Chapter 5

Findings and theoretical implications.

5.1 Introduction:

The present study is related to a systematic and empirical research in respect of employee empowerment in different sectors. The sectors covered are manufacturing and service sectors such as banking, insurance, communications, Power, transport, media and health. The data collected was analysed in the preceding chapter.

't' tests related to various variables of such as empowerment, information and organizational performance and its dimensions were made between manufacturing and service sectors under the consideration of this study.

2 x 2 factorial design was used to analyse the data to find out the variations between manufacturing and service sector organizations vis-à-vis the two levels of structure, i.e. sectors and structures.

Efforts were made to analyse influence of empowerment, information sharing and organizational performance on the manufacturing and service sectors as a whole. Thus it is inevitably proposed to review the essential findings of the research and offer some useful suggestions in the present chapter.

Empowerment is a concept applied as a tool to motivate employees of any business organizations. While Conger and Kanungo (1988) defined empowerment as the motivation concept of self efficacy, Thomas and Velthouse (1990) argued empowerment is multifaceted and that its essence cannot be captured by a single concept. Empowerment more broadly defined as increased intrinsic task motivation manifested in a set of four cognitions reflecting an individuals orientation to his or her work role; meaning, competence, self determination and impact.

The concept of multifaceted components of empowerment as put forth by Thomas and Velthouse has been considered as the base for this research. The researcher
agrees in line with the broad definition given by Thomas and Velthouse that, empowerment cannot be captured in a single concept. Operationally the concept is considered as the creation of an environment in which employee's internalized cognitions are allowed to blossom in the working place by giving them more freedom and authority for performing the task in exchange for accepting responsibility for work outcomes, through trust, self-esteem, responsibility, leadership practices and decision making.

Further information is essential antecedent for empowerment. The content of information sharing necessarily determines, whether the required information are shared among employees, that essentially leads to the creation of climate for empowerment.

Organisational performance is the ultimate objective of the any undertakings. Organisational performance refers to the ultimate goal or result the employees achieve based on quality of product, employee morale, employee skills, productivity, profitability and efficiency. Organisational performance is also influenced by the level of empowerment and information sharing environment prevailing in an organisation.

5.2 Findings

5.2 (1) Empowerment and its dimensions

Trust:

The analysis of data reveals the degree of trust exhibited by manufacturing and service sectors and the extent of empowerment.

1. The ‘t’ value is 1.741 which exhibits significant difference between manufacturing sector and banking sector. Banking sector exhibits higher level of trust leading to higher perceived level psychological empowerment among the Bank employees.
2. As regards to manufacturing and media the ‘t’ value is 9.846, which signifies the considerable difference between both sector. Media which is engaged in imparting information to the general public exhibit higher level of trust leading to higher perceived degree of empowerment.

3. With regards to manufacturing and Health sector are concerned, the obtained ‘t’ value is 2.494 which is significant at 10% level of confidence indicating that significant difference exist between manufacturing and Health sectors. When compared to the mean values it exhibits manufacturing sector demonstrates higher level of trust exhibiting higher perceived degree of empowerment.

Trust is one of the dimensions of empowerment. R.S.Dwivedi (2001) states “trust is the life blood for empowerment” and Lynne A. Tyson (1994) puts trust as the greatest factor for organization to adopt and perhaps the most important ingredient for empowerment. When there is low trust one has to use control. Empowerment can not be created in such an environment. (Stephen Covey1989).

Trust dimension is related to employee’s characters, which influences interpersonal relationships and confidence of handling any situation in an organization. An organization where employees demonstrate high level of trust, such organization is said to be empowered.

The analysis takes us to the interpretation that banking, media and manufacturing sector demonstrates higher value of trust leading to empowerment. As a sector banks, media and manufacturing sector encourages interpersonal relations and uses less control and works on mutual trust. On the other hand health sector demonstrates low trust dimension, where the employees do not trust their team members control comes into picture, and as such empowerment is almost at low level and it is much leaned towards bureaucracy.
2. **Self Esteem**: It is the Self-respect an employee has about himself. It is the result of self-confidence exhibited by an employee. An individual who holds themselves in high esteem are likely to extend their feeling of self worth to a work specific signs of competence. The studies conducted by Brockner (1988) Bandura (1997) and Gist and Mitchell (1992) has evidenced that self-esteem leads to empowerment.

The analysis of data reveals the degree of self esteem exhibited by manufacturing and service sectors and the extent of empowerment

1. Self-esteem dimension of empowerment in respect of manufacturing and insurance sector demonstrates that the ‘t’ value as 1.955 which is significant at 5% level of confidence. It indicates significant difference exists between manufacturing and insurance sector. Manufacturing sector demonstrates higher degree of self-esteem leading to higher perceived level of empowerment than the insurance sector.

2. The ‘t’ value in respect of manufacturing and media sector is 4.369 which is significant at 1% level of confidence. It indicates that media sector demonstrates higher level of self-esteem leading to high degree of empowerment than manufacturing sector.

3. The ‘t’ value in respect of manufacturing and Health sector is 2.79 which is significant at 10% level of confidence. This signifies that difference exists between manufacturing and Health sector. Manufacturing sector exhibits higher degree self-esteem leading to empowerment than health sector.

The interpretation is that manufacturing and media sector demonstrates higher value of self esteem leading to empowerment. And health sector demonstrates low trust dimension and empowerment is almost at low ebb and it is much leaned towards bureaucracy. Health sector has lowest self-esteem among the service sector.
3 Responsibility: It is another dimension of empowerment. It is related to the attitude of workforce to be responsible and accountable to do what they are supposed to do in respect of decision they take. Its implementation and accountability they have towards ultimate results of their actions.


The analysis of data reveals the degree of responsibility exhibited by manufacturing and different service sector which leads to empowerment.

1. The 't' value in respect of manufacturing and insurance sector is 2.66 which is significant at 5% level of confidence. There is significant difference between manufacturing sector and insurance sector in respect of responsibility dimension of empowerment. Manufacturing sector exhibits higher degree of responsibility compared to insurance sector.

2. The responsibility dimension of empowerment in respect of manufacturing and media sector indicates the 't' value as 9.195 which is significant at 5% level of confidence. This indicates that media sector exhibits higher level of responsibility which leads to higher perceived level of empowerment.

3. Manufacturing and communication sector in respect of responsibility dimension reveals 't' value as 3.120 which is significant at 5% level of confidence. Significant difference exists between manufacturing and communication sector. Manufacturing sector exhibits higher degree of responsibility leading to better perceived level of empowerment.

4. In case of the manufacturing and transport sector the 't' value in respect of responsibility dimension is 2.359, which is significant at 5% level of confidence. It indicates that the difference in the level of responsibility is significant. Manufacturing
sector demonstrates higher degree of responsibility dimension leading to higher level of perceived empowerment and transport sector low level of responsibility.

5. The 't' value of 3.746 in respect of manufacturing and power sector of empowerment is significant at 1% level of confidence. It signifies the level of responsibility differs between manufacturing and power sector. Manufacturing sector enjoys a higher degree of responsibility leading to higher perceived level of empowerment than that of power sector.

6. The responsibility dimension of empowerment indicates in respect of manufacturing and health the 't' value is 3.472, which is significant at 5% level of confidence. It indicates that there is difference between manufacturing and health sector in respect of the responsibility dimension of empowerment. Manufacturing sector demonstrates higher level of responsible of leading to higher perceived level of empowerment.

It can be said that manufacturing and media sector takes responsibility for their action which leads to empowerment in their respective organisation. In an organisation where employees take responsibility, customers derive maximum advantage. On the other hand insurance, communication, transportation, power health sector which demonstrates low level of responsibility dimension offers poor service to public. Responsibility gives sense of belongingness and offers better service.

4. Leadership Practices.

The leadership practice dimension of empowerment refers to the climate under which employees work in an organisation. It is the style and attitude of higher level of managers or officers of management towards their subordinates and vice versa that inspires and assists the team members to achieve targeted goals. The level of
empowerment depends upon the behaviour of leadership as evidenced by Mans and Sims (1987) and R S Dwivedi (2001) and Bennis and Nanus (1985).

When an organization works on empowerment, top level initiative must be present, without the active support of top level, empowerment is impossible.

The data reveals that the degree of leadership practices leading to empowerment in manufacturing and different service sectors.

1. The 't' value is 2.57 in respect of manufacturing and banking sector indicates on the leadership practices dimension of empowerment, which is significant at 5% level of confidence. Manufacturing sector exhibits high level of leadership practices, leading to higher degree of perceived level of empowerment.

2. The 't' value of 3.660 is depicted in respect of manufacturing and insurance sector which is significant at 1% level of confidence. This reveals the significant difference between manufacturing and insurance sector. Manufacturing sector exhibits higher degree of leadership practices lending to higher level of perceived empowerment.

3. The analysis in respect of manufacturing and media sector reveals the 't' value of 1.68 which is significant at 1% level of confidence. Thus it signifies the difference exists between manufacturing sector and media sector in respect of leadership dimension of empowerment. The mean value obtained by media indicates that the leadership practice is at higher level in media sector as such it leads to higher degree of perceived empowerment.

4. Manufacturing and transport sector in respect of leadership practices dimension of empowerment reveals 't' value as 4.77 which is significant at 1% level of confidence. Thus there is difference between manufacturing and transport sector in respect of leadership practices. Manufacturing sector demonstrates higher
value of leadership practices leading to high degree of perceived level of empowerment.

5. The leadership dimension of empowerment in respect of manufacturing and power sector indicates the \( t \) value as 4.821 which is significant at 1\% level of confidence. Thus it indicates that there is difference between manufacturing and power sector in respect of leadership practices leading to empowerment is concerned. The manufacturing sector reflects a high level of leadership practices leading high degree of empowerment.

6. The \( t \) value of 8.711 in respect of leadership dimension of empowerment relating to manufactured and health sector is significant at 1\% level of confidence. Thus there is a difference between manufacturing and health sector in respect of leadership practices. The manufacturing sector reflects high level of leadership practices leading to higher level of empowerment.

The analysis leads to state that media and manufacturing sector demonstrates better and favourable environment of leadership practices in their respective organisation which creates conducive environment leading to empowerment. And the leadership practice in banking, insurance, transportation and health sector demonstrates very low profile of leadership practice dimension of empowerment and as such empowerment is very minimum.

5. **Decision making:** It refers to the freedom given by organization to take any decision in order to execute. Their work and to gain advantage of the circumstances and the situations prevailing empowerment is the process of sharing power in order to encourage employees to take initiative and decisions to achieve individual and organizational goals. Luthans (1995), Gupta K S (1999) and Malore (2004) have advocated that empowerment is the authority to make decisions with regards to operative decisions that makes them to be responsible towards their work.
The analysis of data reveals the degree of authority in decision making leading to empowerment in manufacturing and different service sectors.

1. The 't' value obtained in respect of decision making dimension of empowerment relating to manufacturing and banking sector is 4.49 which is significant at 1% level of confidence. This indicates that there is significant difference between manufacturing and Banking sector. This Banking sector exhibits higher level of decision making leading to higher degree of perceived empowerment.

2. As regard to manufacturing and insurance sector is concerned. The 't' value obtained is 4.127 in respect of decision making dimension of empowerment. This is significant at 1% level of confidence. This indicates that there is significant difference between manufacturing sector and insurance sector with regards to decision making dimension. Thus it reveals manufacturing sector enjoys higher level of freedom to make decision leading to higher degree of empowerment.

3. The 't' value obtained in respect of manufacturing and communication is 7.043 which is significant at 1% level of confidence. This signifies the difference that exists between manufacturing and communication sector in respect of decision making dimension of empowerment. Manufacturing sector enjoys higher level of decision making leading to higher degree of perceived empowerment.

4. The 't' value in respect of manufacturing and transport sector with regard to decision making is 3.29 which is significant at 1% level of confidence. This indicates the difference that exit between there sector in respect of the dimension under reference. The mean value of manufacturing sector is 15.77 which indicate existence of higher level of decision making leading to higher level of perceived empowerment.

5. Obtained 't' value of manufacturing and power sector is 2.891 which is significant at 5% level of confidence. This signifies the difference that exists between
manufacturing and powers sector. It indicates that the level of decision making is higher in manufacturing sector leading to higher degree of perceived empowerment.

6. As regards to manufacturing and health sector is concerned the obtained 't' value is 2.93 which is significant at 5% level of confidence. Thus indicates the difference that exists between two sectors under reference. The mean value of manufacturing sector is 15.77 but that of health sector is 14.65. This indicates that the level of decision making higher in manufacturing sector than that of health sector.

7. The analysis takes us to the interpretation that banking, manufacturing sector demonstrates and created a better and favourable environment wherein employees are given freedom to take decision in their respective organisation which results in timely action in respect of their work. This inevitably leads to empowerment. On the other hand insurance, communication, transport, power and health sector does not give sufficient freedom to their employees to take decisions in respective of their work. This indicates that the empowerment is at a low level in these service organisations.

5.3 Information: Information is an independent variable that influences empowerment. It means that the organisation follows the policy of transference by sharing all relevant information with all the levels of staff. Kanter (1989) suggested that more information must be made available to more people through more devices in order to make an empowering organization. The information that should be shared among employees includes the vision, objectives, market conditions and sharing of any other relevant information among employees not only from top to down but also from down to top.
1. It is observed that the 't' value obtained by manufacturing and media sector is 4.137 which is significant at 1% level of confidence. This indicates that there exists a difference in both sectors with regards to the information sharing. The analysis reveals that the mean value obtained by media is 17.84 which is higher than the manufacturing sector, thus it exhibits higher level of sharing of information between and among the employees of media, where they are kept informed about important aspects of organization they represent.

2. As regards to manufacturing and communication sector is concerned, the obtained 't' value is 2.584 which is significant at 5% level of confidence. This indicates that there is significant difference between manufacturing and communication sectors, the mean value of manufacturing sector is that information sharing is at higher level when the same is compared to communication sectors.

3. The 't' value obtained in respect of manufacturing and transport sector in respect of information is 2.607 which is significant at 10% level of confidence. This signifies that there is difference between two sectors with regards to information sharing. The mean value obtained in respect of manufactured sector is 16.36 which is at higher level when it is compared with the value of transport sector. The degree of information sharing is higher in manufacturing sector.

4. The 't' value obtained in respect of information variable is 4.32 with regards to manufacturing and health sector, which is significant at 1% level of confidence. This indicates that there is difference between manufacturing and health sector as far as information is concerned. The mean value of health sector is 15.05 which is lower to the value obtained by manufactured sector.
The manufacturing sector enjoys higher level of information sharing among its employees. The above analysis leads us to the interpretation that media and manufacturing sector shares necessary information to their employees. On the other hand communication, transport and health sector demonstrates minimum degree of sharing of information among its employees resulting in poor empowerment and performance. However on the basis of overall analysis of variance in respect of information (as in table 4.17.7) the obtained F value in respect of sector is not significant and same is the case at structure and two way interaction level.

5.4 Organisational performance: Organisational performance is understood as a degree to which the employees of the organisation realize its goals. The organisational dimensions are quality of the product/ service, employee morale, employee productivity, profitability and efficiency. It is about the result derived from the various current activities in the organisation. The findings relating to various dimensions are as under.

1. Quality of Product/services: Good quality of main products or services of any organizations make it more competitive. Quality is understood as the ability of products or services provided by the organization perform their functions. It is the utility of product or services which the end user derives from the use of the product.

The following analysis of data reveals that level of quality of product or services offered by manufacturing and various services sectors organizations and the degree of organizational performance.

1. The 't' value of quality dimension of organizational performance of manufacturing and communication sector indicates 3.75 which is significant at 1%
level of confidence. This signifies that there is difference between manufacturing and communication sector.

The mean value of manufacturing sector is 12.48 which is higher than that of communication sector. This exhibits manufacturing sector demonstrates higher level of quality of product/service dimension leading to organizational performance.

2. Manufacturing and Transport sector in respect of quality of product or service dimension of organizational performance reveals 't' value as 4.753 which is significant at 1% level of confidence. This signifies that there is difference between manufacturing and transport sector. The mean value of 12.48 in respect of manufacturing sector indicates that it has demonstrated higher level of quality of product when compared to transport sector. The perceived level of quality of service in the transport sector is lower than that of manufacturing sector.

3. The 't' value in respect of quality dimension of organizational performance of manufacturing and power sector is 2.661 which is significant at 5% level of confidence. This indicates that there is significant difference between manufacturing sector and power sector in respect of quality dimension of organizational performance. The mean value of manufacturing sector is 12.48 which indicate that manufacturing sector delivers products of higher quality than that of power sector.

4. When we compare between manufacturing and health sector the 't' value of 9.663 depicts the quality level of products or services, which is significant at 1% level of confidence. This indicates the difference that exists between manufacturing and health sector. The mean value of manufacturing sector is 12.48 which is higher compared to health sector, which indicates that manufacturing sector renders products of higher quality than that of health sector.
Thus the analysis of the above findings leads us to the interpretation that the quality of product produced by manufacturing sector is better projected, which leads to organisational performance, on the other hand the communication, transport. Power and health sector demonstrates low level of quality in service. The success of any business organisation including service organisations depends upon the quality of services it provides to the customers. In this competitive economy organisation must concentrate on higher quality of its goods and services. There is a direct relation of quality with organisational performance. Companies who want to enhance performance must invest in improving quality through proper training of their team members.

2. Employee Morale: It is another dimension of organisational performance. It refers to the level of motivation the workforce derives and the values, cultures that are practiced in the organisation. Highly motivated workforce is the backbone of any successful organizations. It influences the level of motivation of workforce to perform their duty. Good morale reflects higher level organizational performance. Wright and Snell (1991) propose that the motivated workforce is an important factor in achieving the organisational goals.

The analysis of data reveals the level of employee's morale dimension in manufacturing and various service sector organisations leading to organizational performance.

1. The 't' value in respect of manufacturing and banking sector is 2.08 relating to employee morale dimension of organizational performance. The obtained value is significant at 5% level of confidence. This signifies the difference that exists between manufacturing and banking sector in respect of employee morale dimension of organizational performance.
The mean value of banking is 12.33 which is higher than the manufacturing sector. This signifies that banking sector demonstrates higher degree of employee morale leading to higher level of organizational performance. Employee morale as a dimension of organisational performance projected better in banking sector as compared to manufacturing sector.

2. Manufacturing and transport sector indicates the 't' value as 3.069 which is significant at 5% level of confidence leading to significant difference in respect of both sector under reference.

The mean value obtained by manufacturing sector is higher; so it indicates that, employees of manufacturing sector demonstrates higher level of employee morale leading to higher degree of organizational performance.

3. The 't' value of 2.421 is in respect of quality of dimension of organisational performance relate to manufacturing and power sector is significant at 5% level of confidence. This indicates the significant difference that exists between two sectors.

The manufacturing sector has more mean value than power sector then it reflects higher level of employee morale leading to higher organizational performance.

4. The "t" value of 7.517 is in respect of employee morale of organizational performance is related to manufacturing and health sector which is significant at 1% level of confidence. Thus there is difference between both sectors in respect of employee morale dimension.

The mean value obtained by manufacturing sector is 11.88 which indicate that manufacturing sector demonstrates better employee morale lading high level of organizational performance.
The analysis takes us to the interpretation that the employees morale in banking sector and manufacturing sector is better projected, this leads to higher degree of organisational performance, on the other transport, power and health sector projects low level of employee morale, leading to low organisational performance. This reveals that the Banking organisations, manufacturing sector are operating places great emphasis on enhancing the employee morale. The employee morale of the workforce relating to transport, power, and health sector can be managed through implementing effective reward and performance systems.

3. Employee productivity: Employee productivity is the quantity of major products and services that employee produces for an organisation. It is the ability of employees to carry out tasks within the objective to keep cost at minimum and still maintaining/improving the quality of product/service.

Arthur (1994); McDuffie (1995); Guthrie (2001); Morishima (1991) in their study, identify productivity as the most frequently examined outcome measure. The following is analysis of employee productivity of manufacturing and service sector organisation to identify the extent of employee productivity dimension of organisational performance.

1. The "t" value of employee productivity of organisational performance is 1.80 related to manufacturing and Banking sectors. This indicates significance at 10% level of confidence, which signifies difference that exists between manufacturing and banking sector in respect of employee productivity. The mean value is 7.98 in respect of manufacturing sector which is higher than that of banking sector, which indicates higher level of employee productivity leading to higher degree of organisational performance in manufacturing sector.
2. The manufacturing sector and media sector reveals the "t" value at 2.246 which is significant at 5% level of confidence. It indicates the difference that exists between manufacturing and media sector in respect of employee productivity dimension of organisational performance. The mean value of 8.60 in respect of media indicates higher employee productivity level leading to higher degree of organisational performance in media sector.

3. The "t" value in respect of manufacturing and communication sector is 1.25 in respect of employee productivity which is significant at 5% level of confidence. This indicates the difference that exists between two sectors. The mean value of manufacturing sector is 7.98 which is higher leading to higher degree of organisational performance.

4. The manufacturing and transport sector indicates the "t" value at 4.335 which is significant at 1% level of confidence in respect of employee productivity. This signifies the difference that exists between manufacturing and transport sector. The mean value of manufacturing sector is 7.98 which is higher than that of transport sector. The employee productivity is exhibited at a higher level leading to higher level of organisational performance in manufacturing sector.

5. The "t" value in respect of employee productivity dimension of organisational performance of manufacturing and health sector is 8.373, which is significant at 1% level of confidence. This indicates the difference that exists between manufacturing and health sector in respect of employee productivity.
The mean value of manufacturing sector is 7.98 which is higher than that of health sector. It reveals that the degree of employee productivity is higher leading to organisational performance in manufacturing sector.

The analysis leads to the interpretation that the employee productivity dimension of organisational performance is at higher levels in respect of media followed by manufacturing sector; the management of these organisation is keen on improving the employee productivity. To do this they offer different incentives, which improve morale of work force, which in turns improves productivity. On the other hand employee productivity is low in respect of banking, communication, transport and health sectors, leading to low organisational performance.

4. **Employee skills:** It refers to the ability and skills of employees to produce well the product/ service with high quality and accurate efficiency. It is the ability of an employee to perform job better than others. Flamholz and Lacey's (1981) state that application of human capital theory focuses directly on skills of human beings in organisations. This leads to better operational performance and good profits for any firm. It is the unique knowledge, ability and behaviour of the workforce to perform their tasks better than the competitor. The analysis of employee skills of manufacturing and various service sector helps to identify the employee skills leading to higher organisational performance.

1. The 't' value of 2.431 is in respect of employee skills dimension of organisational performance relate to manufacturing and communication sector is significant at 5% level of confidence. This indicates the significant difference that exists between two sectors.
The manufacturing sector has more mean value than communication sector thus it reflects higher level of employee morale leading to higher organizational performance.

2. The manufacturing and transport sector reveals the "t" value at 2.849 which is significant at 5% level of confidence. It indicates the difference that exists between manufacturing and transport sector in respect of employee skills dimension of organisational performance.

The mean value of 11.70 in respect of manufacturing indicates higher level employee skills leading to higher degree of organisational performance in media sector.

3. The "t" value in respect of manufacturing and power sector is 3.317 in respect of employee productivity which is significant at 5% level of confidence. This indicates the difference that exists between two sectors.

The mean value of manufacturing sector in respect of employee skills is 11.70 which is higher than power sector, thus higher degree of employee skills leads to higher level of organisational performance in manufacturing sector.

4. The 't' value of 6.408 is in respect of employee skills dimension of organizational performance is related to manufacturing and health sector which is significant at 1% level of confidence. Thus there is difference between both sectors in respect of employee skills dimension.

The mean value obtained by manufacturing sector is 11.70 which indicate that manufacturing sector demonstrates better employee skills leading high level of organizational performance.

The analysis leads to the interpretation that the employee skills dimension of organisational performance is at higher levels in respect of manufacturing sector. This reveals that the manufacturing sector exhibits greater emphasis in developing the employee job related skill. The job related skills of employees working in this sector.
sector are good and display high level pf skills. On the other hand communication, 
transport, power and health organisation indicates that the employee skill is at lower level when compared to manufacturing sector, this leads to low organisational performance in these sectors. Management of these organisations should give attention on providing necessary orientation and refresher courses at improving the skills of the work force. There is a direct relation between the skills of work force with the productivity, profitability and efficiency of the organisation.

5. Profitability: It is another dimension of organisational performance. It refers to the overall increase in profits and sales of the firm. It is the surplus realized after meeting the cost, which is the result of better execution of overall process. The analysis of profitability dimension of organisational performance reveals which sector projects better profitability leading to higher organisational performance.

1. The 't' value in respect of profitability dimension of organizational performance of manufacturing and media sector is 1.84 which is significant at 10% level of confidence. This indicates that there is significant difference between manufacturing and media sector in respect of profitability dimension of organizational performance.

The mean value of media sector is 8.60 which is more than that of the manufacturing sector indicates that media sector derives of higher profitability than that of manufacturing sector leading to higher degree of organisational performance.

2. The 't' value of 7.857 depicts the profitability dimension of organisational performance in respect of manufacturing and health sector which is significant at 1% level of confidence. This indicates the difference that exists between manufacturing and health sector. The mean value of manufacturing sector is 8.14 which is higher compared to health sector, which indicates that manufacturing sector
derives more profitability leading to higher degree of organisational performance than that of health sector.

The analysis leads to the interpretation that the profitability dimension of organisational performance is at higher levels in respect of media sector followed by manufacturing sector: on the other hand profitability dimension relating to health sector indicates it at a low level, leading to low organisational performance in health sector.


1. The 't' value in respect of efficiency dimension of organizational performance of manufacturing and communication sector is 3.34 which is significant at 1% level of confidence. This indicates that there is significant difference between manufacturing and communication sector in respect of efficiency dimension of organizational performance.

The mean value of manufacturing sector is 10.70 which is more than that of the communication sector indicates that manufacturing sector achieves higher efficiency than that of communication sector leading to higher degree of organisational performance.

2. The 't' value of 3.696 depicts the efficiency dimension of organisational performance in respect of manufacturing and transport sector which is significant at 1% level of confidence. This indicates the difference that exists between manufacturing and transport sector. The mean value of manufacturing sector is
10.70 which is higher compared to transport sector, which indicates that manufacturing sector achieves more efficiency leading to higher degree of organisational performance than in the transport sector.

3. The ‘t’ value in respect of efficiency dimension of organizational performance of manufacturing and power sector is 1.972 which is significant at 5% level of confidence. This indicates that there is significant difference between manufacturing and power sector in respect of efficiency dimension of organizational performance.

4. The ‘t’ value in respect of efficiency dimension of organizational performance of manufacturing and health sector is 3.1814 which is significant at 5% level of confidence. This indicates that there is significant difference between manufacturing and health sector in respect of efficiency dimension of organizational performance.

The mean value of manufacturing sector is 10.70 which is more than that of the health sector indicates that manufacturing sector achieves higher efficiency than that of health sector leading to higher degree of organisational performance.

The analysis leads to the interpretation that the efficiency dimension of organisational performance is better projected in power sector which is followed by manufacturing sector, which means employees in the power sector and manufacturing sector organisations are capable and proficient in performing their jobs. This is because of intensive training of provided in these organisations. On the other hand in respect of service sectors such as communication, transport and health sector indicates that the efficiency is at lower level, leading to low organisational performance in these sectors. These organisations fails to offer the necessary training to their employees, without knowing the implications it is attached with it.

5.5 Analysis of variances.

The analysis relating to various dimensions of empowerment leads to the following findings:
Empowerment

1. Self-esteem is one of the dimensions of empowerment, which is significant at 0.01 level of confidence at structure level indicating that there is difference between the higher level of officers and middle level of employees. Self esteem refers to self respect an employee has about himself. It is the tendency of the employee to exhibit their confidence; employees with high degree of confidence tend to exhibit better individual performance. The study reveals that the higher level of employees of manufacturing sector demonstrate high degree of self-esteem between the structures. Interestingly the study also reveals that there is significant difference at the interaction level indicating that, while higher level employees demonstrate high self-esteem in manufacturing sectors, it is found that middle level employees of service sector demonstrate higher degree of self esteem.

2. Responsibility is another dimension of empowerment which is significant. Employees of manufacturing sector has demonstrated considerable amount of responsibility over the employees of service sector. When employees take responsibility naturally they get more power intrinsically. No one takes responsibility without authority. More power is given to those who take responsibility.

3. Another dimension of empowerment that is significant is Leadership practices, which are better projected in manufacturing sector. It is the style and attitude of leaders towards their subordinates that inspires and assists team members to achieve targeted goals. Leaders take the initiative in creating an empowering culture, they encourage, creativity and innovative ideas from employees. These practices undoubtedly lead to empowerment.

4. Manufacturing sector is better projected in respect decision making dimension, as the obtained value at the sector level is 23.167 which is significant at 0.01 level of confidence. Decision making refers to the freedom given by organization to the
employees to take reasonable decision in order to execute their work and to gain advantage of the circumstances and situation prevailing. It is also about the freedom given to implement the decisions taken according to the vision of the organisation. An empowered team is armed with responsibilities and authority to utilize the resources. Such action results into the quick handling of the problems which will result in saving of cost/time and derive other related advantages attached to the issue.

The result indicates F value at the structure level is 5.206 which is significant at 0.05 level confidences, indicates difference in structure with regard to decision making dimension of empowerment. It is found that the higher level of employees have more freedom and authority to take decision in respect of their work than that of middle employees. Decision making authority is vested with higher level of the organisational structure irrespective of the sectors.

**Overall of empowerment**

The overall analysis of empowerment reveals that manufacturing sector exhibits and practises empowerment better than that of service sector. The present study agrees with the findings of Babu Thomas and Shaju George (2002). Overall the manufacturing sector understood the concept of empowering the employees well before the service sector realised the importance of empowerment. Moreover the nature of work differs in service sector than that of the manufacturing sector. In most of the cases the service sectors have to deal with ultimate customers while executing their work, where the nature of operation differs from customer to customer, time to time, the nature of needs and wants, demand of the customers are not always the same, as such the employees may not able to deliver the service to the satisfaction of the customers. Moreover the service sector for our study are providing utility services and working on guidelines issued by the top bureaucracy.
Hardly the employees have a say, even though they wish to do beyond their capacity. The management needs to be more professional in the days to come if it really wants to survive and grow.

**Anova related to Organisational performance.**

1. **Quality of product/service** is a dimension of organisational performance whose 'F' value relating to sector is 13.46 which is significant at 0.01 level of confidence. The quality of product/service dimension of organisational performance differs between sectors, and it is better projected in respect of manufacturing sector.

   Quality dimension of organisational performance is the utility the customer derives from the use of product/service. There need to be continuous improvement to enhance the quality; this is possible when management and employees strive to achieve it through team effort and upgradation of their knowledge, skill, so as to provide always the best to the customer.

2. **Employee morale** is another dimension which is significant at 0.10 level of confidence. It means the manufacturing sector projects better employee morale dimension of organizational performance than that of the service sectors. Employee morale refers to the, knowledge, skills, attitude and behaviour of employees towards their work, colleagues and organizations they work. When high morale is exhibited in the overall activities it is reflected in the organizational performance. Employees can contribute much than being an individual. Team succeeds only when the workforces have a unified vision, no matter how much potential they posses.

3. **Employee productivity** as dimension of organisational performance is significant at 0.01 level of confidence. It means the manufacturing sector utilizes its resources so as to gain maximum advantage than the service sectors. Employee productivity influences the organizational performance. Employee productivity refers to the ability of the employee to complete the task by keeping in mind to produce
goods and service at a competitive cost and generate higher revenue by proper utilization of available resources which are at their disposal. When the employees are self motivated towards their work than being instructed to work, the productivity of employees goes up resulting in higher degree of organizational performance.

4. **Employee skills.** As regards to this dimension is concerned the obtained F value at sector level is significant at 0.05 level of confidence. This indicates that the manufacturing strives to enhance the skills of the employees leading to organisational performance.

Employee skill dimension of organizational performance refers to the unique knowledge, ability and desire of each employee to perform the tasks assigned to them in the organization. An organization consisting of people with diversified skills as team members and right mix of such skills over the competitors will increase the organizational performance. Service sector organisation must seriously consider to do such things so that employees are updated with the recent changes in their area of work and provide orientations/trainings that leads to change the mindset of employees.

**Overall analysis of organisational performance**

The overall analysis of organisational performance reveals that the organisational performance of the manufacturing sector is better than that of service sector. The basic assumption of the study is based upon the theoretical aspect indicate that empowerment leads to better performance. The assumption is truly valid because the results reflect the same type of relationship i.e. "empowerment leads to performance." **Organisational performance** is better projected in manufacturing sector; similar was the case with empowerment. The reason for such difference in manufacturing and service sector is due to the very characteristics of these sectors.
And moreover in respect of service sectors these are the organisations working under control and bureaucratic systems, where for everything approval of higher level is needed which is associated with delays in considering the issue. Quality of service can be improved only when everyone in the organisation thinks in terms of the needs and wants of the customers. These organisations should consider having monthly interaction with consumer forum to find out what the customers are expecting from them. This is hardly done in these organisations. The management needs to be more professional in the days to come if it really wants to survive and sustain and surge. The hypothesis is tested- “the level of organisational performance varies between manufacturing and service sector”.

5.6 Correlation between all the dimensions of empowerment.

1. The basic assumption of empowerment is that all dimensions are correlated to each other, reflecting better consistency among the dimensions. It is found that the correlation between trust, self esteem, responsibility, leadership practices and decision making is significant at 1% level of confidence. Similarly in respect of service sectors the correlation value in respect of trust, self esteem, responsibility, leadership practices and decision making are significant at 1% level of confidence. This indicates that there is direct relationship between all the dimensions of empowerment even in service sectors reflecting better consistency among the factors.

5.7 Correlation between all dimensions of organisational performance.

It is found that the correlation between quality of product, employee morale, employee productivity, employee skills, profitability and efficiency is in respect of manufacturing sector all the above correlation values are significant at 1% level of confidence. And in respect of service sector the correlation value in respect of
quality of product, employee morale, employee productivity, employee skills, profitability and efficiency are significant at 1% level of confidence. This indicates that there is direct relationship between all the dimensions of organisational performance. The present confirms that all the six components of organisational performance has a direct relationship between them and hence contributes an overall construct of organisational performance.

5.8 Correlation between empowerment, information and organisational performance.

The basic assumption pf the study is that there is direct relation among empowerment, information and organisational performance. It is found that there is correlation between empowerment, information, and organisational performance in both the sectors namely manufacturing and service sector. The correlation between empowerment and information sharing, empowerment and organisational performance and information sharing and organisational performance are significant at 1% level of confidence. The correlation value in respect of empowerment and information sharing, empowerment and organisational performance and information sharing and organisational performance relating to service sector are significant at 1% level if confidence. This indicates that there is a direct relationship between empowerment, information sharing and organisational performance.

5.9 Influence of education on empowerment

The influence of education on the perceived level of empowerment was analysed by taking into account the simple mean with regard to employees of manufacturing sector and service sector. The analysis indicates that the perceived level of empowerment is influenced by education level of employees. Higher the education
better is the level of empowerment which an employee can take up and execute the work. On analysis while considering the education qualification of the employees, the employees holding post graduation degree exhibits higher level of empowerment followed by employees holding professional degrees. However in respect of service sector employees those who had education up to tenth shown better level of empowerment which is an exception as it may be due to existence of bank employees whose entry into service many years ago was tenth standard. Thus it can be interpreted that, higher the education qualification higher the degree of empowerment.

5.10 Influence of experience on empowerment

The influence of experience on the perceived level of empowerment was analysed by taking into account the mean value with regard to employees of manufacturing sector and service sectors. The analysis indicates that the perceived level of empowerment though high in respect of employees of manufacturing sector and service sector, the employees who have put moderate years of service of 11 to 15 years demonstrate higher level of perceived empowerment. The employees who have put service for less than five years have demonstrated low level of empowerment compared to other employees in respect of manufacturing employees. Thus it can be said that the level of perceived empowerment has gradually increased as the year of service increased, and after it reached a higher point for employees who have put 11-15 years then the perceived level of empowerment marginally decreased to for employees with more than 20 years of service. Thus it can be said that, as the experience increases the perceived level of empowerment increases and after 15 years say, saturation or on maturity level empowerment marginally decreases gradually both in manufacturing and service sectors.
5.11 Suggestions.

On the basis of the analysis, interpretations of the data made in the previous chapter and on the consequent aforementioned findings and observations made in respect of dimensions relating to empowerment, information and organisational performance in manufacturing and service organisation, it is found that the manufacturing sector has higher level of perceived empowerment, sharing of information and organisational performance than the service sector. However certain service organisation such as banking and media have indicated higher level of perceived empowerment than manufacturing sector in most of the dimension of empowerment, information and organisational performance. With regards to other service sector organisations, significant difference existed between manufacturing and service sectors; on the basis of analysis and interpretations the following suggestions are made:

1. The service sector organisations covered under this study are taken from public sector undertakings or departments under the control of Government. The health sector is represented by Karnataka Institute of Medical Science. This is coming under service sector, which exhibits low level of empowerment in many dimensions of empowerment such as trust, self esteem, leadership practices and decision making. This indicates that the degree of empowerment is very low in health sector. The level of information sharing is very low, and as far as the organisational performance is concerned it has exhibited low level in respect of all dimensions such as quality of service, employee morale, employee productivity, employee skills and profitability and efficiency.

The employees working in the health department should be given more freedom in exercising their tasks. They should be given more authority as well as resource to carry out the routine activities. More over it is suggested that the people in the helm
of affairs should consider providing HR related orientations/ training programmes to their employees which ensures in the enhancement of their feeling about the team members and related advantages leading to organisational performances.

2. The communication organisation is represented by BSNL coming under service sector. This organisation is a public sector undertaking under the control of Government of India. The employees of this organisation exhibited low level of empowerment in two dimensions of empowerment, viz., responsibility and freedom to take decision in respect of their routine activities. With regard to information sharing also the employees exhibited low degree of sharing information among their team members. As far as organisational performance is concerned they demonstrated low in respect of quality of service, employee productivity, employee skills and efficiency.

There is a great need to inculcate the positive attitude among the employees to take responsibility for what they are doing. As long as team members remain complacent the organisation does not grow but certainly go for nose drive. There is a great need for HR related orientation which will bring qualitative change in the overall performance of employees leading to empowerment and effective use of available resources.

3. Insurance service coming under the service sector is represented by Life insurance Corporation of India. They have exhibited low level in four dimensions of empowerment viz., self esteem, responsibility, leadership practices and authority to take decisions in respect of their work. Insurance sector is now open, there are many players in the life business, Life insurance corporation enjoyed monopoly over life insurance for more than fifty years, it is time to realize that the importance of empowering employees by giving them required freedom and create an environment wherein their self esteem goes high and they start taking responsibility, through
better leadership practices and freedom to take decisions in respect of their assigned work. Too much control and supervision shall lead to 'work to rule' type of attitude among employees.

4. Transport service is another unit of our study coming under the service sector. It is represented by two giant public undertakings viz. the South Western Railways and North Western Karnataka State Transport Corporation. These Organisations has exhibited low level of empowerment in respect of dimensions such as responsibility, leadership practices and decision making. The sharing of information is also at low degree and as far as the organisational dimensions are concerned they have exhibited low in respect of quality of service, employee morale, employee productivity, employee skills and efficiency. Being large in size these organisation cater to the basic needs of people at large. HR related orientations should be provided to the employees and importance of empowering the employees must be made known to people at higher level first, which will go a long way in harnessing the benefits of empowerment.

5. The power sector is represented by another public sector undertaking known as HESCOM under the control of Govt of Karnataka. As regards to empowerment is concerned the power sector has exhibited low level in respect of responsibility, leadership practices and decision making dimensions. With regards to organisational performance the organisation has low level in respect of quality of service, employee morale, employee skills. However it has demonstrated higher level of efficiency than manufacturing sector. But still the overall organisational performance of power sector is significantly at low level. It is suggested that the people at the helm of affairs should consider the providing HR related orientation and training to all the employees and create an environment where together every one achieve more.
6. The study has revealed that the education has positive relation to the perceived level of empowerment. Education is a continuous process, though formal education may not be possible once employees take up a job, it is suggested that the organisation should reward those who keep on sharpening their skills while they are in service as it enhances the quality of service rendered by the employees.

7. It is found that the level of perceived empowerment increases as the experiences years increases up to 11-to 15 years and it starts to decrease marginally thereafter; the management may look into this matter and necessary steps may be taken so that employees are empowered at higher level even after 15years of service and maximum benefit is obtained through their services as the best part (matured) of their service career still available to the organisations.