

“Empowerment – A Tool for Creating Indispensable Employees in the Disposable World. (A View of The Banking Sector of Nagpur, Maharashtra)”

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I. INTRODUCTION

Globalization has become a common term. The topic has been addressed in popular books, such as Thomas L. Friedman's *The World is Flat* (Friedman, 2005) and in scholarly research, such as Williamson's *Globalisation, Convergence, and History* (Williamson, 1996).

A relatively small set of multinational enterprise (MNE's) constitutes the bulk of the world's trade. In fact, the largest 500 MNE's represent over 90% of foreign direct investment and conduct more than half of the world's trade.

To facilitate these international business dealings, organizations must have competent global managers. A number of studies have looked into what organizational characteristics, environment and climate are conducive to leading global endeavors. All of these studies illustrate the various HR interventions; which will optimize an organization's potential for succeeding as a global enterprise. The few new age HR interventions, which can be enlisted are – (HRMSi) HRM Strategic Integration, Talent Management, Transition Management, Diversity Management and related areas.

In brief, it can be stated that, “HR today has undergone a paradigm shift. It's primary role is that of “ASPIRATIONS MANAGEMENT” rather than “PEOPLE MANAGEMENT”.

HR needs to understand employees as “Individuals” and then as “Professionals”. Empowered individuals can only become valued employees; who will be the right ones to create value for the business and customers. And hence empowerment has become the important intervention of Aspirations Management.

Does Empowerment create indispensable employees in the Disposable world?

II. EMPOWERMENT – AN INTRODUCTION

The case of empowerment in today's organization is understandable. With unrelenting competition, constantly changing environment, an aggressive and demanding customer and need to take opportunities which are too local, too fleeting and too many in number, a centralized decision making process would prove to be disaster. The pivotal question, in this context that arises is that, what decisions should be left for employees to take? And here, unfortunately, there are no straight answers.

It is now widely recognized that decisions concentrated at the top hampers flexibility and timely action at the lower levels. On the other hand, pushing down decision making at lower levels, may lead to chaos, conflicting decisions and a discernible lack of common purpose. The decision to take decisions or to push it upwards should be left to employee's discretion. The organization should develop the employees and also create a culture whereby an individual is the right judge to decide or push it up the hierarchy.

Empowerment helps in creating such a culture in the organization where the process speaks of increasing organizational effectiveness by developing and deploying competent influence in the workforce.

III. EMPOWERMENT – AN HISTORICAL VIEW

The term empowerment is used to denote the enhanced involvement of employees in organizational processes and decision-making. Though some proponents of empowerment see it as a manifestation of democratic ideals, most support the idea as a means of promoting employee well-being, and more especially as a way of harnessing the knowledge and abilities of employees as a whole to promote performance.

Some have argued that we are now in the “empowerment era” and that “No vision, no strategy, can be achieved without able and empowered employees.” Nonetheless, the evidence is that empowerment is pursued seriously by only a minority of enterprise, and is less common than other modern

management initiatives such as inventory control, quality management, team work, and supply chain partnering.

Does Empowerment Affect Performance?

Indeed empowerment affects performance (see exhibit 1). As we discussed earlier and with the help of the following diagram, empowerment process churns out the competent influence in the workforce. An organization and individual employee must understand and realize the components of competent influence; which are discussed below and would help creating an empowered individual contributing towards organizational performance –

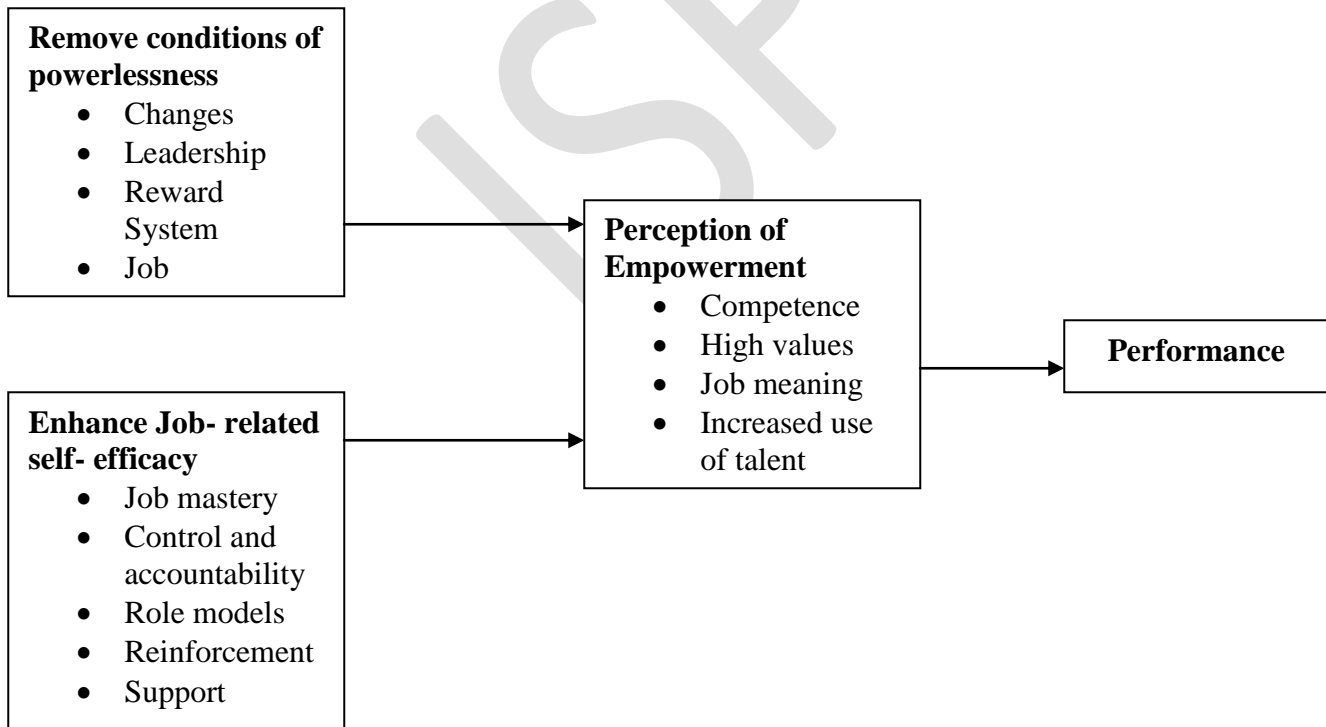
COMMITMENT – exhibiting commitment would necessarily mean using one’s capability to improve performance. It has been observed that in the organizational context where employees shy away from initiatives. Also, employees need to be rewarded for developing their own competencies and that of others.

CAPABLE – Capable employees necessarily possess skills and knowledge that are required for making important / useful decisions, solving problems and creating new ideas. They are able to match their knowledge and skill to an appropriate outcome. They possess the necessary skills to influence others with their technical knowledge and skills.

ETHICAL - Being empowered means exercising competent influence, which may not be quiet possible without a set of ethical norms. This would require employee not to disguise what he does not know, to use his influence to make a positive effect on the organization’s performance and to be accountable to the stakeholders of the organization.

These three components of competent influence would bring the culture of empowerment among individuals and helping them to perform better and thus to successfully contribute to organizational competitiveness.

Exhibit 1
PROCESS OF EMPOWERMENT



When is Empowerment Appropriate?

The variable relationship of empowerment with performance indicates that it is more appropriate under some circumstances than others. Available evidence suggests that when work requirements are predictable, systematic and regular,

empowerment will be of limited value. However, where there is greater variability in work requirements - as a result, for example, of variations in materials, frequent changes in product or service design, the need to tailor work to individual customers, or unreliability in the supporting technology -

empowerment can yield substantial gains. Empowerment leads to better responses to the unexpected.

IV. EMPOWERMENT-ADVANTAGE EMPOWERMENT

Empowerment is now a buzzword in the Indian industries. Earlier people were giving it a lip service but now it is gaining place in the HR boardrooms. Probably, the industry has gone through the awakening phase and the following survey results, as the advantage of empowerment would prove it.

CUSTOMER SERVICE – the employees would be able to render service to the customer which are spontaneous and appropriate and which would definitely give the impression to the customer that he is dealing with an employee who has influence in the organization.

FLEXIBILITY – Empowered employees are ready to respond to changes and opportunities as they arise.

SPEED – This would be definite outcome when employees realize that responsibility for action rests with them.

CROSS FUNCTIONAL LINKAGES – Horizontal linkages and Cross functional teams are likely to develop as they would facilitate qualitative and faster decision making.

MORALE – Empowerment is a definite morale booster, as employees feel good when they have greater control over the jobs. This also has an overall organization wide positive impact.

CHANGING JOB PROFILE – With majority of organizations going in for flatter organization structure, the employees are increasingly faced with limited promotions as a career growth options. In this scenario, increased responsibility and authority span could serve as an attractive reward in lieu of promotion and subsequent monetary enhancement. It could also go a long way in building loyalty and prevent attrition in organization.

(Source : Research results on Indian industries by Rashmi Sinha, Article in Human Capital , Feb 2005)

V. EMPOWERMENT INTERVENTIONS

It is important that organizations intervene in order to manage & improve the performance of their workforce.

It is how the following equation is derived keeping in mind the factor of empowerment enhancing the role efficacy of individual employee.

$$\text{EMPOWERMENT} = \text{POWER} * \text{INFORMATION} * \text{KNOWLEDGE} * \text{REWARDS}$$

Each element of the equation is further classified in the generally / universally accepted and implemented empowerment interventions in the organization.(see exhibit 2)

To find out the extent and use of empowerment tools in organization the employer must answer to the questions arise in each tool of empowerment; these are listed below in Exhibit 3.

Exhibit No. 2

TOOL BOX OF EMPOWERMENT

POWER	INFORMATION	KNOWLEDGE	REWARDS
Autonomy Authority Delegation	HRI (Feedback) Role Clarification Motivation Participation (work Suggestion)	Training (Mentoring & Tutor) Counseling Appraisals	Compensation (Awards) Career Planning Job Enrichment

Exhibit 3

(see appendix five for the description of empowerment tools)

VI. RESEARCH METHODOLOGY

Hypothesis: Empowerment leads to enhanced Role Efficacy (Motivated, loyal and committed employees to organization)

Research Design: Exploratory Research Design

Sampling method: Convenience Sampling was used to collect the data.

Sample Study: Three Banks namely HDFC Ltd, Centurion Bank of Punjab and ING Vyasa Bank

Population Size: A total of 18 Employees of the Banks were targeted but only a sample of 14 were respondent. (i.e < 75% of Population Size)

Sample size: 14 Employees from the Banks at Payroll in officer cadre and 3 Branch Managers of reputed banking institutions of HDFC Ltd, Centurion Bank of Punjab and ING Vyasa Bank

Data Collection: Through Questionnaires and Personal Interview

- The various tools of Empowerment were identified through Questionnaire and interview with the employers.
- The Role efficacy scale was identified from both employee and employer through Role efficacy Scale based Questionnaire.

Data analysis:

The Analysis of the various banks has been done separately. The employers or the Branch managers have been made to fill up the questionnaire that identifies the extent of usage of the various tools of empowerment in the organization.

The employees have filled up the other set of questionnaire, which aims in finding the Role Efficacy.

Role efficacy is the potential effectiveness of an individual occupying a particular role in an organization. Role efficacy can be seen as the psychological factor underlying role effectiveness.

Role Efficacy Scale:

The Role efficacy Scale is a structured instrument consisting triad of statements. A respondent marks the one statement in each triad that describes his role most accurately. The 3 alternatives are pre-weighted. The regular scale must be

completed by a role occupant for his own role, especially the role being supervised by a manager.

Here, the authors has made an attempt to analyze and describe the relation between the *Empowerment tools as part of better organizational climate and role efficacy of employees.*

While interviewing all the three bank employers of HDFC Ltd, Centurian Bank of Punjab and ING Vyasa Bank, the following tools were found in majority and commonly implemented by all the three Bank employers (as shown in exhibit 2)

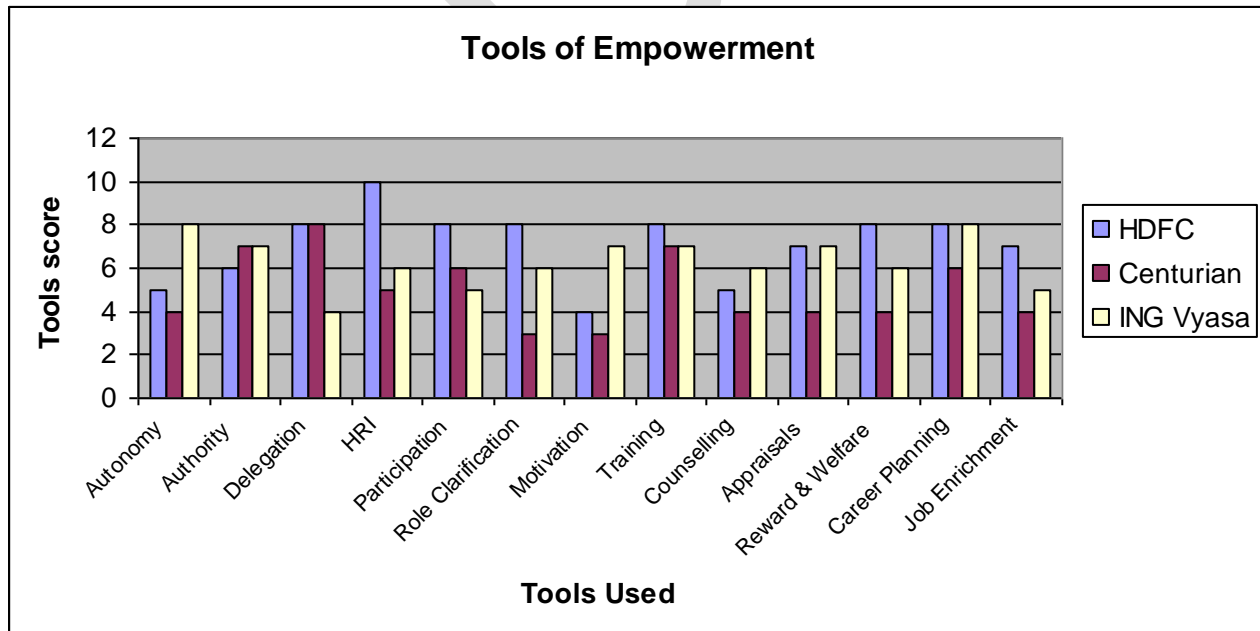
Distribution of Empowerment tools related with Role Efficacy Parameters

- Integration Vs. Distance-** Autonomy, Delegation, Role Clarification, Participation
- Proactivity Vs. Reactivity-** Autonomy , HRI (Feedback), Delegation
- Creativity Vs. Routines-** Motivation, HRI (Feedback)
- Confrontation Vs. Avoidance-** Counseling, Training (Mentoring & Tutor), Appraisals
- Centrality Vs. Peripherality-** Autonomy, Authority
- Influence Vs. Powerlessness-** Autonomy, Authority, Role Clarification
- Growth Vs. Stagnation-** Counseling, Training (Mentoring & Tutor), Career Planning, Job Enrichment
- Linkage Vs. Isolation:** Participation, Counseling, Training (Mentoring & Tutor)
- Helping Vs. Hostility:** Training (Mentoring & Tutor) Motivation ,Counseling
- Super ordination Vs. Deprivation:** Compensation (Rewards & Welfare)

Tools of Empowerment & its usage

Graph representing the empowerment tools usage of the employers.

Exhibit 4



(Score Standards)
 10 -12 = Average
 13 - 15 = Poor

3 - 5 = Excellent
 6 - 9 = Good

With the above set standard, the usage pattern of the Empowerment tools in the Banking sector has been evaluated.

Exhibit 5 Ratings in implementation of Tools

Tools of Empowerment	HDFC	Centurian	ING Vyasa
Autonomy	Excellent	Excellent	Good
Authority	Good	Good	Good
Delegation	Good	Good	Excellent
HRI	Average	Excellent	Good
Participation	Good	Good	Excellent
Role Clarification	Good	Excellent	Good
Motivation	Excellent	Excellent	Good
Training	Good	Good	Good
Counseling	Excellent	Excellent	Good
Appraisals	Good	Excellent	Good
Reward & Welfare	Good	Excellent	Good
Career Planning	Good	Good	Good
Job Enrichment	Good	Excellent	Excellent

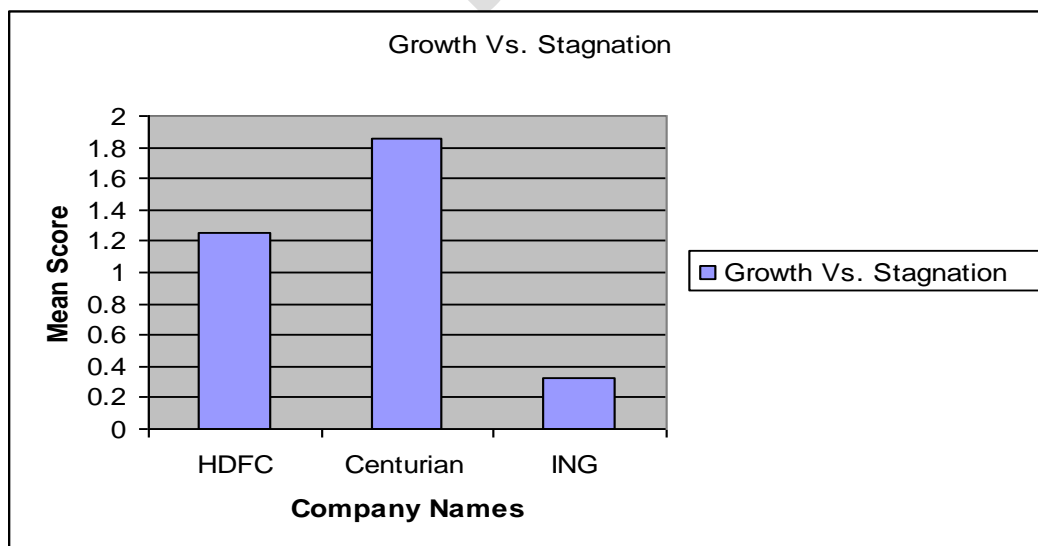
As it is understood from the exhibit no.4 & 5, that in the views of employer the most efficiently implemented tools of empowerment are – Autonomy, Delegation, Human Resource Information (Feedback), Role Clarification, Motivation, Participation, Appraisals, Counseling, Compensation (Rewards & Welfare), Job Enrichment.

And the tools like authority, training and career planning are being reasonably implemented. When this was correlated with the Growth Vs. Stagnation parameter of role efficacy of employees; positive relations were noticed in all the three banks. On the one hand employers has admitted that

these three tools are reasonably implemented and need further enhancement in it. And on the other hand employees did showed low rating on the parameter of growth Vs. stagnation. They feel the job demands more legitimate authority to exercise fast and better service to customer and at the same time effective training and career path design would help them retain on the job.

The following graph depicts the lack of use of the tools like authority, training and career planning more efficiently leading to low efficacy on the parameter of Growth Vs. Stagnation –

Exhibit No.6



Growth Vs. Stagnation- Role occupant gets opportunity to develop in the role relates to high Efficacy. Stagnancy refers to low role efficacy.

VII. INTER BANK COMPARISON ON TOOLS OF EMPOWERMENT & ITS CORRELATION WITH ROLE EFFICACY PARAMETERS

INTERPRETATIONS (see appendix no 1 to no. 4 for reference)

1. *Integration Vs. Distance*: HDFC has scored low efficacy on the parameter Integration Vs. Distance whereas the HDFC employer has rated the tools of empowerment responsible for this efficacy parameter namely; Autonomy, Delegation, Participation, Role Clarification on excellent scale. In Integration Vs. Distance one likes the job and is satisfied as his knowledge and aptitude is utilized whereas lack of which leads to Distance or detached. Here the talents are not utilized properly and the people do not feel a part of the organization.

The negative correlation between the role efficacy and tools of empowerment in the HDFC case proves the gap in management – employees systems. Here employees feel detached from the organization whereas employer feel integrated. In such a case, it is suggested to revive the role design of employees and check on the extent and allocation of delegated task and required authority on it. Employer can also seek a monthly self job/role-review exercise done through employees. Wherein the employees are free to express the views on his/her role or job execution and performance affecting the satisfaction on job.

Whereas in case of Centurion and ING Vysya the correlation proves to be averagely positive related with each other. Centurion is marginally scored better than the ING Vysya. The most evident reason behind this was the flatter structure of organizational hierarchy. Employees were given one task specifying the required role to be done along with required autonomy and authority. The authors have also observed the centurion bank having relatively good and conducive environment to work than the ING Vysya.

2. *Proactivity Vs. Reactivity*, wherein the occupant takes the initiative to do something on the other hand he may show a reactive behavior to others expectations. The best empowerment tools utilized by the employer to make employees proactive are Autonomy, Delegation and HRI (Feedback).

In case of ING Vysya the employees are reasonably proactive whereas employer have remarked all the three tools positively. HDFC has scored 2.5 in employees view and employer has scored average on D tool which reflects the need of better Human resource Information system in the organization. Whereas centurion bank has shown mixed view on both the efficacy and tool parameter.

3. *Creativity Vs. Rountinity*- A person doing something new or unique will have high Creativity Vs. Rountinity efficacy compared to a person performing daily routine work.

The tools responsible for improving the creativity could be **Motivation, and HRI (Feedback)**

ING with the very low score of 0.67 on role efficacy parameter in contrast of employers tool of empowerment score on good scale has reflected the growing risk of employees boredom on job, role stagnation on job leading to decreasing performance and risk of rising attrition in employees.

Whereas HDFC has score positively with 3.25 in the views of employees, but employer still feel the need of improvement in HRI system. Centurion has again shown the relatively balanced view of employees and employer. But, still the centurion bank needs lateral communication with employees to support the tools implementation.

4. *Confrontation Vs. Avoidance*- **In Confrontation Vs. Avoidance high efficacy is where the problems are confronted and dealt with. While avoidances reduces efficacy of the person.** The best utilized tools of empowerment to reduce the avoidances of problems in employer and employee are **Counseling, Training (Mentoring & Tutor) and Appraisals.**

The mixed relations between the role efficacy parameter and empowerment tools is found here. The banks do have a structured system of appraisals and training. Whereas counseling was not very frequently and formally used tool but considering the informal relationships between employee and employer, counseling do take place in banks. The employers have also expressed special concern towards soft skills training for employees in the areas of customer service and communication.

5. *Centrality Vs. Peripherality*-Centrality Vs. Peripherality efficacy is high when a person perceives his role to be more central and is low when the person feels ungrateful and not central.

Tools better related with this efficacy parameter are autonomy and authority.

HDFC and ING Vysya having the high efficacy with the scores of 3 and 3.67 respectively makes it clear that the employees are given the balanced authority and responsibility to execute the task. The effective level of autonomy in job makes them work innovatively resulting into path breaking performance which in turn is widely recognized by the employer, peers and other stakeholders too.

Centurion has shown bit difference in response of employees that of the employer, the major reason being the outsourced staff with limited scope of exercising autonomy on the job.

6. *Influence Vs. powerlessness*: The best-suited tools of empowerment on the influence Vs. powerlessness parameter are Autonomy, Authority and Role Clarification. If employees are well aware of their roles, role expectations and are given proper space and legitimate authority to execute the task, they feel involved and committed in organization and thus are able to influence others.

Exhibit 17 and 18 reflects a positive correlation in HDFC and centurion case and in the case of ING Vysya employees feel that they should be given more of clarity in roles, responsibilities.

7. *Linkage Vs. Isolation*: In Linkage Vs. Isolation the role occupant will have high efficacy if there is interdependency with other roles. The tools of empowerment like, participation in common business goals / problems and counseling on official and personal matters would help employees to feel interrelated with the peer groups, subordinates and superiors.

All the three bank employees have given this parameter an average score, which means there is a scope of improvement in working methods. Employers may create the team based work, QC's and MBO would help employees coming together for respective common goal. An solution to problems of employees related to work and home life can be a better and timely counseling, though it is not a regular structured phenomenon but if adopted will create an advantage to employees.

8. *Helping Vs. Hostility*: Helping Vs. Hostility relates to high efficacy when help is given and with no help one may turn hostile. The empowerment tools relating to this parameter are Training (Mentoring & Tutor) ,Motivation & Counseling

Though all the three bank employees have rated this parameter on average scale, but employers are of the view that the tools are being majoritarly used excellently except the training tool, which needs enhancement in varied areas. Employees have also shown concern for need of reinforcement on job. To keep them motivated employers must propose the employees to work on their SWOT's, on obtaining the results of SWOT employee and employer must work jointly on the weak areas to improve and help individuals to enhance strengths.

9. *Superordination Vs. Deprivation*: Superordination Vs. Deprivation relates to perception that the role occupant contributes to do something beyond ones own dimensions, which will lead to high efficacy.

Career Planning , rewards & welfare as a tool of empowerment leads increased role efficacy of employees on this parameter.

it is found that employees feel superordinated on job as they work in the highly intensive work culture, where too many services are needed to provide in stipulated time and quality.

They are not only required to keep their targets but also lead the business by retaining the customers with them. Here rewards and welfare of employees do make them feel satisfied on role but career planning & design needs further enhancement and implementation keeping in mind the skill-set and interest-set of each employee.

VIII. CONCLUSION

Every good thing comes with some challenges. Globalization came to Indian industries with glory and promising future but nevertheless it was backed by unseen and unheard challenges to face. It has brought inevitable organizational changes as one of the major challenge to the individual to cope up with the sudden and fast changes happening in the job and role. Organizations helping individuals to adapt to changes with its timely and well functioning systems will have the positive result. Instead, organizations being unconcerned to employees reactions would result in negative perception among them and might hamper their self-efficacy, which will result in under performance on the job.

Empowerment as an tool to face the challenges of organizational challenges proves to be a successful process that provides greater autonomy to employees through sharing of relevant information and the provision of control over factors affecting job performance. It helps remove the conditions that cause restlessness and powerlessness, while enhancing employee feelings of self- efficacy.

Empowerment helps employees –

- Achieving job mastery (giving proper training, Job enrichment, Role clarification)
- Allowing more control (authority, autonomy, HRI)
- Providing successful role models (Participation, delegation)
- Using social reinforcement and persuasion (giving motivation, counseling, Appraisals)
- Giving growth support (rewards & welfare, career planning)

When employers use these approaches, employees begin believing that they are competent and valued, that there job has meaning and impact, and that they have opportunities to use their talents. In effect, when they have been legitimately empowered, it is more likely that their efforts will pay off in the kind of performance that the organization values.

It is evident through this research paper that the hypothesis test is proved that the empowerment tools make impact on role-efficacy. It is found that some empowerment tools like proper training, career planning, role analysis, autonomy and HRI needs immediate attention of employer for its review and re-engineering for betterment of employees and to create empowered environment in organization. And, thus helping each other to become indispensable in this disposable world !

APPENDIX NO. 1

Score of Role Efficacy of Various Banks

PARAMETERS OF ROLE EFFICACY	HDFC	Centurian	ING Vysya
Integration Vs. Distance	Low	Average	Average
Proactivity Vs. Reactivity	Average	Average	Average
Creativity Vs. Routinity	High	Average	Low
Confrontation Vs. Avoidance	High	Average	Average
Centrality Vs. Peripherality	High	Average	High
Influence Vs. Powerlessness	High	High	Average
Growth Vs. Stagnation	Average	Average	Low
Linkage Vs. Isolation	Average	Average	Average
Helping Vs. Hostility	Average	Average	Average
Superordination Vs. Deprivation	High	High	High

REFERENCE BOX 1
Role Efficacy Factors (Mean Standards)

-2 upto 1 - Low Efficacy
 < 1 upto 3 - Average Efficacy
 <3 to 4 – High Efficacy

REFERENCE BOX 2
For following graphs

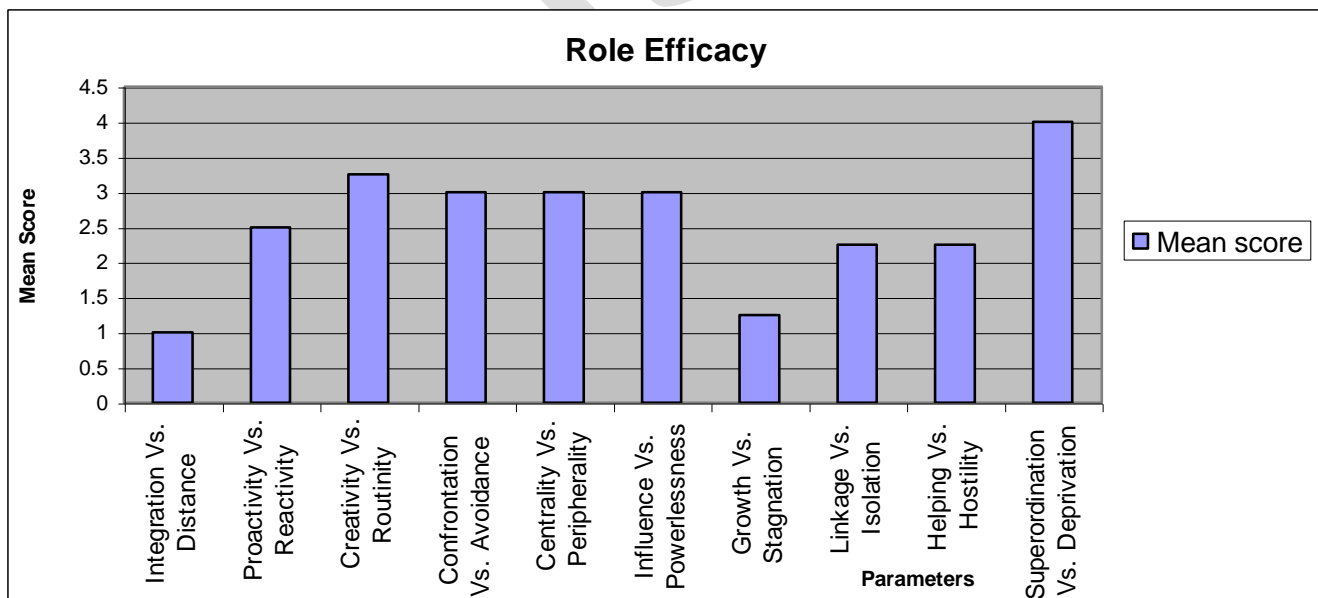
<u>Abbreviations</u>	<u>Tools of Empowerment</u>
<u>A</u>	Autonomy
<u>B</u>	Authority
<u>C</u>	Delegation
<u>D</u>	HRI
<u>E</u>	Participation
<u>F</u>	Role Clarification
<u>G</u>	Motivation
<u>H</u>	Training
<u>I</u>	Counseling
<u>J</u>	Appraisals
<u>K</u>	Reward & Welfare
<u>L</u>	Career Planning
<u>M</u>	Job Enrichment

APPENDIX NO. 2

HDFC

SCORE SHEET OF ROLE EFFICACY

Role Efficacy Parameters	Mean score	A	B	C	D	E	F	G	H	I	J	K	L	M
Integration Vs. Distance	1	Excel		Good		Good	Good							
Proactivity Vs. Reactivity	2.5			Good	Average									
Creativity Vs. Routinity	3.25				Average			Excel						
Confrontation Vs. Avoidance	3								Good	Excel	Good			
Centrality Vs. Peripherality	3	Excel	Good											
Influence Vs. Powerlessness	3	Excel	Good				Good							
Growth Vs. Stagnation	1.25								Good	Excel			Good	Good
Linkage Vs. Isolation	2.25					Good				Excel				
Helping Vs. Hostility	2.25							Excel	Good	Excel				
Superordination Vs. Deprivation	4											Good	Good	

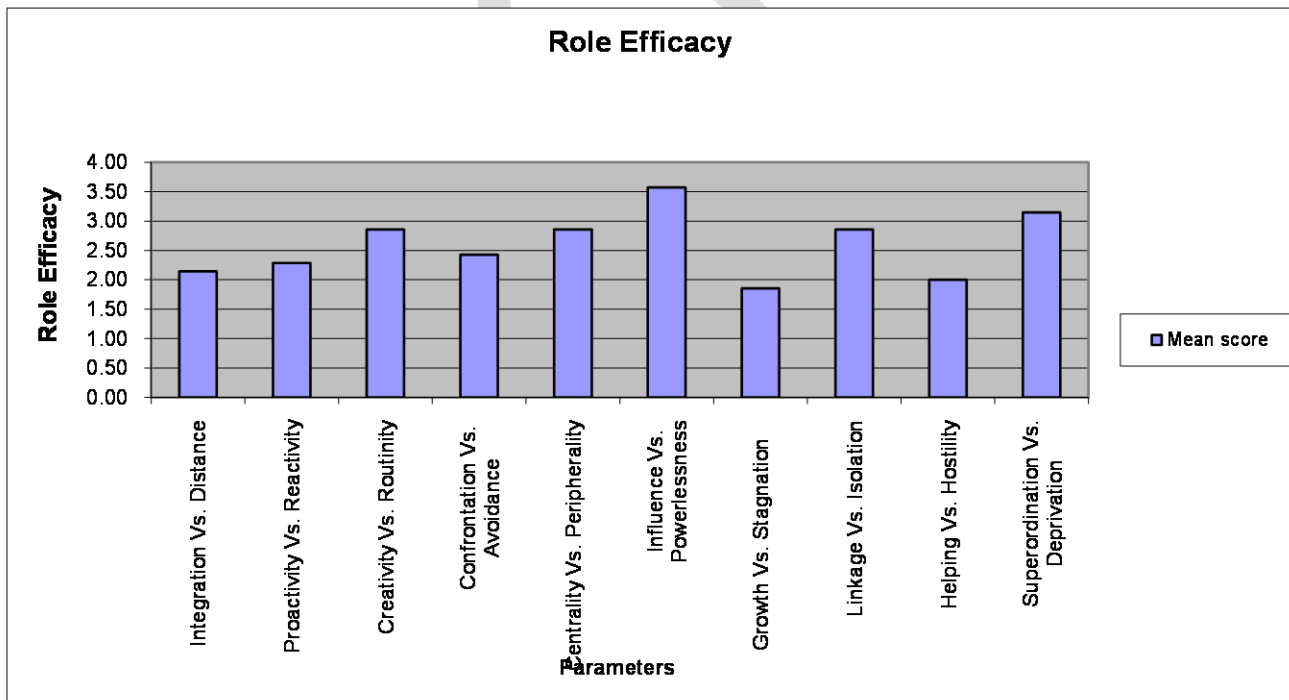


APPENDIX NO. 3

Centurion Bank of Punjab

SCORE SHEET OF ROLE EFFICACY

Role Efficacy Parameters	Mean Score	A	B	C	D	E	F	G	H	I	J	K	L	M
Integration Vs. Distance	2.14	Excel		Good		Good	Excel							
Proactivity Vs. Reactivity	2.19	Excel		Good	Excel									
Creativity Vs. Routinity	2.86				Excel			Excel						
Confrontation Vs. Avoidance	2.43								Good	Excel	Excel			
Centrality Vs. Peripherality	2.86	Excel	Good											
Influence Vs. Powerlessness	3.57	Excel	Good				Excel							
Growth Vs. Stagnation	1.86								Good	Excel			Good	Excel
Linkage Vs. Isolation	2.86					Good				Excel				
Helping Vs. Hostility	2							Excel	Good	Excel				
Superordination Vs. Deprivation	3.14											Excel	Good	

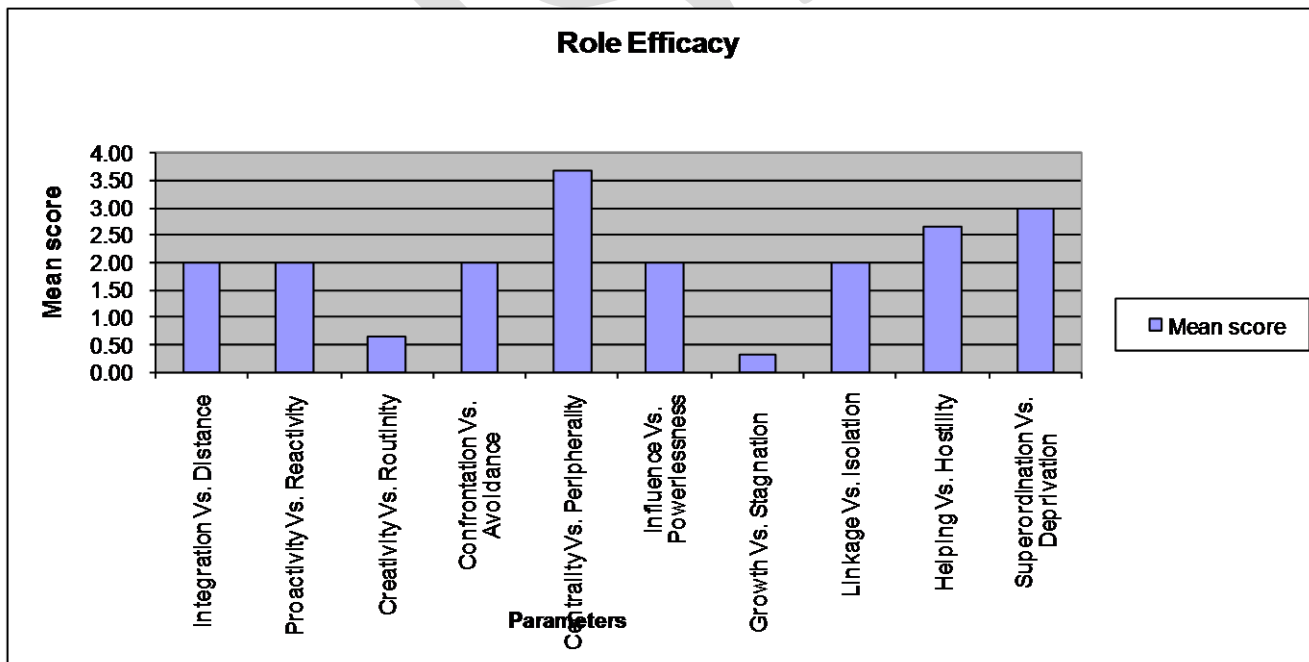


APPENDIX NO. 4

ING Vysya

SCORE SHEET OF ROLE EFFICACY

Role Efficacy Parameters	Mean Score	A	B	C	D	E	F	G	H	I	J	K	L	M
Integration Vs. Distance	2	Good		Excel		Excel	Good							
Proactivity Vs. Reactivity	2	Good		Excel	Good									
Creativity Vs. Rountinity	0.67				Good			Good						
Confrontation Vs. Avoidance	2		Good						Good	Good	Good			
Centrality Vs. Peripherality	3.67	Good	Good											
Influence Vs. Powerlessness	2						Good							
Growth Vs. Stagnation	0.33								Good	Good			Good	Excel
Linkage Vs. Isolation	2					Excel				Good				
Helping Vs. Hostility	2.67							Good	Good	Good				
Superordination Vs. Deprivation	3											Good	Good	



SELF-QUESTIONING ON TOOLS OF EMPOWERMENT
AUTONOMY
The good way to motivate employees is to give them autonomy to plan their work.
Freedom to employees breeds indiscipline.
Obeying and checking with seniors rather than acting on one's own is important.
AUTHORITY
Subordinates must call superior before taking any decision for the company in your absence.
Subordinates have rights to take a decision for the customers
Employees do not have any right before seniors speak.
DELEGATION
Resources are provided to employees to perform the delegated tasks.
There is a joint analysis of superior and subordinate of mistakes made in using the authority for future improvement.
Employees need to take initiative to identify their own responsibility.
HUMAN RESOURCE INFORMATION
Our organization tries its level best to pass on the information regarding the potentials of an individual employee to him, and also to his supervisors.
Our organization helps us in all possible ways to know our abilities, our capabilities, our present performance, prospects for improvement, etc.
Employees need to take efforts in finding out the response to their work.
PARTICIPATION
The management of our organization calls for active participation of the employees in the day to day functioning of the organization
We have no say in the path the management decides for the organizational growth.
In our organization, we are given a chance to present our ideas and the same is given due weightage in decision making.
ROLE CLARIFICATION
Clear planned goals / objectives exist for each job holder in my organization
Everybody knows exactly what is expected of them in job and how their performance on the job is going to be evaluated
Uncertainty exists in the level of authority and responsibility of job holders.
MOTIVATION
Superiors back - up the subordinates in every possible way to make them achieve their goals.
Our organization gives us the ample of opportunities for challenging tasks and handsome benefits on it.
There is more concern towards productivity than the people in the organization
TRAINING
The training programmes of our organization are such that they help us to give some information and at the same time receive solution for our problems.
The training programmes of our organization helps us to know of our hidden talents and thus let us know of our capabilities and potentials.
There are no encouraged and supported efforts to implement the effects of conclusions of training programme in our work situation.
COUNSELLING
Our seniors helps us to solve our personal problems through warm and friendly talks or sessions that sometimes may extend beyond the office hours.
Seniors often helps us in sorting out our personal problems.
There is no scope of elderly / seniors help or suggestions in coming out of work-life problems.

APPRAISALS
The appraisals helps the employees to know our efforts and potentials.
In this organization we have an impartial system of performance evaluation of employees.
Appraisals are done only for the formality sake and least importance is given to it while important changes in the jobs of the job holder.
REWARD & WELFARE
The reward system in this organization encourages employees to reach better heights in their performance on the job.
The Reward system here ensures social status and recognition and thus helps.
The reward system instituted by our organization not at all encourages us to out in more efforts and present a better show or performance.
CAREER PLANNING
In this organization there is a definate career plan for the employees
In this organization superiors do take care of career aspirations of subordinates while taking important decisions.
Our organization do not believe in Career marraiges I.e matching the individual career goals with the organizational goals.
JOB ENRICHMENT
Our organization tries to make the job more challenging which prevents us from getting bored on the job.
Our organization makes all efforts to tune the existing job with the changing conditions and equally equips the job holder to undertake the new job.
Let jobs be stagnated and efforts go waste are the view point of seniors in this organization.

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