

Presentation of PhD work

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thanks

Thanks all for attending this presentation

Special Thanks to
All the Hon.Referees,

Prof. Pranabesh Ray

Prof. MS Subhas

and every esteemed persons here

HR is an asset

“you can get the workplace systems, style of management, and organisation capital and erect building, but it takes people to build a business”

Thomas J WATSON,

Founder of IBM

the work

Workers Empowerment :A Study of Polyhydron Private Limited, Belgaum

Established in 1981-82



.....

Address:

80, Machhe Industrial Estate,

Machhe, Belgaum- 590014. Karnataka State

Basis for the present work

HR is essential requirement for progress and development of the country

HR forms the crucial component for organisation to excel

The front line employees are the cutting edge, and the key

The organisations have to be totally people centric

A Paradigm shift totally focusing **'HR'** is needed

Thus, a relook at employees development from a narrow training and development approach to much wider canvas is needed

Infact, empowering employee would be crucial in evolving appropriate strategies, as HR is the single most valuable resources which can when applied imaginatively, can make a quantum difference.

the need, therefore

To look at the Renaissance Strategies for Creating High Performance organization

A paradigm shift towards empowering employees at all levels

Empowered employees enhance productivity

Empowerment is an emerging construct to explain Organisational effectiveness

Therefore, the syntax of empowerment is simple... give people the freedom and power at workplace, they will surely grow the organisation

Thus, an enquiry into various empowerment strategies and practices

The vital questions before anyone of us are

What is this paradigm shift towards empowerment?

What do we mean by empowerment?

How different is empowerment from other organizational practices?

How do we empower?

Can everyone be empowered in the organization?

Can everyone be empowered at the same time?

Will all employees react similarly to attempts of empowerment?

How much to empower?

Are there difficulties while empowering

The Role of leadership in empowerment exercise, and

**What empowerment does to everyone....
Individual; Organisational, and Leadership**

Theoretical and Conceptual framework

EMPOWERMENT

e *m-pow-er-ment (im-pau [-] r-ment)*

Oxford English Dictionary says, to empower is
“to authorize, to enable”.

Empowerment involves a creative act that frees a person, a group, an organization and even a total system to behave in new ways

it

Liberates

Gives up control

Distributes power

Allows freedom

Makes one responsible and accountable

empowerment

it means helping people to develop self confidence enabling to take individual decision; overcome feelings of powerlessness energizing them to take actions; and mobilizing intrinsic motivation to accomplish a task

Rolly May (1972)

em-power “the ability to affect, to influence and to change other persons”

Pinderhughes (1983)

em-power “capacity to influence the forces which affect one’s life space for one’s own benefit”

Ken Murrells (1977)

em-power “is an act of building, developing and increasing one’s power”.

He identifies two major categories of empowerment:

(a) self-empowerment: the ability to empower oneself, and,

(b) inter-active empowerment: the process of creating power with others

Rosabeth Moss Kanter (1977)

Professor at Harvard Business School,

a pioneer in the area of organizational empowerment and related work, defines the concept of empowerment as **“giving power to people who operate at an advantage in the organization success”**

Bowen and Lawler (1992)

Professor of Management, Arizona State University and the latter Director, the Centre for Effective Organization, University of Southern California, have done extensive work in the area of empowerment from 1970 to 2000,

Power to make decisions that influence organizational direction and performance

Menon and Kanungo (2000)

em-power “having the necessary authority with employees for making decisions in areas that affect their jobs”

Web Definition of Empowerment

A condition whereby employees have the authority to make decisions and take action in their work areas without prior approval.

For example, an operator can stop a production process if he or she detects a problem, or a customer service representative can send out a replacement product if a customer calls with a problem

ref;: www.asg.org/info/glossary

Giving educators, parents and students a voice in the decision-making process

www.doe.k12.ga.us/defindex

To give responsibility and some authority to one or more employees. The amount of authority may not be sufficient to fulfill the responsibility

www.geocities.com/athens

Essentially, empowerment ...

- it liberates people from constraints such as checking with the boss before taking actions
- an environment where absolute control is given up, allowing everyone make decisions, set goals, accomplish results and receive rewards
- decision-making authority and responsibility percolates from managers to the employees at the lowest rung, and to everyone, *per se*

- people are trusted and given total freedom to do their job
- enables people make independent decisions, who operate towards organizational success.
- individual employees having the autonomy for which they are totally accountable
- an environment where absolute control is given up, allowing everyone make decisions, set goals, accomplish results and receive rewards

Foundation of Empowerment Concept

- Though the term “empowerment” was not coined, various forms of its practices in different ways existed.

A)The civil rights movements have generated a solid foundation for empowerment in theory and experience

B)The black voter registration in political activism has especially stimulated several studies of how a group can overcome powerlessness

In Sociology, notions of empowerment have been fundamental to most women rights movement, in which people campaigned for freedom and control of their own circumstances.

Similarly, sociologists have seen empowerment at work in community and neighborhood development

(Fainstein, and Martin, 1978; and Perlman 1979)

In Professional Management literature, several writers have paid increased attention to empowerment as an antidote to bureaucratic malaise

(Betof, and Harwood, 1992; Taylor, and Ramsey, 1993; Argyris, 1998; Menon, and Kanungo, 2000; Yoon, 2001; and Kanter, 2003)

In Industrial and organizational sectors, empowerment has been talked about and observed, in relation to organizational success

(Bennis, and Nanus, 1985; Conger, and Kanungo, 1988; and Thomas, and Velthouse, 1990)

Mary Parker FOLLET

was espousing the notion of workplace empowerment. Although, she never used the term, an analysis of her lectures from 1925-1933, reveals recurring references to many of the themes of modern days thinking of workplace empowerment

Ref: Menon, S T , and Kanungo, R N [2000], Vision- JI of Business perceptive,pp:1-10(Special issue).

Rosabeth Moss Kanter

Professor,
Harvard Business School,

She is the one woman who can
legitimately be called the
Empowerment Management
Guru

Explicitly, empowerment practices appeared in the 1970's in USA. The idea was most closely associated with Rosabeth Moss Kanter, Professor, Harvard Business School, OB area

Her major publications include Work and Family in USA (1976); Another Voice.... Social life and Social Sciences (1977); Men and Women of the Corporation (1977); A tale of being different in an organization (1980); A Change Masters (1983); Creating the future (1988); and When Giants learn to dance (1989).

She argued that large companies need to liberate their employees from hierarchical systems, if they are going to be able to 'dance' in the flexible and fast changing future

She calls on Corporates to become more flexible, and

A climate of transparent culture and open communication is a key, while you empower people in the organisation

Most other studies undertaken later on empowerment and related areas, came after Kanter's work

Eichen (1989);

Marjorie Reynolds (1991);

Lawler (1994);

Cyndy Payne (1998);

Bo Burlingham(1999);

Argyris 1998; and

Marty O'Neill (1999)

Indian context

Homi Bhabha, a Nuclear Scientist, initially at Tata Institute of Fundamental Research, practiced it in a scientific work setting for the first time in 1944 and later on at Atomic Energy Commission (when he became its Chairman in 1984) and Atomic Energy Establishment (now named after Bhabha, called Bhabha Atomic Research Centre), established in 1954

In the **Indian industrial work** setting, empowerment was practiced at the New India Assurance Company in its most extreme form in the 1950's. It empowered its 500 odd field force to commit the company for crores of rupees. The concept of empowerment worked exceptionally well in this company with a very high level of trust, freedom, initiative and accountability. But, present practices are far removed from our ancient philosophy and practices

Indian studies reported

Pati, P (1997); Sengupta, P. S., and Shaikh, A. H (1997); Mahapatra, N. C (1997); Dwivedi, H (1998); Venkatachalam, J (1998).“

Components of empowerment



Dimensions of Empowerment

Trustworthiness, belief systems, leadership, shared culture, communications, transparent ethos, management style, organizational relationships, sharing of responsibility, delegation of authority, power distribution, open and transparent feedback

cont:

degree of accountability,
employee autonomy, self
managed teams, collective
bargaining system, industrial
democracy, organizational
politics, suggestion systems,
and the like

The Characteristics of an Empowered Organization

- shared responsibility
- Individual accountability
- lean and agile
- flat organizational hierarchy
- autonomous work teams at all levels
- open interactions
- high belief and trust in people's action,
- enhancement of leadership at all levels
- climate of collaboration and web relationships
- humanness and enjoyment
- atmosphere of openness
- freedom from all the threat and insecurity

cont:

- work excellence and effectiveness
- an holistic climate of mutual respect and supportiveness
- creating a strategic vision from bottom-up
- valuing autonomy
- broad participation in all activities,
- egalitarianism
- continuous feedback
- high level of job satisfaction
- team approach
- transparent culture
- all things are open, and can be verified and questioned by all

Characteristics of an empowered workforce

- The commitment is high
- Each is proactive problem solver
- Complete trust and faith in others action
- Genuine liking for people
- Transparent behaviour
- Open lines of communication
- Positive thinking and attitudes
- Feeling good about what is done
- Right perception,
- confidence in oneself and others

Benefits of Empowerment Systems

A study under by Kellogg Leadership Project (1996)

high-involvement of employees in organization endeavors; high morale workforce; improved effectiveness organizationwide; leadership at all stages; improvements in organizational communication; speedier responses to requests and problems; better co-ordination across the organization; increased improvements in customer focus and high quality of products and services

Empowerment also brought graded improvements in organizational competitiveness and quality of work-life

Kellogg Leadership Studies Project, 1996, USA (A Comprehensive Report on Leadership in 300 US Corporate, between 1996-1998)

cont:

benefits

Survey results by Harbridge Consulting Group

High motivation of employees

Positive commitment towards organization

Enthusiasm in all organizational activities

Improved customer focus

Increased sense of ownership

Reduced staff turnover

Increased innovation

Improved individual performance

Better ability to cope with change

Phil Lowe (1996). Empowering Individual's, UK, Harbridge Consulting Group Ltd

Conditions for empowerment

Power to act

Participation at all levels

Way for innovation

Transparency in organizational activities

Accountability for one's action

Right kind of leadership

Autonomy to work

Way to release extra energy

Proper recognition and appreciation for the work done

Climate of trust and faith in other's action

A learning culture for one to develop

No rigid control systems

A system for joint and shared decision-making

A transparent feedback system

Open information and knowledge sharing premises

Promotion for open relationships

A proper reward system

Open lines of communication

Climate of liberty and openness

Politics-free environment

Responsibility sharing

A shared common mission

A system of power distribution

Way for self managed teams

Language of Empowerment

My door is always open for discussion

How to solve your problem; your problem is our problem

You are the boss of the organization

I look for everyone in joining hands with me

You have done a good work; let me also learn from you

Let me help you by discussing your ideas

Please share the new techniques you have learnt with me

Let me put up your achievements and tell others about them

I will arrange a programme for sharing your success story

I don't require to tell anyone for changing the work procedure

Let me remark on the boss's action

Come let me write a strategy for the organization

Let me also chair the meeting

Let me write the mission statement for organization

Let me make my observations on the proceedings of the annual general meeting

Let me write my dissatisfaction on managements new policy

Come, we will all share the achievements

Come let me cheer the excellent work done

Let me arrange for an informal social even

Let us have a forum to discuss syndicate work

I will put a weeks performance figures for all

Let me invite the guest from front on behalf of you all

.

Probable Barriers for Empowerment

Reluctant to accept responsibility and power due to long standing cultural attitudes

(Nelson, 1994; Lorsch, 1995; Mayer, *et al* 1995).

Employees don't want additional responsibility

Feel that they are paid to work and not to think.

Even fear of loosing one's job for not handling the given responsibility

Skeptical about taking risks and punishment for failure.

Not their job to take power and act on it,

Understand the process

Confusion in many matters, including ‘
who should take decisions’

Managers feel insecure and may fear
power dilution

Managements could also wonder if it is
worth keeping faith in employees

Why an enquiry

- Let us look at the concept
- How is that in indian context / organisation, it may have worked
- What are the areas and dimensions the practice of empowerment could be undertaken
- What are the limitations, when you empower employees, and
- What happens at the workplace while you empower

Thus,

- While it was planned to have a study in this context, few studies and literature in this area was reviewed, *per se*, to understand and know the direction in which the study has to concentrate
- How can a study be designed, and
- What are the areas that can be studied, while designing a questionnaire and tentative enquiry areas, *per se*.

Literature search

| Reference | Brief Description | Major Theme/Summary |
|----------------------|--------------------------------------|---|
| Menon(1999,in press) | Psychological approach | The empowered state is a psychological state characterized by perceived control. Perceived control, perceived competence goals. |
| Liden&Arad(1996) | Power perspective | Empowerment research should be subsumed under the rubric of power |
| Spreitzer(1995) | Psychological motivational approach | Empowerment is increased intrinsic motivation manifested in four cognitions: competence, self – determination and impact. |
| Eylon(1994) | Process approach | Empowerment is an enhancing and energizing context specific process that expands feelings of trust and control |
| Conger(1989) | Leadership approach | Empowering subordinates is a major component of leadership |
| Yukl(1989) | Transformational Leadership approach | The effect of the transformational influence is to empower subordinates to participate in the process of transforming the organization |
| House (1988) | Focus on perceived control | Empowered employees are those who feel confident and in control of their environments. |
| Block (1986) | Focus on employee involvement | To feel empowered is to a) feel responsible for one’s actions b) to have a sense of purpose in achieving something worthwhile, and c) to commit to achieving that purpose |
| Burke (1986) | Leadership approach | Leaders empower subordinates by providing clarity of direction which encompasses a higher purpose or worthy cause |
| Bennis & Nanus(1985) | Leadership approach | Leaders energies (hence empower) through psychological identification. The critical dimensions of empowerment are significance, competence, community and enjoyment /fun |

The gaps identified

Most Management theorists have dealt with empowerment as a set of managerial techniques and have not paid sufficient attention to its **nature or the process underlying;**

The contexts most appropriate for empowerment and actual management practices that foster empowerment are poorly understood and catalogued;

A more link between empowerment practices and leadership should be studied [conger, JA., and Kanungo, RN., 1988 study]

Hence, a framework for studying empowerment, and try to demonstrate its relevance to management theory and practices

The need

Thus, crystallized the present study, with focus on :

1. An organisation , which is reflecting similar HR systems and strategies
2. An organisation, which has similar practices of employee empowerment;
3. An organisation, which is practicing HPWS, and HPWP
4. An organisation, which reflects the leadership practices and empowerment, and,
- 5..

The organisation identified

North Karnataka

Spicer, Kiloskar, Grasim,
TELCO, HLL, Indal, PPL

Identified : HLL and PPL

Initial Attempt: HLL

Final Study : PLL

Methodology

the company chosen for the Study - PPL

Name of the Company: Polyhydron Pvt Ltd
Established in: 1981-82
CEO / CMD: Shri S.B. Hundre, BE (Mech)
Address: 78-80, Machhe Industrial estate,
Machhe, Belgaum- 590014.

Type of Industry: Private Ltd Company
Major Products: Hydraulic Valves, Pumps and
Accessories
Radial Piston Pumps, Pressure switches,
etc

Work shift: 9.00a.m to 5.30 p.m
(Sunday Holiday) (There is no OT system)

Organization structure: Honey shaped structure
Power Generation Capacity: 300 KVA
Capital assets: 6 crores

Management Style: Empowerment of employees for better results
Each is an Owner of the organization
Employee Ownership Culture

Organizational Philosophy: Ethical approach in undertaking business
and every activity

Organizational Principle: Do honest Business

Average Salary: Rs 3000-9000 per month (to be revised)

Employee Socio-Economic: Middle class in Indian Standards
status

Organizational style: Flat Organizational structure
Customer approach: Each customer is family member of PPL
Organizational ethics: Honesty, Integrity, and Fairness
Product style: JIT, Kanban

Outcome: Awarded the Best Employer Award

Information as on 2002

The Research Enquiry

The workplace has become more
challenging

Needless to say that Human Resources
forms major component of organizational
survival

- What is this paradigm shift towards empowerment all about?
- How different is it from other organizations?
- Is empowerment something that has to be given? And
- How to get one-hundred percentage co-operation from all?

Research Design

an empirical research work undertaken to know innovative workplace programmes and policies.

an explorative and descriptive design

explored the technical and commercial context within which the chosen firm operated in terms of environmental certainty-uncertainty, stability and resource munificence

Research Objectives

understand the impact of innovative workplace practices on employee empowerment

made to understand all factors that contributed to empowerment--the systems, practices, policy and leadership.

An effort was also made to see how these management practices impacted upon employee behavior

Supporting Objectives :

With these core objectives, the study also attempted to understand issues like: Do we really need empowered people? Is empowerment something that can be done to some one, or is it something a person must choose? What role does the person in the top have to play in this exercise? With all these objectives, the genesis of empowerment is probed at a macro level.

Bases for Hypothesis Formulation

The present study investigates the extent to which empowerment perception practices are influenced by:

a) characteristic of individuals (education, tenure with the organization, age and locus of control);

b) characteristics of work group (group effectiveness, intragroup trust, mutual influence, and worth of group); and

c) characteristics at workplace (leadership, ethos, practices and HR systems)

The studies

Conger and Kanungo 1988; Lawler, 1988, 1992; Kanter, 1979, 1989, 1995; Yukl, 1989; Bowen and Lawler 1992; Cordery., Mueller, and Parker, 1993; Rudolph and Peluchelte, 1993; Lowe, 1994; Athreya, *et al* 1995; Candron, 1995; Gates, 1995; Spreitzer 1995 ; Jeffery, 1995;Ann, 1996; Liden and Arad 1996; Douglas, and Mc Cauley, 1997; Bo Burlingham, 1998; Kahn, 1998; Argyris, 1998 and Menon 1999)

Research Hypothesis

[Ha]

- **Ha1** Empowerment is a sense of belonging developed by employee as a result of various coherent organizational practices and practices;
- **Ha2** A good Organizational climate would shape behavior and develop positive attitudes towards organizational growth and development leading to employee empowerment;

- **Ha3** Access to information about the mission, value, goals, and vision of an organization is positively related to empowerment;
- **Ha4** If an organization aspires for fundamental changes while empowering employees, it must change the present way of functioning; and
- **Ha5** Empowerment at the workplace makes leaderless.

Sampling Population

| Level | Total Employees | | Responded |
|-----------------|-----------------|--------------|-----------|
| CEO | 1 | 1 | |
| Managers | 7 | 6 | |
| Engineers | 6 | 6 | |
| Software Expert | 2 | 2 | 2 |
| Administration | 9 | 6 | 6 |
| Supportive | 4 | 2 | |
| Highly Skilled | 5 | 5 | 5 |
| Skilled | 18 | 16 | |
| Semi skilled | 19 | 16 | 16 |
| Unskilled | 2 | 0 | |
| Trainee | 1 | 1 | |
| Total | 73(1) | 60(1) | |

Sources of data collection

Primary

questionnaires and discussions with each and every respondent stage by stage [at all 3 levels]

attending meetings, taking part in discussions, visiting the actual workplace, observing first-hand the systems and practices,

Secondary

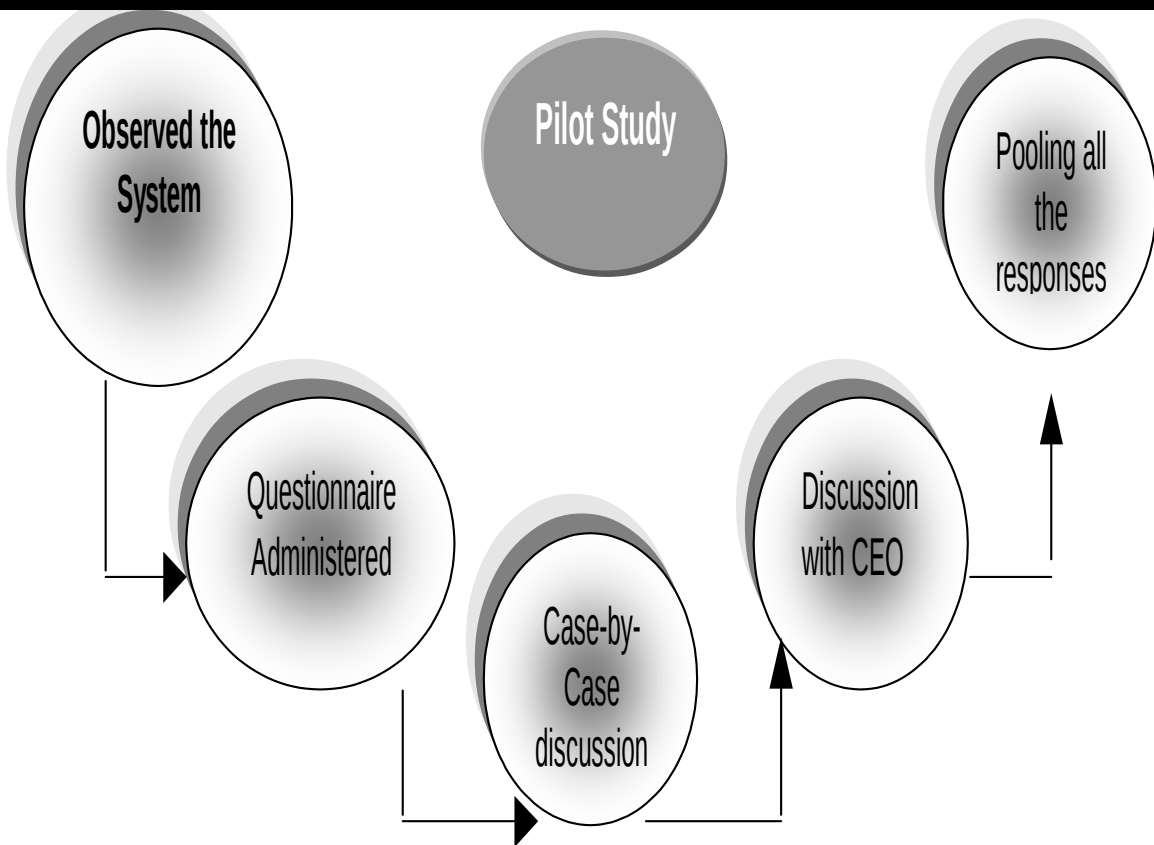
written policy statements, work records, annual reports, documentations, bulletins, write-ups, procedure charts, personal files, case histories, site maps, follow up reports, and recorded suggestions and field notes

The way

- Pre-pilot observation
 - Pilot study
 - Final observation
-
- Stage 1:
 - Stage 2:
 - Stage 3:
-
- Interaction with the CEO

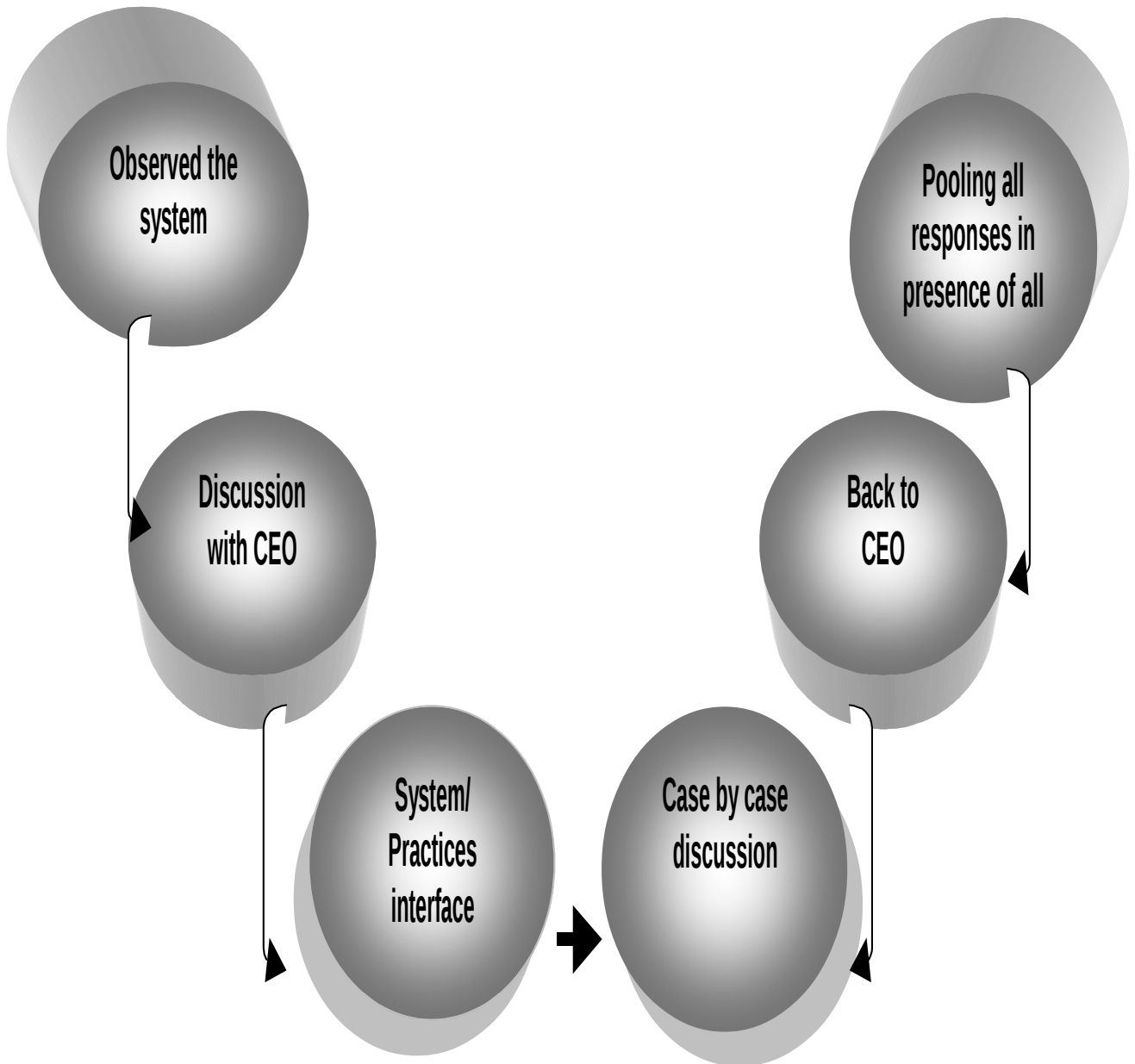
2.7 Data Collection of Employees

Fig No 2.1: The mode of Data collection of employees



The model of data collection adopted for employee category includes six stages.

The mode of Data collection of CEO / MD



Mode method of Data Collection

Personal discussions,
Individual interviews with all respondents,
group meetings,
personal meetings with the concerned employees at various venues like

workplace (temple of ethics), recreational hall (temple of health), yoga center (temple of peace), Research and Development section, and the like

Different aspect of Enquiry

- Accountability
- Bureaucracy
- Communication
- Culture
- Decision Making
- Personal Development
- Workplace Discipline
- Ethics
- Feedback, of / for the Management

- Management Style and Approach
- Organizational Health
- Ownership Culture
- Participation and Involvement
- Workplace Policy
- Power Distribution
- Responsibility sharing
- Transparent and Openness
- Quality of Working Life

Analysis of the Results

- qualitative analysis of the responses
- results based on case-by-case observations
- to test the hypothesis, ANOVA has been applied for obtaining the F-ratio values and significance level
- statistical analysis has been done only where required

Limitations of the Study

The work restricts to PPL

Of the 74 total employees, 62 responded and others didn't participate in the study. A total of 60 have been included finally in the study

An attempt was made to elicit responses even from those employees who had left the organization, but it was not possible, due to lack of availability of information

Since, all the respondent employees were male, the perception and effect of empowerment on different grades could not be studied

Data collection

the areas

♣Accountability

Each is accountable for his action & can't blame others

I can healthy criticize the boss, if I feel so

Each is responsible for his action

Responsibility of each action rests with all

One is responsible for ones faith

♣Belief System

Honesty & truthfulness are the only policies in the organization

I am trusted in the organization

Some have hidden agendas

Top person doesn't believe me easily

Management does not share confidential matters with me

People are hardly trusted & spying is done

♣Bureaucracy

We need direction, supervision & guidance at each stage/step

Everything is not negotiable here & some matters are rigid

There is red tapism & bureaucracy

I am involved in organization strategy preparation

You need to follow rules/regulation very much in organization

The boss is always right & can't be questioned

Everyone can have own objectives, mission, and goals

♣Career Planning

I can do career planning on my own

I am paid just to work

Based on likes / dislikes, some are protected

I know my next promotion period

I see money as most important Business here

♣Commitment, Employee

I am made part of organization & involved in the
organization development process

I stay back beyond my work time limit

I know what is my department responsibility

We have unbalanced polices

I can set my own work standards

♣Communication

We are free to suggest improvements to boss without fear

Management is open to ideas & more information sharing

Management does not share confidential matters with me

An open line of communication follows in each team

I can openly give feed back of my boss action

I can tell personally, what I am doing & my contributions

I can publish how value I am for organization

I can publish negative behavior of Management, if I fell so

♣Confidence building

Information is open and shared

People are allowed to take risk here

Some have hidden agendas

Nobody here tells what is there on his or her mind

Management is subjective here

Management creates fear phobia sometimes

♣Creativity, Way for

People are allowed to take risk here

New ideas are often dismissed

You need to follow rules/regulations very much in organization

Management hardly recognize hard work

We don't try new things because of Management's attitude

I have the freedom to change the systems at workplace

♣Culture

Value to Human is high in organization

Each are accountable for their action & can't blame others

Gossip is the way of life

The organization makes you insecure sometimes

Each is boss in himself

Most people are conservative & not open

Common rooms are shared

Responsibility of each action rests with all

Every recognition is made known to all

Managers spy on me

♣Customer Relations

I can freely tell/talk what customers feed back to the Management

I can promise the customers on behalf of management

I can assure on customer dissatisfaction

Customer can freely write/publish his feeling about Company

♣Decision Making

I can permit visitors, if I feel so, without any ones consent

I hardly know what is my responsibility

I hardly know what is others responsibility

I know what is my department responsibility

Decisions are objective

I am also involved in decision-making process at all levels

♣Personal Development

They encourage working in team

People are allowed to take risk here

New ideas are often dismissed

Each is boss in himself

There is red tapism & bureaucracy

Management hardly recognize hard work

We don't try new things because of Management's attitude

Infighting & ego feeling is more here

♣Workplace Discipline

Each are accountable for their action & can't blame others

Honesty & truthfulness is the only policy in organ

Gossip is the way of life

Management has close door discussion sometimes

♣EGOISM

All information is open and shared

New ideas are often dismissed

I can healthy criticize the boss, if I feel so

Most people are conservative & not open

There is red tapism & more bureaucracy

Common rooms are shared

I can participate in all activities irrespective of membership to it

I can openly give feed back of my boss action

Infighting & egoism is more here

♣Encouragement

Management encourage working in team

Management also encourages team at all levels

I am encouraged to take independent responsibility

I am encouraged to develop my way of work

I am encouraged to be a leader

I am encouraged to have my own rules & regulations

Ethics

Honesty & truthfulness is the only policy in Organization
Ends are more important than means in Organization
Management does not share confidential matters with me
Management has close door discussion sometimes

♣Ethos

There is red tapism & more bureaucracy
You need to follow rules/regulation very much in organization
I can participate in all activities irrespective of membership to it
I can openly give feed back of my boss action
I am also involved in decision-making process at all level
Everyone can have own objectives, mission, and goals

♣Feedback, Management

I can healthy criticize the boss, if I feel so
I know who appraise me
I can openly give feed back on my boss's actions
I give feed back, which is subjective
Feedback is just for record sake
Management feed back is always subjective
I can publish negative behavior of Management, if I fell so

♣Freedom and Liberty

People are allowed to take risk here
We need direction, supervision & guidance at each stage/step
I can permit visitors, if I feel so, without anyone's consent
There is restriction for participation in all activities
We are free to suggest improvements to boss without fear
I can publish negative behavior of Management, if I fell so
Everyone can have own objectives, mission, goals
I have the freedom to change the systems at workplace
I can attend any meetings in Organization

♣Honest approach

Honesty & truthfulness are the main policies in the organization
Few are only are honest in the organization
Suggestions are done regularly and honestly
Some have hidden agendas
Recognition of the work is subjective

♣Industrial Democracy

All information is open and shared
Working in team s encouraged
I am made part of organization & involved in
Organization development process
I can participate in all activities irrespective of membership to it.
I am also involved in decision-making process at all level
I can attend any meetings in Organization

♣Insecurity, Psychological feeling

The organization makes you insecure sometimes
If there goes wrong, one is victimized who is / was responsible for it
I can openly give feed back of my boss action
We have partisan in organization
We have unbalanced polices
Management has close door discussion some times
Rumors are encouraged
People are hardly trusted & are spied upon
Based on likes / dislikes, some are protected
Some are favored while taking decision [Subjective]

♣Knowledge Sharing

All information is open and shared
New ideas are often dismissed
Most people are conservative & not open
We are pressurized to learn & develop continuously
I can publish freely without anyone's prior permission

♣Leadership Practices

New ideas are often dismissed

There is red tapism & more bureaucracy

Management does not recognize hard work

Management is open to ideas & more information sharing

Management creates fear phobia some times

There are some polices to be shown and some polices to practice

The boss is always right & can't be questioned

Some are favored while taking decision [Subjective]

♣Learning Organization

We are free to suggest improvements to boss without fear

We don't try new things because of Management's attitude

I can participate in all activities irrespective of membership to it.

I can openly give feed back of my boss action

Management allows us to take risk

Continuous improvement is management responsibility

♣Management Style and Approach

Honesty & truthfulness is the only policy in organization

Each is boss in himself

Every thing is not negotiable here & some matters are rigid

There is red tapism & more bureaucracy

There is restriction for participation in all activities

We are pressurized to learn & develop continuously

Management also encourages teams at all levels

Management has close door discussion some times

There are some polices to be shown and some polices to practice

The boss is always right & can't be questioned

Based on likes / dislikes, some are protected

Management allows us to take risk

I see money as most important Business here

♣Mind Set and Attitudes

Management encourage working in team

People are allowed to take risk here

New ideas are often dismissed

I stay back beyond my work time limit

We don't try new things because of Management's attitude

The boss is always right & can't be questioned

♣Organizational Health

Honesty & truthfulness is the only policy in organization

Gossip is the way of life

There is red tapism & more bureaucracy

We don't try new things because of Management's attitude

We have partisan in organization

Management has close door discussion some times

♣Ownership Culture

I am made part of the organization & involved in the
organization development process

Each is boss in himself

I can permit visitors or customers, if I feel so,
without any ones consent

I can meet and interact with customers freely

I can promise the customers on behalf of management

I can assure on customer dissatisfaction

♣Participation and Involvement

I am made part of organization & take part in
Organization development process

There is restriction for participation in all activities

I can participate in all activities irrespective of membership to it

I am also involved in decision-making process at all level

♣Perception and Feeling

Value to Human is high in Organization

Each is boss in himself

I am paid just to work

I am trusted in the Organization

We have partisan in organization

Decisions are objective

♣Policy, Workplace

I hardly know what is my responsibility

I hardly know what is others responsibility

I know what is my department responsibility

You need to follow rules/regulation very much in organization

We have unbalanced polices

♣Politics

I give feed back, which is subjective

We have partisan in organization

Infighting & ego feeling is more here

People are hardly trusted & are spied upon

Based on likes / dislikes, some are protected

Some are favored while taking decision [Subjective]

♣Power Distribution

Each is boss in himself

I am involved in Organization strategy preparation

You need to follow rules/regulation very much in organization

I am also involved in decision-making process at all levels

I can make a career planning of my own

I have the freedom to change the system at workplace

I can set my own work standards

♣Recognition

Every recognition is made known to all

I usually work to get recognition

Recognition is subjective

♣Relationships

I stay back beyond my work time limit

Responsibility of each action rests with all

Infighting and ego feeling is more here

Based on likes / Dislikes, some are protected

♣Respect to Individual

The organization makes you insecure sometimes

Each is boss in himself

Common rooms are shared

I blame others for over all failure

Top person doesn't believe me easily

Some are favored while taking decision [Subjective]

Everyone can have own objectives, mission, and goals

♣Responsibility sharing

I know each work, job & what everyone is doing in organization

Each is responsible for his action

Responsibility of each action rests with all

Responsibility is not shared here

If there goes wrong, one is victimized who is /was responsible for it

♣Self Esteem

I can tell personally, what I am doing & my contributions

I can publish how value I am for organization

I am encouraged to take independent responsibility

I can attend any meetings in Organization

♣Structure, workplace

Each is boss in himself

There is red tapism & more bureaucracy

An open line of communication follows in each team

♣Suggestion and freedom

Suggestions are done regularly and honestly

We are free to suggest improvements to boss without fear

Selecting of suggestions is subjective

Rejected suggestions are explained due reasons there off

I can openly give feed back of my boss action

♣Team and Liberty

Working in teams encouraged

Responsibility of each action rests with all

Responsibility is not shared here

Team working is not encouraged

We can have as many teams of our choice

An open line of communication follows in each team

Each has confidence/faith in team members

Management encourages teams at all level

♣Transparent and Openness

Nobody here tells what is their on their mind
Management is open to ideas & more information sharing
Management does not share confidential matters with me
Management has close door discussion some times
It is not a transparent Management

♣Total Quality Concept

I am made part of organization & involved in Organization development process
Suggestions are done regularly and honestly
Management is interested in ends than means
Continuous improvement is management responsibility

♣Total Quality People

Each are accountable for their action & can't blame others
Gossip is the way of life
Most people are conservative & not open
Some have hidden agendas

♣Quality of Working Life

All information is open and shared
I am made part of organization & involved in
Organization development process
There is restriction for participation in all activities
I am been trusted in Organization
Responsibility is not shared here
Management hardly recognize hard work
We don't try new things because of Management's attitude

♣Values and Governance

Value to Human is high in Organization
Honesty & truthfulness is the only policy in Organization
I am been trusted in Organization
Decisions are objective
I see money as most important Business here
If something goes wrong, one
who is / was responsible for it is victimized

Demographic Information

respondents profile

| Department | No of Emps | % of Responses |
|----------------|------------|----------------|
| Administration | 06 | 10 |
| Assembly | 08 | 13 |
| Manufacturing | 33 | 55 |
| Workshops | 06 | 10 |
| Packing 03 | 05 | |
| R and D 04 | 06 | |

| Age group | No of Emps | % of Responses |
|-----------|------------|----------------|
| <30 25 | 41.7 | |
| 30-39 25 | 41.7 | |
| 40 + 10 | 16.7 | |

| Education level | No of Emps | % of Responses |
|-------------------------------|------------|----------------|
| Upto SSLC/10 th 24 | 40.0 | |
| PU/BA/BSc 20 | 33.3 | |
| PG/Engg/Dip 16 | 26.7 | |

| Education level | No of Emps | % of Responses |
|-----------------|------------|----------------|
| < 10 years 33 | 55.0 | |
| >10 years 27 | 45.0 | |

Hy 1 : Employee Empowerment results from various coherent organizational practices conducive to creating such an environment

Table No. 5.6-1: Mean and SD Results of Ha1

| Category | N=60 | Mean | SD |
|-------------|------|--------|-------|
| Age | | | |
| < 30 | 25 | 343.76 | 34.68 |
| 30-39 | 25 | 330.24 | 49.34 |
| >40 | 10 | 335.00 | 40.94 |
| TOTAL | 60 | 336.60 | 42.11 |
| Experience | | | |
| <10 | 33 | 343.15 | 31.90 |
| >10 | 27 | 328.59 | 51.49 |
| TOTAL | 60 | 336.60 | 42.11 |
| Education | | | |
| Upto SSLC | 24 | 340.29 | 40.80 |
| PU/BA/BSc | 20 | 342.35 | 25.92 |
| PG/Engg/Dip | 16 | 323.44 | 56.71 |
| TOTAL | 60 | 336.60 | 42.11 |
| Department | | | |
| Managerial | 22 | 334.82 | 34.99 |
| Other | 38 | 337.63 | 46.15 |
| TOTAL | 60 | 336.60 | 42.11 |

Table No. 5.6-2: ANOVA Results of Ha1

| Category | Sum of Square | df | Mean Square | F-ratio | Sigh level |
|------------|---------------|----|-------------|---------|------------|
| Age | | | | | |
| BG | 2261.840 | 2 | 1130.920 | .630 | .536 |
| WG | 102375 | 57 | 1796.045 | | |
| Total | 104636 | | | | |
| Experience | | | | | |
| BG | 3147.639 | 1 | 3147.639 | 1.799 | .185 |
| WG | 101489 | 58 | 1749.806 | | |
| Total | 104636 | | | | |
| Education | | | | | |
| BG | 3814.079 | 2 | 1907.04 | 1.078 | .347 |
| WG | 100822 | 57 | 1768.813 | | |
| Total | 104636 | | | | |
| Department | | | | | |
| BG | 110.285 | 1 | 110.285 | .061 | .805 |
| WG | 104526 | 58 | 1802.174 | | |
| Total | 104636 | | | | |

Note: B/W: Between the Group W/G: Within the Group Sigh: Significance Level

Hy 2 : A good Organizational climate would shape behavior and develop positive attitudes towards organizational growth and development leading to employee empowerment

Mean and SD Results of Ha 2

| Category | N=60 | Mean | SD |
|-------------|------|--------|-------|
| Age | | | |
| < 30 | 25 | 322.76 | 31.74 |
| 30-39 | 25 | 311.00 | 47.95 |
| >40 | 10 | 321.70 | 47.28 |
| TOTAL | 60 | 317.68 | 41.46 |
| Experience | | | |
| <10 | 33 | 321.36 | 29.70 |
| >10 | 27 | 313.19 | 52.69 |
| TOTAL | 60 | 317.68 | 41.46 |
| Education | | | |
| Upto SSLC | 24 | 323.29 | 45.44 |
| PU/BA/BSc | 20 | 320.30 | 32.10 |
| PG/Engg/Dip | 16 | 306.00 | 45.65 |
| TOTAL | 60 | 317.68 | 41.46 |
| Department | | | |
| Managerial | 22 | 314.77 | 36.61 |
| Other | 38 | 319.37 | 44.41 |
| TOTAL | 60 | 317.69 | 41.46 |

ANOVA Results for Ha2

| Category | | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|-------|---------------|----|-------------|---------|------------|
| Age | | | | | | |
| | BG | 1922.323 | 2 | 961.162 | .551 | .580 |
| | WG | 99484.7 | 57 | 1745.345 | | |
| | Total | 101407 | | | | |
| Experience | | | | | | |
| | BG | 993.273 | 1 | 993.273 | .574 | .452 |
| | WG | 100414 | 58 | 1731.272 | | |
| | Total | 101407 | | | | |
| Education | | | | | | |
| | BG | 3075.825 | 2 | 1537.913 | .891 | .416 |
| | WG | 98331.2 | 57 | 1725.108 | | |
| | Total | 101407 | | | | |
| Department | | | | | | |
| | BG | 294.278 | 1 | 294.278 | .169 | .683 |
| | WG | 101113 | 58 | 1743.323 | | |
| | Total | 101407 | | | | |

Note: B/W: Between the Group W/G: Within the Group Sig: Significance Level

Hy 3 : Access to information about the mission, value, goals and vision of an organization is positively related to empowerment

Table No. 14: Showing the Mean and SD Results of Ho 3

Mean and SD Results of Ha 3

| Category | N=60 | Mean | SD |
|-------------------|-------------|-------------|-----------|
| Age | | | |
| < 30 | 25 | 442.32 | 42.51 |
| 30-39 | 25 | 425.88 | 65.71 |
| 40+ | 10 | 442.20 | 69.96 |
| TOTAL | 60 | 435.45 | 57.49 |
| Experience | | | |
| <10 | 33 | 439.82 | 39.60 |
| 10+ | 27 | 430.11 | 74.27 |
| TOTAL | 60 | 435.45 | 57.49 |
| Education | | | |
| Upto SSLC | 24 | 441.29 | 62.64 |
| PU/BA/BSc | 20 | 434.50 | 39.61 |
| PG/Engg/Dip | 16 | 427.88 | 69.84 |
| TOTAL | 60 | 435.45 | 57.49 |
| Department | | | |
| Managerial | 22 | 428.55 | 54.89 |
| Other | 38 | 439.45 | 59.24 |
| TOTAL | 60 | 435.45 | 57.49 |

ANOVA results of Ha3

| Category | | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|-------|---------------|----|-------------|---------|------------|
| Age | | | | | | |
| | BG | 3925.170 | 2 | 1962.585 | .585 | .560 |
| | WG | 191072 | 57 | 3352.135 | | |
| | Total | 194997 | | | | |
| Experience | | | | | | |
| | BG | 1399.274 | 1 | 1399.274 | .419 | .520 |
| | WG | 193598 | 58 | 3337.889 | | |
| | Total | 194997 | | | | |
| Education | | | | | | |
| | BG | 1755.142 | 2 | 877.571 | .259 | .773 |
| | WG | 193242 | 57 | 3390.205 | | |
| | Total | 194997 | | | | |
| Department | | | | | | |
| | BG | 1656.001 | 1 | 1656.001 | .497 | .484 |
| | WG | 193341 | 58 | 3333.463 | | |
| | Total | 194997 | | | | |

Note: B/W: Between the Group W/G: Within the Group Sigh: Significance Level

**Hy 4 : If an organization aspires for fundamental changes,
it must change the fundamentals**

Mean and SD Results of Ha 4

| Category | N=60 | Mean | SD |
|-----------------|-------------|-------------|-----------|
| Age | | | |
| < 30 | 25 | 393.48 | 36.98 |
| 30-39 | 25 | 376.16 | 63.89 |
| >40 | 10 | 390.60 | 53.95 |
| TOTAL | 60 | 385.78 | 52.24 |
| Experience | | | |
| <10 | 33 | 391.30 | 37.22 |
| >10 | 27 | 379.04 | 66.34 |
| TOTAL | 60 | 385.78 | 52.24 |
| Education | | | |
| Upto SSLC | 24 | 393.38 | 55.29 |
| PU/BA/BSc | 20 | 398.50 | 35.14 |
| PG/Engg/Dip | 16 | 369.75 | 64.01 |
| TOTAL | 60 | 385.78 | 52.24 |
| Department | | | |
| Managerial | 22 | 378.95 | 45.83 |
| Other | 38 | 389.74 | 55.82 |
| TOTAL | 60 | 385.78 | 52.24 |

ANOVA results of Ha4

| Category | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|---------------|----|-------------|---------|------------|
| Age | | | | | |
| BG | 4028.183 | 2 | 2014.092 | .731 | .486 |
| WG | 156970 | 57 | 2753.860 | | |
| Total | 160998 | | | | |
| Experience | | | | | |
| BG | 2234.251 | 1 | 2234.251 | .816 | .370 |
| WG | 158764 | 58 | 2737.309 | | |
| Total | 160998 | | | | |
| Education | | | | | |
| BG | 5772.558 | 2 | 2886.279 | 1.060 | .353 |
| WG | 155226 | 57 | 2723.257 | | |
| Total | 160998 | | | | |
| Department | | | | | |
| BG | 1619.860 | 1 | 1619.860 | .589 | .446 |
| WG | 159378 | 58 | 2747.902 | | |
| Total | 160998 | | | | |

Note: B/W: Between the Group W/G: Within the Group Sigh: Significance Level

Employee Perception on Management

Results of Employees viewing Leadership of CEO

Employee's views of Management Ethos and Practices

Employee's views on Managements Futuristic Behavior

Employees viewing Managements HR Savvy Behavior

Mean and SD Results of Employees viewing Leadership of CEO

| Category | N=60 | Mean | SD |
|-------------|------|---------|---------|
| Age | | | |
| < 30 | 25 | 67.1200 | 7.5240 |
| 30-39 | 25 | 63.7600 | 10.8715 |
| >40 | 10 | 56.3000 | 16.7136 |
| TOTAL | 60 | 63.9167 | 11.3097 |
| Experience | | | |
| <10 | 33 | 67.0000 | 7.2241 |
| >10 | 27 | 60.1481 | 14.1141 |
| TOTAL | 60 | 63.9167 | 11.3097 |
| Education | | | |
| Upto SSLC | 24 | 53.4167 | 10.8824 |
| PU/BA/BSc | 20 | 65.9000 | 6.3735 |
| PG/Engg/Dip | 16 | 62.1875 | 16.1626 |
| TOTAL | 60 | 63.9167 | 11.3097 |
| Department | | | |
| Managerial | 22 | 62.5000 | 12.1332 |
| Other | 38 | 64.7368 | 10.8868 |
| TOTAL | 60 | 63.9167 | 11.3097 |

ANOVA results of Employees views on the Leadership of the CEO

| Category | | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|-------|---------------|----|-------------|---------|------------|
| Age | | | | | | |
| | BG | 837.238 | 2 | 418.642 | 3.557 | .035 |
| | WG | 6709.300 | 57 | 117.707 | | |
| | Total | 7546.583 | | | | |
| Experience | | | | | | |
| | BG | 697.176 | 1 | 697.176 | 5.904 | .018 |
| | WG | 6849.407 | 58 | 118.903 | | |
| | Total | 7546.583 | | | | |
| Education | | | | | | |
| | BG | 1342.513 | 2 | 66.256 | .509 | .604 |
| | WG | 7414.071 | 57 | 130.071 | | |
| | Total | 7546.583 | | | | |
| Department | | | | | | |
| | BG | 69.715 | 1 | 69.715 | .541 | .456 |
| | WG | 7476.868 | 58 | 128.912 | | |
| | Total | 7546.583 | | | | |

Mean and SD of Employees views on Management Ethos and Practices

| Category | N=60 | Mean | SD |
|-------------|------|---------|---------|
| Age | | | |
| < 30 | 25 | 68.8400 | 13.2812 |
| 30-39 | 25 | 66.0400 | 13.4953 |
| >40 | 10 | 58.1000 | 21.9163 |
| TOTAL | 60 | 65.8833 | 15.2672 |
| Experience | | | |
| <10 | 33 | 69.0303 | 12.0117 |
| >10 | 27 | 62.0370 | 17.9839 |
| TOTAL | 60 | 65.8833 | 15.2672 |
| Education | | | |
| Upto SSLC | 24 | 66.0833 | 11.9343 |
| PU/BA/BSc | 20 | 68.1500 | 8.8334 |
| PG/Engg/Dip | 16 | 62.7500 | 24.1288 |
| TOTAL | 60 | 65.8833 | 15.2672 |
| Department | | | |
| Managerial | 22 | 64.5909 | 17.2755 |
| Other | 38 | 66.6316 | 14.1678 |
| TOTAL | 60 | 65.8833 | 15.2672 |

ANOVA results of Employees views of Management ethos and Practices

| Category | | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|-------|---------------|----|-------------|---------|------------|
| Age | BG | 824.963 | 2 | 412.482 | 1.819 | .172 |
| | WG | 12927.2 | 57 | 226.793 | | |
| | Total | 13752.2 | | | | |
| Experience | BG | 726.251 | 1 | 726.251 | 3.234 | .077 |
| | WG | 13025.9 | 58 | 224.585 | | |
| | Total | 13752.2 | | | | |
| Education | BG | 260.800 | 2 | 130.400 | .551 | .579 |
| | WG | 13491.4 | 57 | 236.691 | | |
| | Total | 13752.2 | | | | |
| Department | BG | 58.023 | 1 | 58.023 | .246 | .662 |
| | WG | 13694.2 | 58 | 236.106 | | |
| | Total | 13752.2 | | | | |

Note: B/W: Between the Group W/G: Within the Group Sigh: Significance Level

Mean and SD Results of Employees views on Managements Futuristic Behavior

| Category | N=60 | Mean | SD |
|-------------------|------|---------|---------|
| <i>Age</i> | | | |
| < 30 | 25 | 59.6400 | 8.1898 |
| 30-39 | 25 | 59.5600 | 7.7732 |
| >40 | 10 | 53.5000 | 14.8492 |
| TOTAL | 60 | 58.5833 | 9.5266 |
| <i>Experience</i> | | | |
| <10 | 33 | 60.3939 | 7.5289 |
| >10 | 27 | 56.3704 | 11.2665 |
| TOTAL | 60 | 58.5833 | 9.5266 |
| <i>Education</i> | | | |
| Upto SSLC | 24 | 59.2500 | 7.8754 |
| PU/BA/BSc | 20 | 59.7500 | 8.0908 |
| PG/Engg/Dip | 16 | 56.1250 | 13.0378 |
| TOTAL | 60 | 58.5833 | 9.5266 |
| <i>Department</i> | | | |
| Managerial | 22 | 57.0000 | 10.6458 |
| Other | 38 | 59.5000 | 8.8341 |
| TOTAL | 60 | 58.5833 | 9.5266 |

ANOVA results of Employees views on Managements Futuristic Behavior

| Category | | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|-------|---------------|----|-------------|---------|------------|
| Age | | | | | | |
| | BG | 310.163 | 2 | 155.082 | 1.752 | .183 |
| | WG | 5044.420 | 57 | 88.499 | | |
| | Total | 5354.583 | | | | |
| Experience | | | | | | |
| | BG | 240.408 | 1 | 240.408 | 2.726 | .104 |
| | WG | 5114.175 | 58 | 88.175 | | |
| | Total | 5354.583 | | | | |
| Education | | | | | | |
| | BG | 134.583 | 2 | 67.292 | .735 | .484 |
| | WG | 5220.000 | 57 | 91.579 | | |
| | Total | 5354.583 | | | | |
| Department | | | | | | |
| | BG | 87.083 | 1 | 87.083 | .959 | .332 |
| | WG | 5267.500 | 58 | 90.819 | | |
| | Total | 5354.583 | | | | |

Note: B/W: Between the Group W/G: Within the Group Sigh: Significance Level

Mean and SD of Employees views on Managements HR Savvy Behavior

| Category | N=60 | Mean | SD |
|-------------|------|---------|---------|
| Age | | | |
| < 30 | 25 | 75.4800 | 9.3011 |
| 30-39 | 25 | 73.6400 | 12.1239 |
| >40 | 10 | 69.1000 | 25.1372 |
| TOTAL | 60 | 73.6500 | 14.0107 |
| Experience | | | |
| <10 | 33 | 75.8788 | 9.0476 |
| >10 | 27 | 70.9259 | 18.1848 |
| TOTAL | 60 | 73.6500 | 14.0107 |
| Education | | | |
| Upto SSLC | 24 | 76.0417 | 10.8125 |
| PU/BA/BSc | 20 | 77.1000 | 7.7385 |
| PG/Engg/Dip | 16 | 65.7500 | 20.6252 |
| TOTAL | 60 | 73.6500 | 14.0107 |
| Department | | | |
| Managerial | 22 | 70.3182 | 17.8109 |
| Other | 38 | 75.5789 | 11.0151 |
| TOTAL | 60 | 73.6500 | 14.0107 |

ANOVA results of Employees views on Managements HR Savvy Behavior

| Category | | Sum of Square | df | Mean Square | F-ratio | Sign level |
|------------|-------|---------------|----|-------------|---------|------------|
| Age | BG | 290.750 | 2 | 145.375 | .734 | .485 |
| | WG | 11290.9 | 57 | 198.086 | | |
| | Total | 11581.6 | | | | |
| Experience | BG | 364.283 | 1 | 364.283 | 1.884 | .175 |
| | WG | 11217.4 | 58 | 193.403 | | |
| | Total | 11581.6 | | | | |
| Education | BG | 1373.892 | 2 | 686.946 | 3.836 | .027 |
| | WG | 10207.8 | 57 | 179.083 | | |
| | Total | 11581.6 | | | | |
| Department | BG | 385.614 | 1 | 385.614 | 1.998 | .163 |
| | WG | 11196.0 | 58 | 193.035 | | |
| | Total | 11581.6 | | | | |

Note : BG - Between the Group; WG - Within the Group Sign: Significance Level

Mean / SD Results of out come of Empowerment Practices and Post benefits

| Category | N=60 | Mean | SD |
|-------------|------|----------|---------|
| Age | | | |
| < 30 | 25 | 207.1600 | 20.8180 |
| 30-39 | 25 | 204.7200 | 29.8015 |
| >40 | 10 | 214.6000 | 26.2475 |
| TOTAL | 60 | 207.3833 | 25.5834 |
| Experience | | | |
| <10 | 33 | 206.8788 | 19.6751 |
| >10 | 27 | 208.000 | 31.7502 |
| TOTAL | 60 | 207.3833 | 25.5834 |
| Education | | | |
| Upto SSLC | 24 | 210.2917 | 29.8423 |
| PU/BA/BSc | 20 | 205.8500 | 20.3477 |
| PG/Engg/Dip | 16 | 204.9375 | 25.7176 |
| TOTAL | 60 | 207.3833 | 25.5834 |
| Department | | | |
| Managerial | 22 | 207.8182 | 23.7800 |
| Other | 38 | 207.1316 | 26.8803 |
| TOTAL | 60 | 207.3833 | 25.5834 |

Some Surprise Responses of Employees on Empowerment Practices

Shows the Results of some Surprise Employee responses on Empowerment practices

| ENQUIRY AREA | 1 | 2 | 3 | 4 | 5 |
|---|------|------|------|------|------|
| Constructive / healthy criticism of the boss is accepted | 11 | 6 | 25 | 17 | |
| | 1.7 | 18.3 | 10.0 | 41.7 | 28.3 |
| Every thing is not negotiable here and some matters are rigid | 3 | 20 | 8 | 28 | 1 |
| I am paid just to work | 5.0 | 33.3 | 13.3 | 46.7 | 1.7 |
| | 2 | 30 | 1 | 21 | 6 |
| | 3.3 | 50.0 | 1.7 | 35.0 | 10.0 |
| I know who appraises my work | 11 | 23 | 17 | 9 | 0 |
| | 18.3 | 38.3 | 28.3 | 15.0 | 0 |
| I stay back beyond my work time limit | 6 | 11 | 8 | 24 | 11 |
| | 10.0 | 18.3 | 13.3 | 40.0 | 18.3 |
| There is restriction for participation in all activities | 1 | 5 | 8 | 33 | 13 |
| Selecting of suggestions are subjective | 1.7 | 8.3 | 30.3 | 55.0 | 21.7 |
| | 6 | 34 | 1 | 14 | 5 |
| | 10.0 | 56.7 | 1.7 | 23.3 | 8.3 |
| Nobody here tells what is their on their mind | 3 | 2 | 19 | 30 | 6 |
| | 5.0 | 3.3 | 31.7 | 50.0 | 10.0 |
| Ends are important then means in Organization | 23 | 21 | 3 | 12 | 1 |
| | 38.3 | 35.0 | 5.0 | 20.0 | 1.7 |
| Responsibility is not shared here | 6 | 11 | 2 | 36 | 5 |
| | 10.0 | 18.3 | 3.3 | 60.0 | 8.3 |
| They have their own people | 5 | 15 | 11 | 18 | 11 |
| | 8.3 | 25.0 | 18.3 | 30.0 | 18.3 |
| I give feed back which is subjective | 4 | 19 | 10 | 26 | 1 |
| | 6.7 | 31.7 | 16.7 | 43.3 | 1.7 |
| Choosing and writing a write-up is subjective by management | 2 | 13 | 17 | 23 | 5 |
| I am encouraged to be a leader | 3.3 | 21.7 | 28.3 | 38.3 | 8.3 |
| | 2 | 22 | 10 | 18 | 8 |
| | 3.3 | 36.7 | 16.7 | 30.0 | 13.3 |
| I am encouraged to have my own | 5 | 18 | 16 | 18 | 3 |
| | 8.3 | 30.0 | 26.7 | 30.0 | 5.0 |
| I know my next bonus payment | 3 | 19 | 8 | 27 | 3 |
| | 5.0 | 31.7 | 13.3 | 45.0 | 5.0 |
| Continuous improvement is management's responsibility | 15 | 30 | 2 | 11 | 2 |
| I am free to have a habit | 25.0 | 50.0 | 3.3 | 18.3 | 3.3 |
| | 8 | 13 | 5 | 28 | 6 |
| | 13.3 | 21.7 | 8.3 | 46. | 10.0 |
| Recognition is subjective | 4 | 8 | 19 | 27 | 2 |
| | 6.7 | 13.3 | 31.7 | 45.0 | 3.3 |

Based on the literature and Study available

What we saw at ppl

The Results: Demystifying Empowerment Picture

- The HR practices
- The leadership
- The culture
- high performance work systems
- The Traits, and the
- Overall persona of the organisation

The HR practices

The leadership

The culture

high performance work systems

The Traits

The CEO, in responses to an enquiry regarding the language that is found in an empowered organization like the one at PPL cited some examples:

- ☞ you have done a mistake and let us all look at it;
- ☐ my door is always open for discussions;
- ☐ let us all discuss on your idea;
- ☐ how to solve your problem.... your problem is our problem;
- ☐ any ideas from your side to contribute;
- ☐ you are the boss of the organization;
- ☐ I look for everyone in joining hands with me;
- ☐ you have done a good work, let us all learn lessons from you;
- ☐ let me join you in helping you;
- ☐ please teach me the new techniques that you have learnt ;
- ☐ let me announce your achievements to others;
- ☐ I will arrange a programme for sharing your successful story, and the like

CEO responses

Photo of ceo

Conclusion

**Creating High Performance
Workforce through
Employee Empowerment: A
Practicing Organization**

A Start Up: Towards Learning Organization

The Process of Change: A Paradigm Shift

The Performance Indicators:
HR way

[behavior / awards / workplace culture]

Problems within the system

Tentative Suggestions

First 'No' RULE

Platform for Empowerment

Workplace Culture

Prioritise the area

Attitudinal Surveys

Accountability

Define the Purpose

Open Door Policy and Transparency

Ownership Culture

Recognition

Passionate workplace

Psychological Empowerment

Describe the Autonomy

Don't hold onto data

Informal Relations

Create Opportunity

Desired Future

Power of Empowerment

Define the Gains

Education

Time to empower or not to empower

Can't empower areas

Don't impose empowerment

Fun at workplace

Future research

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Outcome of the work

Endorsement on the Work

XLRI Editor,
when published in XLRI-Management and Labour Studies Journal

The article printed below is a truly extraordinary example of employee empowerment. The methods followed by the organisation studied would be considered revolutionary anywhere in the world and even more so in India. Infact, one sometimes wonders how the whole effort did not end in chaos. The company has apparently succeeded in developing a work force and a leadership almost devoid of the foibles of most other humans. (Printed on the Article XLRI-Management and Labour Studies, 26,2,April, 2001, pp.109-119)

David Ang, MSHRI
Executive Director,
Singapore Human Resources Institute, Singapore
A Talk to Senior Practising HR Managers of Singapore

The presentation (your paper) was informative and interesting. They have learned insights on the aspects and benefits of employee empowerment. The talk was timely, as organizations have to give their employees both authority and responsibility to inspire renewed commitment, innovation and initiative.

(19th Sep, 2003 / Through Personal Letter)

Executive Director,
Indian Journal of Training and Development, ISTD, India

The article published in the area of Empowerment in ISTD has been adjudged as the Best Paper published during the year-2001. Kindlly accept our Heartiest Congratulations.

(22July, 2002 / Through Personal Letter)

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