stage in empowering managers to behave as a reason for the reluctant showing topics (Coşkun, 2002). As a business manager, it is possible to order the generic problems in terms of empowerment (Yüksel ve Erkutlu, 2003; Pelit, 2011, 214).

- Manager - employee interactions change the balance of power,
- Controlling authority employee was the fear of losing and to subordinate share permissions
- Better than they do themselves, the subordinates jobs for fear of losing their positions
- Eliminating completely and go to shrink
- Familiar management model quickly diverge

The Purpose of the Survey, The Importance and The Hypothesis

The Purpose of the Survey

Empowerment a key element for the operability or employee detection format. The empowerment of managers are in the process of providing retraining for workers already have methods for achieving the desired by the way their expression, low skilled workers, this perception will interfere factors in a variety of ways to find the desired perception of the present is to prepare the ground prevented. For this purpose, resolve personnel grievances motivations, given them powers and responsibilities, job enrichment, and the suitability of the expectations of participation opportunities identify and resolve personnel grievances.

The Importance of Research

A case of empowerment only Ilias manager or with the size of the form, if taken separately discussed details of a study to demonstrate the different extensions. Despite this, the concept of "employee and manager of comparative" empowerment diverge significantly more efficient and perceptual problems for manifestation and its consistent analysis proves to be more successful employment path. Because managers are implemented by the perception of the concept of empowerment activities detected/low skilled workers in terms of importance to the implementation by the poses.

The Research Hypothesis

Allows managers to empowered its activities, and in this context that applies to the way people perceive and resolve personnel grievances and laying down the perception of differences in this study;

The main hypothesis is:

H1: In empowerment the manager and employee perceptions there are significant difference between. This research is also formulating a subset for testing hypotheses, tenacious. These hypotheses are:

Sub-hypotheses:

- H1.1. The manager of the employees' perceptions are significant differences by gender factors.
- H1.2. Empowerment of the managers and employees perceive a significant difference in age by a factor of.
- H1.3. Empowerment, according to educational manager there are significant differences between the perceptions of employees.
- H1.4. Empowerment of the managers and employees perceive a significant difference between the foreign language according to the information.
- H1.5. Empowerment of the managers and employees who have a significant difference according to the status of perceptions.
- H1.6. Empowerment of the managers and employees according to their perceptions of a significant difference between the means.
- H1.7. Empowerment, based on experience with the manager a significant difference between the perceptions of employees.

Research Limitations and Assumptions

The Limitations of The Research

This research will be carried out within the scope and limitations specified below:

- Experiment group, Ankara province Evsa Build Inc. In The Hosta with 9 managers and 98 employees brand,
- 2012-2013 include,
- Content as "Empowerment with Ilias perceptions compared".

Research Assumptions

The basic assumptions of this research are as follows:

- Research employees, as applied to questionnaire responses gave correct and friendly.
- The study consisted of Mr. and Mrs. employees at the manager and we talked. In line with their perception of the current empowerment of the answers, taken as empowered dimensions applied to all manager and there is consistency between and resolve personnel grievances.

Research Methods

Data Collection Method

Research on the method of the literature and survey techniques. Literature in the context of various academic books, scientific articles and theses on the subject. Empowerment within the scope of the survey created using dimensions; Serving the province of Ankara and rapidly in its face to the manager and the employees Evsa Build Inc. In The Hosta.

The Universe and Sample

The research universe, all problems such as time and cost limitations in reaching the target audience in mind, serving the province of Ankara Evsa Build Inc. Hosta has a staff of 110. From this universe, determined by its Construction Inc. of Hosta Evsa 9 managers and 98 employees sample.

Research Findings

In this section; findings from participants, as information about the level of empowerment and demographic information are explored in two parts.

General Information on the Participants

Table 1: Status of Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Managers	9	8,4	8,4	8,4
Employees	98	91,6	91,6	100,0
Total	107	100,0	100,0	

Answering the survey forms and resolve personnel grievances, 91,6% is manager, 8,4% is managed. Information on the status of the participants are shown in table 1.

Table 2: Education Level of Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Elementary School	27	25,2	25,5	25,5
Junior High School	29	27,1	27,4	52,8
High School	40	37,4	37,7	90,6
College	3	2,8	2,8	93,4
University	6	5,6	5,7	99,1
Graduate/Doctorate	1	,9	,9	100,0
Total	106	99,1	100,0	
Missing	1	,9		
Total	107	100,0		

107 employees responded to the questionnaire, 25.5% elementary schools, 27.1% junior high school, 37.4% high school, 2.8% college and at 5.6% of university graduates.

Table 3: Departments Employment Thanked the Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Sales Department	15	14,0	14,4	14,4
Accounting and Finance	1	,9	1,0	15,4
The Marketing Department	1	,9	1,0	16,3
Human Resources Department	1	,9	1,0	17,3
Public Relations	1	,9	1,0	18,3
Production Department	31	29,0	29,8	48,1
Other	54	50,5	51,9	100,0
Total	104	97,2	100,0	
Missing	3	2,8		
Total	107	100,0		

107 employees responded to the questionnaire, 29.0% production department, 14.0% sales department and 50.5% other.

Table 4: Participants Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	14	13,1	13,5	13,5
1-3 years	13	12,1	12,5	26,0
4-6 years	9	8,4	8,7	34,6
7-9 years	11	10,3	10,6	45,2
10 years and over	57	53,3	54,8	100,0
Total	104	97,2	100,0	
Missing	3	2,8		
Total	107	100,0		

107 employees responded to the questionnaire, 53.3% 10 years and over, 13.1% less than 1 year, 12.1% 1-3 years, 10.3% 7-9 years and 8.4% 4-6 years.

Table 5: Participants of This Company Working Hours

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	44	41,1	41,9	41,9
1-3 years	38	35,5	36,2	78,1
4-6 years	5	4,7	4,8	82,9
7-9 years	6	5,6	5,7	88,6
10 years and over	12	11,2	11,4	100,0
Total	105	98,1	100,0	
Missing	2	1,9		
Total	107	100,0		

107 employees responded to the questionnaire, 41.1% less than 1 year, 35.5% 1-3 years, 11.2% 10 years and over, 5.6% 7-9 years and 4.7% 4-6 years.

Table 6: Participants Income Status

	Frequency	Percent	Valid Percent	Cumulative Percent
(Minimum wage) 774 TL	23	21,5	23,5	23,5
775-1000 TL	35	32,7	35,7	59,2
1500-2000 TL	37	34,6	37,8	96,9
2500-3000 TL	2	1,9	2,0	99,0
3000 TL over	1	,9	1,0	100,0
Total	98	91,6	100,0	
Missing	9	8,4		
Total	107	100,0		

107 employees responded to the questionnaire, 34.6% 1500-2000 TL, 32.7% 775-1000 TL, 21.5% 774 TL and 1.9% 2500-3000 TL.

Reliability Analysis

Empowerment the staff of the survey used to apply to employees of the Evsa Build Inc. In The Hosta of 12 according to the results of the reliability analysis that contains the question "Cronbach Alpha" value is 0.72. This conclusion can be said to be a reliable and valid the scale according to the scale. "Correlation coefficient (r), is between 0 and 0.25, 0.26 correlation is very weak, or it is a weak correlation, 0.50-0.49-0.69 0.70-0.89 a medium power is correlation, is a powerful high or correlation, 0.90-1.00 is referred to a very strong correlaiton" (Akgül ve Çevik, 2003: 358).

Testing Hypotheses In Terms of Empowerment the Application Levels

This section of the study to empowered implementation of the level of private enterprise employee in question tested hypotheses.

For the purposes of determining the level of implementation of the management philosophy of empowerment staff, survey questions were used to "5 Likert scale". The ratings given to each question 1-5 points. Within the framework of their responses to the questions of respondents obtained scores as "SPSS 18" program data has been entered. Then, as the statistical hypotheses, "t-test" for acceptance. In this context, the main hypothesis and its hypotheses generated as follows.

H1: In empowerment the manager and employee perceptions there are significant difference between. The hypothesis has been accepted.

Table 7: Empowered and Subordinate Responses to Expressions of Averages Dimensions

PERSONEL GÜÇLENDİRME	Managers	Employees
1. The work I do is very important to me.	4,78	4,19
2. I trust my work is required for the fulfillment of the activities, challenges.	4,89	4,47
3. I have the skills necessary for my job.	4,78	4,54
4. I feel myself fairly in determining how to do free.	4,33	4,02
5. At my exercise any influence over events occurring is quite high.	4,00	3,32
6. I decide everything myself doing my job.	3,67	3,22
7. I have no doubt that I have the talent to do my job.	4,78	4,35
8. I don't feel myself making free and independent.	3,44	3,13
9. The work I do is meaningless to me.	1,11	2,09
10. I'm not at all effective in the execution of the jobs section.	1,63	2,23
11. Department not exercise any influence on the decisions taken.	1,78	2,72
12. The tasks required of my job is very high for me.	3,44	3,56
TOTAL	4,27	4,19

When we examine the managers together the dimensions of empowerment perceptions among subordinates had seen the differences. According to the post poll, calculated averages applied to low skilled workers, as required by their job finding, meaningless jobs thinks that the tasks and decisions taken on the effects of that business unit. However, the managers themselves, employees more independent feel that they are more effective in the execution of the decisions made and jobs.

Sub-hypotheses:

H1.1. Empowerment of the managers and employees of the perceptions are significant differences by gender factors. The hypothesis has been rejected.

Table 8: Gender Differences in Perception by Factor

Gender	N	Mean	Std. Deviation	Std. Error Mean
Perception female	16	1,00	,000	,000
male	91	,89	,314	,033

Working in this company as shown in table 8, all managers are men. The number of 16 and women's average level of perception in empowerment resolve personnel grievances 1.00; resolve personnel grievances and 0.89 seconds.

Table 9: Sensing Their Differences by Gender on Factor t - Test Results

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception Equal variances assumed	10,091	,002	1,392	105	,167	,110	,079	-,047	,266	
Equal variances not assumed			3,333	90,000	,001	,110	,033	,044	,175	

Resolve personnel grievances with managers in empowerment perceptions between low level significant difference is seen. However, this difference in terms of gender factor may collect, whether on behalf of the t test is meaningful. Accordingly, as a result of the t test, female employees ' perceptions of the significance level of 5% between the male employees ' perceptions with a statistically significant difference ($0.167 > 0.05$; $p < 0.05$).

H1.2. Empowerment of the managers and by a factor of age there is significant difference between the perceptions of employees. The hypothesis has been accepted.

Table 10: Perception Differences by Age Factor

	Frequency	Percent	Valid Percent	Cumulative Percent
18-24	30	28,0	28,0	28,0
25-34	39	36,4	36,4	64,5
35-44	28	26,2	26,2	90,7
45-54	8	7,5	7,5	98,1
55+	2	1,9	1,9	100,0
Total	107	100,0	100,0	

Table 11: Perception Differences by Age Factor Averages

	Age	N	Mean	Std. Deviation	Std. Error Mean
Perception	18-24	30	1,00	,000	,000
	25-34	39	,87	,339	,054

As shown in table 11, more and more young population aged 18-24 in this business that employed employees mean empowerment perceptions between the ages of 25-34, while 1.00 employee perceptions of the average 0.87.

Table 12: Sensing Their Differences on the t Test Results by Age Factor

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception	Equal variances assumed	23,554	,000	2,070	67	,042	,128	,062	,005	,252
	Equal variances not assumed			2,364	38,000	,023	,128	,054	,018	,238

The differences between the perceptions of managers in empowerment resolve personnel grievances. Indeed, according to the age factor these differences meaningful whether or not researched and interpreted according to the results of the t-test. As with the manager for employees according to the age factor is determined to differ significantly between (0,042<0,05; p<0,05).

H1.3. The empowerment, according to their study, and resolve personnel grievances with the manager there is a difference between the perceptions of sense. The hypothesis has been accepted.

Table 13: Differences in Perception by Level of Education

	Education Status	N	Mean	Std. Deviation	Std. Error Mean
Perception	di >= 3	10	,50	,527	,167
	me < 3	95	,95	,224	,023

Manager and employee grievances according to learning situations shown in table 13 average 95 staff at the level of primary and secondary education, higher education is at the level of the staff.

Table 14: Sensing Their Differences by Level of Education on The t-Test Results

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception	Equal variances assumed	39,374	,000	-5,077	103	,000	-,447	,088	-,622	-,273
	Equal variances not assumed			-2,659	9,347	,025	-,447	,168	-,826	-,069

In empowering the manager with no significant difference between the study according to their perceptions of employee whether t according to the results of the test are shown in table 14. According to data obtained by the manager with a 5% significance level, according to their study among low employees for a statistically significant difference were found to be ($0,000 < 0,05$; $p < 0,05$).

H1.4. The empowerment of foreign language information resolve personnel grievances with the manager perceptions there are significant difference between according to. The hypothesis has been rejected.

Table 15: Information on Participants' Foreign Language

	Frequency	Percent	Valid Percent	Cumulative Percent
English	19	17,8	61,3	61,3
French	1	,9	3,2	64,5
Deutch	1	,9	3,2	67,7
Other	10	9,3	32,3	100,0
Total	31	29,0	100,0	
Missing	76	71,0		
Total	107	100,0		

Table 15 shows the information about the participants in foreign language information, and accordingly, the 19 participants in English, 1 French, 1 German and 10 participant is aware of one of the other languages. The participant does not know a foreign language of 76.

Table 16: Differences in Perception by Knowledge of Foreign Languages

language	N	Mean
perception ≥ 4	76	,33
< 4	31	,81

According to table 16 manager and employee grievances of those who have foreign language proficiency levels of the average perception of 0.81, while the average non-perception of foreign language proficiency levels of 0.33.

Table 17: Sensing Their Differences by t-Test Results on The Knowledge of Foreign Languages

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception	Equal variances assumed	5,854	,022	1,057	29	,299	,159	,150	-,149	,467
	Equal variances not assumed			1,181	27,502	,248	,159	,135	-,117	,435

In empowerment the knowledge of a foreign language between the manager and employee perceptions differ significantly according to whether a t test with significance level of 5% according to the results of the test, calculated and statistically significant difference does not ($0,299 > 0,05$; $p < 0,05$).

H1.5. Empowerment of the managers and employees who have a significant difference according to the status of perceptions. The hypothesis has been accepted.

Table 18: Differences in Perception by Status

Status	N	Mean	Std. Deviation	Std. Error Mean
Perception Manager	9	,00	,000	,000
Employee	98	,99	,101	,010

According to the differences in perception between the manager and in empowerment the employees, foreigners have been examined in the data Table 18. Accordingly, while the average perception levels of managers the average perception levels, and resolve personnel grievances 0.99.

Table 19: Sensing Their Differences by t-Test Results on the Status

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception	Equal variances assumed	,372	,543	-29,269	105	,000	-,990	,034	-1,057	-,923
	Equal variances not assumed			-97,000	97,000	,000	-,990	,010	-1,010	-,970

As shown in table 19 according to the results of the t-test is a significant difference compared to the empowerment status. According to managers, have provided a more consistent and reliable replies to employees ($0,000 < 0,05$; $p < 0,05$).

H1.6. The empowerment, according to their income, and resolve personnel grievances with the manager there is a difference between the perceptions of sense. The hypothesis has been accepted.

Table 20: According To Their Perception of Differences in Income

Income	N	Mean	Std. Deviation	Std. Error Mean
Perception ≥ 2	40	,80	,405	,064
< 2	57	1,00	,000	,000

According to table 20 manager and employee grievances of those who have income levels of the average perception of 0.80, while the average non-perception of income levels of 1.00.

Table 21: Detecting Differences Based on Their Income For The t-Test Results

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception	Equal variances assumed	99,244	,000	-3,736	95	,000	-,200	,054	-,306	-,094
	Equal variances not assumed			-3,122	39,000	,003	-,200	,064	-,330	-,070

The significance level of income according to their perception of differences has been identified as a t test results 0,000. Thus, the empowerment of manager and employee perceptions according to their income can be said to be significant difference between ($0,00 < 0,05$; $p < 0,05$).

H1.7. According to the experience between the perceptions and resolve personnel grievances with managers in the empowerment, there is a difference is meaningful. The hypothesis has been rejected.

Table 22: Differences in Perception by Experience

Experience	N	Mean	Std. Deviation	Std. Error Mean
Perception di >= 4	57	,86	,350	,046
m < 4 en si on l	47	,96	,204	,030

According to table 22 manager and employee grievances of those who have experience levels of the average perception of 0.86, while the average non-perception of experience levels of 0.96.

Table 23: Sensing Their Differences by Experience on The t-Test Results

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception	Equal variances assumed	13,004	,000	-1,691	102	,094	-,098	,058	-,213	,017
	Equal variances not assumed			-1,774	92,480	,079	-,098	,055	-,207	,012

Empowerment the experience of managers and employees at the level of 5% significance according to the detection of a statistically significant difference was found as a result of t-test (0,094>0,05; p<0,05).

Conclusions and Recommendations

The aim of this study; given the powers and responsibilities to them, motivations, and resolve personnel grievances, resolve personnel grievances expectations of participation opportunities of empowerment the staff and private enterprises is to determine what level of practice is given.

Turkey's work, many serving in the province, the food sector is often preferred in the manufacture and sale of food, kebabs and patisserie Hosta has been applied to the manager and the business on a branded employees. Within the scope of application was carried out only in Ankara province, Evsa Build Inc. Businesses employing 110. 9 manager and staff for a total of 107 staff application 98 have been included in. The research findings, validated and reliable through SPSS program t tests conclusions.

According to the results of the t-test between the manager and in empowerment the gender factor is not a significant difference compared to the employees. Again, knowing a foreign language status of employees and business experience in the absence of a statistically significant difference of 5%.

Answering the survey forms and resolve personnel grievances, 91,6% is manager, 8,4% is managed. 107 employees responded to the questionnaire, 25,5% elementary schools, 27,1% junior high school, 37,4% high school, 2,8% college and at 5,6% of university graduates. 107 employees responded to the questionnaire, 29,0% production department, 14,0% sales department and 50,5% other. 107 employees responded to the questionnaire, 53,3% 10 years and over, 13,1% less than 1 year, 12,1% 1-3 years, 10,3% 7-9 years and 8,4% 4-6 years. 107 employees responded to the questionnaire, 41,1% less than 1 year,

35.5% 1-3 years, 11.2% 10 years and over, 5.6% 7-9 years and 4.7% 4-6 years. 107 employees responded to the questionnaire, 34.6% 1500-2000 TL, 32.7% 775-1000 TL, 21.5% 774 TL and 1.9% 2500-3000 TL.

H1: In empowerment the manager and employee perceptions there are significant difference between. The hypothesis has been accepted.

H1.1. Empowerment of the managers and employees of the perceptions are significant differences by gender factors. The hypothesis has been rejected.

H1.2. Empowerment of the managers and by a factor of age there is significant difference between the perceptions of employees. The hypothesis has been accepted.

H1.3. The empowerment, according to their study, and resolve personnel grievances with the manager there is a difference between the perceptions of sense. The hypothesis has been accepted.

H1.4. The empowerment of foreign language information resolve personnel grievances with the manager perceptions there are significant difference between according to. The hypothesis has been rejected.

H1.5. Empowerment of the managers and employees who have a significant difference according to the status of perceptions. The hypothesis has been accepted.

H1.6. The empowerment, according to their income, and resolve personnel grievances with the manager there is a difference between the perceptions of sense. The hypothesis has been accepted.

H1.7. According to the experience between the perceptions and resolve personnel grievances with managers in the empowerment, there is a difference is meaningful. The hypothesis has been rejected.

In this study, the vast majority of jobs require an overall look of evaluated employees already trust their tasks as needed, instead of bringing the capabilities and they do go on to meaningful and important. But unlike their workemployees managers decide that they are not sufficiently free and participatory.

As a result, the data in question, in the light of the study which is the subject of empowerment the management of enterprise personnel has been found sufficiently applied. Empowerment management personnel in enterprises will implement the approach according to which the managers and other employees informed about staff augmentation applications is required. First, the process of empowerment business managers, staff applications, managers have no decrease in business in will be easy but it work in status explaining who authored the rise is required. One of the obstacles that stand out because of personnel reinforcement applications for fear of losing their subordinates managers their seniority. Overcoming this obstacle employees liability by providing bi-directional communication and motivating way.

However staff reinforcement, and resolve personnel grievances requires more trained, knowledgeable and experienced. In this context, the organization now must be given the authority and enriching the training, job periods involved. So you will get many advantages that have experience in both employees and businesses will be streamlined to minimize both the staff turnover rate. Empowerment the implementation process in order to achieve efficiency and resolve personnel grievances on behalf of staff training in the context of empowerment, which is not a process of power unit managers to employees must also be specified. Because people, they have the knowledge, skills and motivations already have power. Empowerment, a management approach based on uncovering this power.

At empowerment the philosophy of offering executives, it personnel to the sequel as an opportunity to evaluate the employees. This way, the existing powers of employees uncovering a more efficient work environment. Managers, although its commitment to the high rate of job satisfaction, and resolve personnel grievances will reduce workloads in the organization.

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