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A STUDY ON EMPLOYEE EMPOWERMENT BASED ON ADVANTAGE ORGANIZATIONAL CULTURAL

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ABSTRACT

“Employment empowerment “is a term that is used to express the ways in which non – managerial staff members can make decisions without consulting their bosses or managers. These decisions can be small or large, depending upon the degree of power with which the company wishes to invest upon their employees. Employee empowerment can begin with training and converting a whole company to an empowerment model.

When employees feel they have choice and make direct decisions, it leads to greater feeling of self worth. In a model where power is closely tied to sense of self, having some power is trust worthy. An employee who does not feel constantly watched and criticized is more likely to consider working place to be a positive environment. Further “employee empowerment” make the employees responsible for their action and provide them a sense of belonging to the association. By being able to make choice and participate on a more responsible level, employees become more interested in their association. They often view themselves as representatives of the company.

An organizational culture is one that favors developing the full potential of its employees by responsibility enabling them take, their job functions in the organization by being wish it to be authentic and honest. The employees feel safe enough to take risk without any fear of being let down by their superiors or colleagues. The personal group process helps not only in individual and interpersonal issues that come up in the project management, but also create a platform for innovations.

The empowered individuals are encouraged and rewarded appropriately and enabled to work on real issues necessary for personal and professional growth of the organization. The concept caring of demonstrates in many tangible ways the concern for employee’s well being, which obviously inspires them to give their very best to their organization.

The Researcher in this study plans to identify the good practices in an organization which promotes due prominence, empower them towards building a company with a healthy ecosystem.

KEYWORDS: *empowerment of employees’ efficiency, human resources management, decision-making process*

INTRODUCTION

Employee empowerment concept is getting popular day by day in the management circles of modern corporate world especially in the service sector. Employee Participation, Involvement and satisfaction are strongly linked with motivation and performance. Other than that, to be successful in today’s business environment, companies need the knowledge, ideas and creativity of every employee, from front line workers to the top level managers in the executive suite.

In a competitive environment in which organizations must be faster, leaner, provide better service quality, be more efficient, and more profitable. Empowered and proactive

service worker is thought to be essential (Bowen and Lawler, 1992. Bowen and Lawler, 1995). However, delegation of authority for a long period of time in the past, dominated the management field. In fact, this view changed into the “empowerment” concept as mentioned by Conger & Kanungo (1998). It covers the participation and delegation of authority along with the motivation of the employees. The Managers began to prefer a style, which liberates the creative and innovative “energies” and potentials of employees while benefiting shareholders, suppliers and customers as well. Thus, the past three decades have been full of empirical and conceptual research dealing specifically with employee empowerment and autonomy.

More than a decade ago, Conger and Kanungo (1988) noted that the practice of empowering subordinates is a principal component of managerial and organizational effectiveness. Most of the researchers and many others argue that empowerment needs to be supported and nurtured by some prerequisites like incentives, skill and knowledge, and communication and flow of information within an organization climate conducive to employee empowerment in order to attain employee effective performance and job satisfaction. The overt or covert trends within societies is said to be Marginalized, whereby those perceived as lacking desirable traits or deviating from the group norms tend to be excluded by wider society and ostracized as undesirables.

Sometimes groups are marginalized by society at large, but governments are often unwitting or enthusiastic participants. For example, the U.S. government marginalized cultural minorities, particularly blacks, prior to the Civil Rights Act of 1964. Marginalized people who lack self-sufficiency become, at a minimum, dependent on charity, or welfare. They lose their self-confidence because they cannot be fully self-supporting. The opportunities denied them also deprive them of the pride of accomplishment which others, who have those opportunities, can develop for themselves. This in turn can lead to psychological, social and even mental health problems.

Empowerment is then the process of obtaining these basic opportunities for marginalized people, either directly by those people, or through the help of non-marginalized others who share their own access to these opportunities. It also includes actively thwarting attempts to deny those opportunities. Empowerment also includes encouraging, and developing the skills for, self-sufficiency, with a focus on eliminating the future need for charity or welfare in the individuals of the group.

Empowerment strategy is to assist marginalized people to create their own nonprofit organization, using the rationale that only the marginalized people, themselves, can know what their own people need most, and that control of the organization by outsiders can actually help to further entrench marginalization. Charitable organizations lead from outside of the community, for example, can disempower the community by entrenching a dependence on charity or welfare. A nonprofit organization can target strategies that cause structural changes, reducing the need for ongoing dependence. Red Cross, for example, can focus on improving the health of indigenous people, but does not have authority in its charter to install water-delivery and purification systems, even though the lack of such a system profoundly, directly and negatively impacts health. A nonprofit composed of the indigenous people, however, could ensure their own organization have such authority and could set their own agendas, make their own plans, seek the needed resources, do as much of the work as they can, and take responsibility - and credit - for the success of their projects.

WOMEN EMPOWERMENT & APPROACH

Empowerment of women, also called gender empowerment, has become a significant topic of discussion in regards to development and economics. Entire nations, businesses, communities, and groups can benefit from the implementation of programs and policies that adopt the notion of women empowerment. Empowerment is one of the main procedural concerns when addressing human rights and development. The Human Development and Capabilities Approach. Having a right to their land gives women a sort of

bargaining power that they wouldn't normally have, in turn; they gain the ability to assert themselves in various aspects of their life, both in and outside of the home.^[6] Governments, organizations, and individuals have caught hold of the lure of microfinance. They hope that lending money and credit allows women to function in business and society, which in turn empowers them to do more in their communities. One of the primary goals in the foundation of microfinance was women empowerment. If women were empowered to do more and be more, the possibility for economic growth becomes apparent. Eliminating a significant part of a nation's work force on the sole basis of gender can have detrimental effects on the economy of that nation.

Empowerment of employees in the work place provides them with opportunities to make their own decisions with regards to their tasks. Nowadays more and more bosses and managers are practicing the concept of empowerment among their subordinates to provide them with better opportunities. According to Thomas A Potterfield, many organizational theorists and practitioners regard employee empowerment as one of the most important and popular management concepts of our time. Three keys illustrated that organizations can use to open the knowledge, experience, and motivation power that people already have. The three keys that managers must use to empower their employees are:

1. share information with everyone
2. create autonomy through boundaries
3. replace the old hierarchy with self-managed teams

According to author Stewart, in her book *Empowering People* she describes that in order to guarantee a successful work environment, managers need to exercise the "right kind of authority.

1. Share information with everyone – this is the first key to empowering people within an organization. By sharing information with everyone, one gives them a clear picture of the company and its current situation.

2. Create autonomy through boundaries – this is the second key to empowerment which also builds upon the previous one, By opening communication through sharing information, it opens up the feedback about what is holding them back from being empowered.

3. Replace the old hierarchy with self-managed teams – this is the third and final key to empowerment which ties them all together. By replacing the old hierarchy with self-managed teams, more responsibility is placed upon unique and self-managed teams which create better communication and productivity.

Economic development

"More than half the people of the world are living in conditions approaching misery. Their food is inadequate, they are victims of disease. Their economical life is primitive and stagnant. Their poverty is a handicap and a threat both to them and to more prosperous areas. For the first time in history humanity possesses the knowledge and the skill to relieve the suffering of these people ... I believe that we should make available to peace-loving peoples the benefits of our store of technical knowledge in order to help them realize their aspirations for a better life... What we envisage is a program of development based on the concepts of democratic fair dealing ... Greater production is the key to prosperity and peace. And the key to greater production is a wider and more vigorous application of modern scientific and technical knowledge"

Employee Retention

Retention policy is to retain talents in the company or an organization to meet the client and business requirements in post – recession period to meet expectation such as Clear goals, target and expectations. A talented mind without a direction is most likely to pull the plug than a mediocre. Employees talented have huge high positive energy and they exhaust this energy.

Accepting Change

An organization has to make changes to keep pace with new trends. Changes, however, is not very easily accepted when the cultural values of employees is deeply rooted within the organization.

Growth and Development

Dependency theorists argue that poor countries have sometimes experienced economic growth with little or no economic development initiatives, for instance, in cases where they have functioned mainly as resource-providers to wealthy industrialized countries. There is an opposing argument, however, that growth causes development because some of the increase in income gets spent on human development such as education and health.

Goals Achievements

Economic development typically involves improvements in a variety of indicators such as literacy rates, life expectancy, and poverty rates. GDP does not take into account other aspects such as leisure time, environmental quality, freedom, or social justice, alternative measures of economic well-being have been proposed. Essentially, a country's economic development is related to its human development, which encompasses, among other things, health and education. These factors are, however, closely related to economic growth so that development and growth often go together.

International Economic Development Council

With more than 20,000 professional economic developers employed world wide in this highly specialized industry, the International Economic Development Council (IEDC) headquartered in Washington, D.C. is a non-profit organization dedicated to helping economic developers do their job more effectively and raising the profile of the profession. With over 4,500 members across the US and internationally, serving exclusively the economic development community, IEDC membership represents the entire range of the profession ranging from regional, state, local, rural, urban, and international economic development organizations, as well as chambers of commerce, technology development agencies, utility companies, educational institutions, consultants and redevelopment authorities. Many individual states also have associations comprising economic development professionals.

STATEMENT OF PROBLEMS

It has opened up Globally Creating various opportunities and challenges in present business organizations to compete internationally. Besides technological advancement, a developed, competent and empowered. the correlation to employee performance in terms of higher productivity, towards job satisfaction.

LITERATURE REVIEW

Empowerment has become an important theme within general management over the course of recent years. There is general encouragement to give employees sufficient latitude in their work-definition and authority to be able to apply the

full breadth of ability to the overall aims of the company. Recently, the usefulness of empowerment has started to become recognized in the different environment of Project Management (Williams, 1997). Rutland discusses its importance both between companies, leading towards an increase in structures such as partnering (which implies a level of trust between the companies), and, more relevantly to this paper, for individuals within a firm: he discusses the importance of employee motivation as a differentiating factor between companies (Rutland, 1994).

Empowerment is often defined as the act of giving people the opportunity to make workplace decisions by expanding their autonomy in decision making (Vogt, 1997). Also, empowerment has been described as the breaking down of traditional hierarchical structures (Blanchard, 1997).

From a service perspective, empowerment gives employees the authority to make decisions about customer service. In industrial and organizational psychology and management, empowerment is the enhancement of the autonomy of employees in their work or increased involvement that results in increased decision making more generally within the wider agenda and interests of the organization (Wall et al, 2004). Geroy et al. (1998) emphasized the organizational aspect of empowerment, calling it the process of providing employees with the necessary guidance and skills to enable autonomous decision making (including accountability and responsibility for making these decisions within acceptable parameters) that is part of an organizational culture. An empowered and committed workforce is generally claimed to be essential for the effective functioning of modern organizations (Bowen et al, 1992; Sparrowe, measured through two constructs. One is psychological empowerment construct which has received much attention from researchers in many business fields (Thomas and Velthouse, 1990, Spreitzer, 1995).

The other construct is empowerment climate which focuses on work environment. Concept of empowerment climate proposed by Scott and colleagues (2004) is a shared perception regarding the extent to which an organization makes use of structures, policies, and practices supporting employee empowerment. It refers to work environment. Blanchard et al. (1995) and Randolph (1995) identified three key organizational practices associated with empowerment climate: autonomy through boundaries, information sharing, and team accountability. As the focus of our study is on work environment we take the empowerment climate construct. Moreover, organizational climate perceptions are related to individual attitudes and behaviours (Schneider et al, 1980; Hofmann and Stetzer, 1996; Glisson and James, 2002), we, therefore, study its relationship with leadership behavior in projects (Shazia et al, 2010). Based on the prior literature this paper take the three dimensions autonomy through boundaries, information sharing, and team accountability as the organizational practices

associated with the empowerment climate of project teams having varying degree of virtuality. Autonomy through boundary dimension (Shazia et al, 2010).

SCOPE OF THE STUDY

This study investigates team performance in the telecom sector. It is rapidly expanding, and a number of new companies are being established. All these companies are high tech, and many of them are primarily service providers. To provide

good services, these organizations need to be very good in technical advancement, adopting modern management styles, mainly team work to cope with the changing environment demands.

OBJECTIVES

Providing positive feedback about the tasks done and guiding employees about best practices gives encouragement to the employees. It also helps employees to stay on the right track and develop professionally.

Handling a large workforce is a daunting task. However, with empowered employees, it becomes easier as they work not only towards achieving their individual objectives but also the organizational goals.

RESEARCH METHODOLOGY

Based on the main research questions and aims, in this section of the paper the research analytical framework is presented. Competitive advantage for organizations encompasses the three main dimensions as follow: efficiency, responsiveness and innovation. In this paper the dimension of efficiency is including the four criterias as follow: quality cost, time and customer satisfaction. These three criterias are constructing one of the most important and applicable laws in the management activities and work that called: Law of Efficiency.

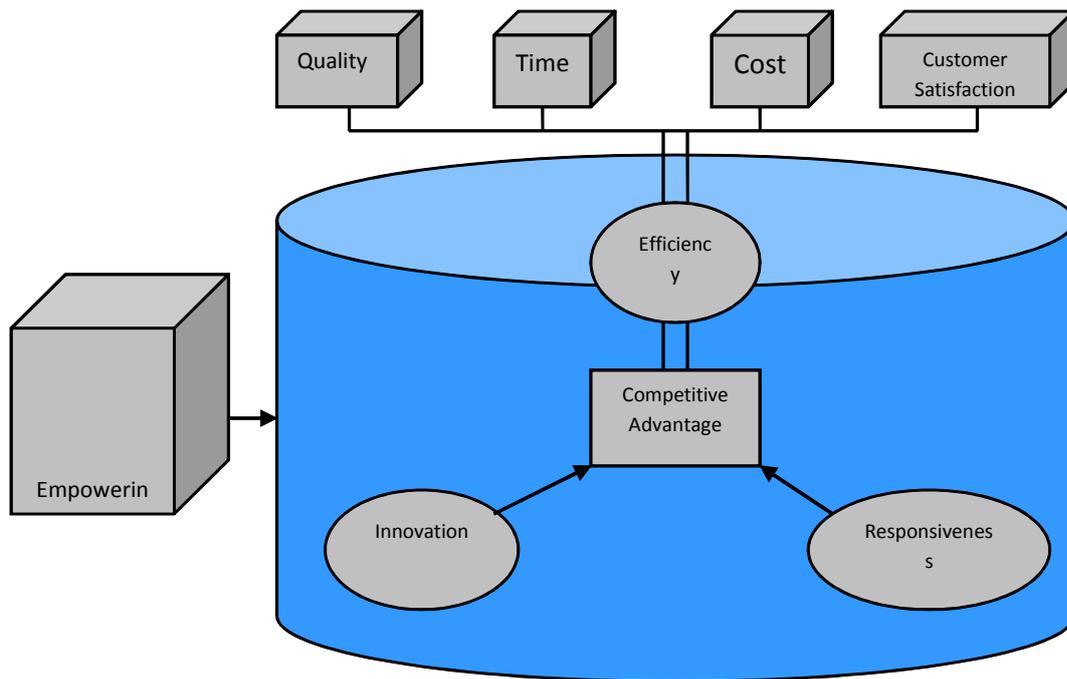


Figure 1. The Research Analytical Model

Table 1 describes the main research hypotheses that highlight the affectability of the empowering employees on the dimensions of the competitive advantage.

Table 1: The Research Hypotheses

Hypothesis	Description
H1	Efficiency is the affective dimension of competitive advantage for organization.
H1a	Quality is the affective dimension of efficiency for competitive advantage.
H1b	Cost is the affective dimension of efficiency for competitive advantage.
H1c	Time is the affective dimension of efficiency for competitive advantage.
H1d	Customer Satisfaction is the affective dimension of efficiency for competitive advantage.
H2	Responsiveness is the affective dimension of competitive advantage for Organization.
H3	Innovation is the affective dimension of competitive advantage for organization
H4	Employees Empowerment is positively affected on the competitive advantage for the organization.
H4a	Employees Empowerment is positively affected on the Responsiveness for competitive advantage in the organization.
H4b	Employees Empowerment Is positively affected on the Innovation for competitive Advantage in the organization.
H4c	Employees Empowerment Is positively affected on the Efficiency for competitive advantage in the organization.

METHODOLOGY

The method of this research are Applied Research in goal, and in the view point of data gathering is Descriptive-Analytic (non-experimental) that is implemented with the research format. The main contribution of this research is the novel model in the field of competitive advantage and empowerment management that is very useful and applicable for the services industry.

Research Procedure and Sampling

Data has been gathered from the academicians and experts of the field of financial services. Data by means of a questionnaire has been gathered for research hypotheses test.

To Conclude Remarks & Recommendations

Empowerment is a concept that links individual strengths and competencies, natural helping systems and proactive behavior to social policy and social change. In other words, empowerment links the individual and his or her well-being to the wider social and political environment in which he or she functions. From a psychological perspective, empowerment links mental health and well-being to mutual help and to the creation of a responsive community. Indeed, personal and social change relies extensively on various methods of empowerment.

RESULTS AND DISCUSSIONS

The results of this study will very helpful for Employee leaders and middle managers to understand why empowerment is important for Employees and how to support the Employee. Managers should be aware of effect of the Employee empowerment on Organisational performance. Organisational performance is more than just effectiveness and efficiency; it also captures other critical success factors like cooperation and coordination, learning, satisfaction, effort, cohesion, group conflict, mutual support and balance of member contribution. job satisfaction has a positive relationship with some variables (e.g., organizational commitment, organizational citizenship behavior, performance, empowerment, transformational leadership, organizational justice, organizational identification, transactional leadership, trust, paternalist leadership, motivation, life satisfaction). Further, it was also found that similar to international studies job satisfaction negatively correlated with the variables

CONCLUSION

Employee engagement is attracting a great deal of interest from employers across numerous sectors. In some respects it is a very old aspiration – the desire by employers to find ways to increase employee motivation and to win more commitment to the job and the organisation. In some ways it is ‘new’ in that the context within which engagement is being

sought is different. One aspect of this difference is the greater penalty to be paid if workers are less engaged than the employees of competitors, given the state of international competition and the raising of the bar on efficiency standards.

WORK PLACE COMMITMENT/ LIMITATION

Employee empowerment and involvement organization starts with the concept of strategic fit between people, tasks, technology, information processes, rewards and organization structure for which all must be in alignment before the organization can work efficiently. Employee involvement can also result from providing employees with the skills necessary for decision making, problem solving, shared leadership and overall understanding of the business. The indicators of workplace commitment are the possible results derived from organizational and individual commitment. Employees with strong organizational commitment are emotionally attached to the organization and have strong desire to contribute significantly towards organizational success.

The research study is limited to a few aspects. Firstly, the study has considered only limited variables while assessing attrition, retention, and other perceived attitudes of the employees. Secondly, measuring attitudes of respondents is quite subjective. Although great care was taken for precision, yet there may be certain gaps which need to be rectified. Thirdly, the model needs to be tested on a larger dataset. Although dozens of letters were sent out to companies asking whether they would be willing incorporate the recommendations and take part in the research

SCOPE FOR FURTHER RESEARCH

The emotional state of an employee consequential from ones supervisor's empowering and/or firm empowering structures, policies, and practices. The four scopes outlined considered the essential for inspiration of empowering behaviours, which, influences the same necessary for goal achievement.

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