1.1 Introduction

India has been witnessing a paradigm shift in Human Resource Management in the present scenario. As said by Charles Darwin, “it is not the strength of the species that survives, nor the most intelligent that survives, it is the one that is the most adaptable to change”. Accordingly, ever since the dawn of Human Resource Development movement in India, under the leadership of Late Shri Uday Pareek, Human Resource Development has undergone a sea change and has assumed the most significant role in the management of Organization both in practice as well as theory. Human Resource Management deals with two dimensions. One, as a quantitative asset to an organisation, and the other as a qualitative asset. Quantitative asset implies that a firm or an entity is required to have sufficient personnel to execute its functions in order to achieve its objectives. At the same time, such persons employed by the organisation are required to be equipped with adequate knowledge, skills, competency, confidence and strength to lead the organisation towards successful life.

Managing such important source is not an easy task. People are unique and each individual differs from other. An individual, being a part of an organisation, needs to be properly selected, trained, and adopted by the employers. Each individual has his or her own way of thinking, performing the job, interacting with others, behaviour, taste, likes and dislikes and therefore, to take care of them keeping them always satisfied is a challenging task for the organisation. People often need to be motivated and directed properly towards the accomplishment of the organisational goals. Various programmes, activities and strategies have to be formulated and implemented in the interest of the organisation keeping in view the contentment of the employees. There is a need to develop and nurture conducive culture and atmosphere within the firm so that core values of the enterprise as well as the employee are always well maintained. Thus, human resource
management primarily focuses on qualitative development of human beings besides attaining its goals.

Thus, effective utilization of human resource is the primary objective of human resource management. This obviously implies development of required knowledge and expertise. Preserving a friendly relationship, loyalty, goodwill is also closely associated with this. In order to do this, the employer is also required to maintain a good pay system both in monetary and non-monetary forms. Individual alone cannot contribute as it needs a collective effort in an entrepreneurial set up. It is also necessary to perpetuate group relationship, team spirit, positive mutual understanding among the workforce and respect for each other in order to keep the groups happy and contented. Adequate growth opportunities, high standard ethical practices and good behavioural aspects are to be created and integrated. It also becomes the prime responsibility of the employers to make sure that the needs and demands of the employees are met with, and they are inspired to deliver to the best of their potentials for the benefit of the organisation. Maintenance of self respect, leadership qualities, helping them whenever need arises, and overall supportive environment are the other requirements to be always conserved.

Societal recognition is also one of the aims of human resource management. Satisfying the social needs of the workforce can never be ignored by the employers. Just as every individual has social obligations, employing entities also have a similar duty to ensure that community based requirements are fulfilled. Similarly, it has a professional and national significance as well for the mutual existence of the employer and employee in the commercial world. In the primitive days, employees were regarded as machines. But in modern business scenario, such situation no more exists and the human capital has become the most valuable organisational asset. It has been now believed and accepted that business organisations can no more afford to look down upon the employees, instead they have to be taken care of failing which talents will be lost by them. No more autocratic approach can be adopted but they have to accept democratic approach in managing the business. Open door policies are being adopted by the business entities and the problems of the workers
are well heard of. Career development strategies are being implemented and a congenial superior subordinate relationship is being maintained. Therefore, human capital becomes the most crucial and integral part of an organisation and it needs to be developed consistently.

1.1.1 Concept of Human Resource Development

HRD has been conceived in numerous methods by distinctive government. on this appreciate, broadly there are components. One is, the range of HRD is from the character employees to the agency beginning with the ones individuals as persons after which the duets, the two group relationships which exist within the organization because the subordinate and his boss, then the group, and eventually the complete organization.

The second one issue is, its improvement on an expansion of dimensions like the competence of people, giving them a experience of delight making their paintings significant and to assist the employer use people as humans so that its range of improvement also takes area. Consequently, HRD can be looked at as a philosophy. It’s far a way of dwelling together, manner of going for walks an organization. The core of HRD is the ‘person’ and what can an employer do to assist person to realize his maximum potentials and abilities. The business enterprise in its totality has to assist the man or woman to develop and therefore, it's far the link among character, his aspirations, his personal assessment and company’s aid to assist him to grow.

Of late, there has been a paradigm shift in the application of HRD. We are seeing plenty of change inside the organizations which claim to have set up HRD branch which has all at once replaced training branch. The query arises right here is, is it a trifling trade of nomenclature? it can be visible that HRD has end up an increasing number of elegant in a manner by using designating schooling departments as HRD departments. it is able to be without difficulty stated that education is of the methods of growing people and it is a part of HRD and HRD is tons wider than education.
The activities blanketed within the HRD may be classified into 3 categories. The first category is largely primarily based on humanistic considerations, the philosophy of the proprietorsupervisor, top management, in which the organizations said that their responsibility is to train and evolve people. However, they did not always regard them to be their part and parcel of the organisation. But efforts were taken up to introduce welfare schemes, family inclusion, living quarters so on and so forth. It was thought over to provide them basic necessities while satisfying their primary requirements.

The second category is, reciprocal approach in which the owners stated that they have issues, the organisation needs to be developed. In this pursuit, the feelings of the employees, their feedback, were considered with view to enhance their strength, capabilities and skills. And it was believed that unless the management takes care of the employees, development of organisation remains a dream.

The third category is ‘effective approach’, where the management is concerned with developing leadership for the future and therefore they pick the number of people who display high potentials for progress and help individual or collective programme in order to achieve their predefined objectives. And today, we have leadership being given so much importance in all the walks of human life. However, a point here to be noted is that feeling of leadership should flow within an individual and not outside. Being a good leader, such an employee in an organisation can certainly lead a good team towards attainment of the goals of the firm.

1.1.2 Present scenario of HRD in Indian Organizations
All through the initial periods of HRD, there are just a few enterprises which had been interested in drawing near HRD as a holistic problem. But, because latest years there has been a heavy growth in the firms which have been taking lots greater interest in this area no longer simplest changing the labels from schooling to HRD but there has been true interest in HRD. New tactics have been rising on human resource management.
The need for teaching and learning the basic values has been the most prominent focus in the subject. Loyalty of employees, employee morale, corporate ethics, proactiveness, visualization and ultimately quality in work and service has been the talk of the day. If the employees are quality conscious, the products and services envisaged also come out with quality. Thus, there are twin objectives of human resource development qualitative products and services from the organisation as well as equal involvement and empowerment of the employee in an organisation. The employees need to be allowed to fly solo in the organisation that is, they should be sufficiently and wisely engaged so that gradually they feel empowered and ultimately contribute towards the profitable growth of the organisation. Workforce should be allowed to learn on its own with full liberty. Employees should be free from peer pressure. When they are not under pressure from any group, they perform well.

Innovative concepts of accounting such as ‘human resource accounting’, ‘human resource audit’ have been adopted in the modern business organisations. The cost incurred by the employers and value received by them through employing people is ascertained under these new versions. Under these conception, people are treated as ‘assets’ and their effectiveness is measured for the purpose of organisational reporting. In addition to this, novel methods of appraising the employees such as, management by objectives, assessment centres, behaviorally anchored rating scales and 360 degree appraisal have also emerged.

1.1.3 Challenges of Human Resource Development

Human Resource Development is something which is absolutely essential at three levels: National level, organisational level as well as individual level. Of late it has been renamed or called by many organisations in different ways such as industrial relations, personnel management, people operations and so on. Initially it was only connected with administrative work but it has taken a paradigm shift in the prevailing corporate world. Presently, it is actively
involved in setting strategies around people who serve for their organisations to accomplish the goals set by the enterprise. It is significant fact to note that human resource development is no more a business partner. HR has become a business itself. There is no business without HR. Talent and business is getting merged and only talented personnel in the organisations would be able to continue in the business.

Corporations provide a platform for learning in which HR managers have a massive advantage in the process. It all depends upon how they are going to conduct themselves. Recent studies conducted reveal that even today many HR managers consider HR as an administrative work which in reality needs to be considered as an important process of competence building, culture building and commitment building. (Three C’s). However, there are many things missing in this regard. Some of such missing parts are: HR people are more focused on HR rather than business. They need to understand the business in a global context as well as national context. What is missing is understanding the business and then putting HR in to the right place. HR would begin from ‘outside in’ and not ‘inside out’. Its real starting point is customer’s customers and not the internal executives working inside the organisation.

HR professionals have identified various competencies which are directly related to HR: Functional knowledge and skills, Leadership skills, Change Management skills, Technology savvy Skills, execution skills and administrative desensitive skills. Simultaneously, the ability to integrate small things with larger things is also equally important.

1.1.4 Techniques of HRD

One of the factors of HRD which is very much essential is how personnel can get a dignity inside the employer and how they are able to contribute to the company in order that it leads to their increase as well as the boom of the corporation. Performance appraisal system, education, employee participation, and worker involvement and empowerment are some of such
techniques in HRD. How a advanced in an corporation facilitates his subordinate helps to broaden competence, to take over duty and to respond to the responsibilities’ given to that person.

Introducing HRD in an employer relies upon the targets of an corporation. For instance, if a corporation has an objective of changing the attitudes of its employees, it ought to follow positive strategies. For instance, life insurance enterprise of India decided that the responsibility at every degree of worker is to achieve result and it's far this success that the worker might start to appraise him and determine on his electricity, weak point. With this has grown very rapid. Consequently, the entire HRD programmer consists of defining the jobs, defining responsibility and on of a kind contributions of every worker. Therefore, HRD isn't always immediately involved with productiveness however primarily worried with people.

However, even though consciousness is on humans or people, it ultimately continues in attaining better productiveness. it will additionally result in human beings becoming greater involved approximately their work, their personal boom and it's been substantiated undoubtedly thru diverse organizational examples. The effectiveness of HRD may be perpetually seen in terms of output and advanced highquality of work.

HRD Managers are people who are handling the feature. They need strength to persuade the humans and the enterprise for the reason of HRD. This electricity desires to be used out of competence and capability to do things. Further, HRD ought to not be perceived as the only responsibility of HRD Manger, however it's miles a line duty to improvement humans, dyadic relationships, and so on. The more they take hobby and understand how they may be the companions, then more powerful HRD will be.

It is frequently argued that HRD is “new wine in antique bottle”. But HRD has been getting a totally new size whenever. HRD is consequently, competency development and subculture improvement. It's miles believed that within the beyond human potentials have now not been used well. Possibilities had been
no longer created well in which in inner potentials of people might be observed. Something new in HRD inside the gift scenario is treating humans as an critical resource and developing the culture in which the potentials are added out and applied. HRD additionally talks about improvement of properly advanced and a subordinate relationship that is called ‘dyadic relationship’. If every worker likes his boss and enjoys the job and operating with him and the boss also likes the kinds of subordinates he has, creates an ecosystem in which they feel that they're running like a crew, then there's already a HRD in that organization.

HRD is accordingly, a deliberate effort made by using the agency in an effort to facilitate improvement of skills of people so that they're capable of providing their pleasant and do their process properly, and that they may be capable of take the business enterprise forward and create possibilities for themselves and make the corporation make an impact. Therefore, HRD is a philosophy of people component and thus it is a larger canvas which results in upliftment of individuals.

HRD is also considered to be a science of talent development. The talent management under human resource often discusses the ways and means of ensuring successors for the key positions in the organisations whenever they fall vacant. It encompasses two aspects as well training and development. While training is a short term based activity, development is something which goes on long term tenure both for the organisation and employee. Whatever may by the ways and means, ultimately human resource through involving and empowering the employees aims at bringing out the high potentials of the individuals in the corporates. It tries to recognize or validate what the humans have got. The most difficult problem in human life is that humans normally, do not recognize what they have presently, but only grumble on what is not done or what is missing. In this context, various techniques of human resource development teach us how to recognize and validate what we have rather than feeling miserable about what we do not have.
At present, many modifications were taking area in HRD practices like as an example, modifications in employee appraisal from confidential system to open system, wherein worker and organization are required to sit down with his boss and plan his performance for the following year and periodically review the performance as well as use mechanism of competency development to do the task well. This was initiated through Dr. T.V.Rao in Bharat Earth Movers restricted in 1978 to set up HRD department. Today there are organisations like Steel Authority of India (SAIL), Larsen & Tubro (L & T) who have resorted to this approach.

Looking at internally, what desires to be achieved is improvement of strategies for implementation, documentation of priorities for movement, enhancing the work culture, increasing productivity, controlling price and customer orientation ought to be worked out. It is on this context of accomplishing an organization’s goals and improving the business results in the short term that HRD has been taken as the prime thrust.

HRD, when introduced in India initially, it started out with a system approach to create the mind of line manager a feeling that he has the responsibility to develop at least one level below people. In order to create that appraisal system, reward system was used. Today, HRD has become a means of achieving organisational goals. In this context it can be rightly said that HRD is no longer just an end, but it is a means to create a culture. Basically, it aims at bringing about a spiritual change in the employees. In this process, it has moved from old system to a new system. Old techniques have been abandoned and new techniques have been followed in the modern organisations. HRD has got into new ways in which large numbers of people in an organisation are able to think in terms of creating a facilitating culture within the organisation. Performance appraisal has been renamed as ‘performance planning and reviewsystem’. While Life Insurance Corporation of India has renamed it to be called ‘work planning and review system’, Larsen & Toubro (L & T) calls it as ‘Performance analysis and development System’.
Thus, HRD has been witnessing paradigm shift from the traditional technique to a modern technique in which involvement and empowerment of employees have taken as the prime thrust. Accordingly involvement and empowerment of employees have become the latest issues for discussion in the present literature of peoples’ development. Many thoughtful authors, practitioners have contributed their mite to the development of human resource development. Organizational decisionmaking has occupied the point of interest within the literature regarding the improvement of employment relationships within the organization. Employee involvement and empowerment have two aspects. It has been considered as the main ground of welfare of people. Simultaneously, it also gives priority to skillful and efficient work for the benefit of both the employee and the organisation. Therefore, these two issues have become the two important faces of an organisational coin.

In order to achieve organisational efficiency, involvement of employees has been considered to be very crucial. It is also related to latest topics such as total quality management, job contentment and performance of job. It has also been considered as most important element for making the employees empowered and to increase their commitment to the enterprise. It has been proved that employees who are involved can produce better than those who are not involved. Accomplishment of organizational objectives becomes easier for such people. And highly involved workforce naturally enjoys doing the job in a most satisfied manner. They also develop a sense of proactiveness and belonging to the organisation. Many authors and researchers have opined that involving employees in the day to day matters of an organization also facilitates a good behaviour among them. Further such acceptable behaviour results in positive attitude among the workers and minimizes the chances of their leaving the organization. It also fosters spirit of unity among the workforce and teamwork gets developed to create a healthy atmosphere in the unit. Therefore, employee involvement has been regarded as the fundamental foundation for overall effectiveness in the organization.
Total involvement of an employee in an organisation makes the employee serve for the organisation with a sense of real belongingness. It is a natural human tendency that when people do work without knowing the meaning of it becomes absolutely ‘mechanical’. And ‘auto pilot’ takes over the employee has no control over the actions and reactions carried out by him in his job front. Therefore, the employees need to be taught how to respond rather than react. Reaction is often mechanical whereas, response is willful. Reactions give tremendous stress but response makes the employees more alert and agile. When an employee does not experience his work, there will not be any growth. Rarely, there could be growth but that would not be a profitable growth which the organisation always needs. Human beings are very sensitive. Technologically people are grown, but the fact remains that human consciousness has truly not grown. Therefore, making an employee involved empowered amounts to a real profitable growth of the organisation as well as the individual growth of the employee.

In the modern management world, employers and managers are nurturing a new ethos of workers participation in their organisations. This is comprised of two aspects, merits of worker involvement as well as actual transformation of production methods and staffing practices. These have emerged as the most crucial changes in the postindustrial era. The researchers and employers who have studied this movement accept the fact that leaders and managers of modern corporate world are climbing aboard the bandwagon of worker participation in their prioritized endeavours to maintain competitiveness under ever changing industrial and economic circumstances. Employers have experienced that when workers actively participate in decisions making process, when they gain opportunities to apply their tacit ideas and knowledge to problem solving, and when they acquire responsibility for designing and directing production processes, they are able to influence the infrastructure enabling firms to respond to changing market and product demands in a speedy and timely manner. The introduction of management initiated employee involvement programs has motivated many researchers to take up study on labour related processes and relationship between organisations and industrial relationship.
However, these researchers have been skeptical about workers' commitments and consent to such participative programs, suggesting that demands for participation thinly veil a reality of harder work with fewer resources, leaving workers themselves suspicious of such reform (Hodson 1995). Labor process theorists have noted that workers seldom carry out their jobs simply because everything is pre specified and they are forced to comply. Indeed, quite the opposite: Managers and employers rely upon workers' initiative and consent in order to achieve their goals in postindustrial work organizations.

As Fantasia, Clawson, and Graham (1988:469) point out, "Everything from a suggestion box to a worker controlled economy has been included under the rubric" of worker participation. It is therefore, very difficult to point out as to what exactly employee involvement is all about and how it has taken entry to work place culture in the organisations. This is so because; series of participative schemes are included in its definition. However, it can be easily segregated in to two broad groups, one aimed towards the macro level, power structure of the enterprise, and the other focused towards micro level work systems. The employees agree to formulate organisation level policies in the first category, whereas, various participative approaches with different duration and depth with transformational strength and coordination are included in the second category. They also include different consultative applications and exercises, internally managed quality circles, interactive meetings at frequent gaps besides daily routine works.

Additionally, these programs are more tuned towards workers in the organisation emphasizing on their various labour processes, creation of new opportunities for them to develop their skills and expertise. Thus, the employees are able to obtain information on organisational requirements, production and service related aspects, meaningful output which helps them to make proper decisions whenever required. Various innovative schemes such as job enrichment, job rotation, and self managed groups are also included in this.
Recent concepts of worker Involvement and Empowerment have become the core themes in the contemporary Human Resource Development (HRD) literature. Despite the growing importance, scanty systematic information exists on why organisations are adopting employee involvement and empowerment programmes, what type of programmes they adopt and how effective they are. In the ever growing global market scenario, an effort needs to be initiated by the organisations through employee involvement and empowerment so that they also can reduce dissatisfaction of employees arising due to lack of these practices.

Employee Empowerment has been referred to as a sturdy device or mechanism that permits individuals to grow along with accomplishing the organisational goals. The ultimate objective is to develop the performance potentials of the employees and the organisation. It also contributes towards productivity improvement followed by better performance and job satisfaction. Employees, when empowered become more flexible and get ready to take responsibility. They come forward to contribute on their own initiative and become part and parcel of organisation. Employee empowerment is concerned with delegation of power from superiors to subordinate for the purpose of decision making. By doing this, a firm can attain developments in its productivity and improved personal contribution by the workforce. The employees when empowered imply that the organisation has a communication line from superior to subordinates. This can be done under two approaches – approach of situation and psychological. Under the situational approach the subordinates are involved in the decision making through passing of power. The psychological approach on the other hand, restricts passing of decision making and it emphasizes on inspirational process among the workforce. Therefore psychological approaches directly deal with human psychology focusing on increased self motivation among the workers. This targets a supportive refinement among the workforce to create innovation in the minds of the workforce.

Empowering employees is all about making the employees feel good about the work. This is a process where the workforce gets motivated to do the work
more efficiently and effectively as they have a meaning for what they do. It is quite obvious that when the workers do not comprehend the meaning for what they are doing, it can never keep them satisfied. In this back various dimensions have been observed by the researchers and authors. Different dimensions such as meaningfulness, competence, choice and impact have been reckoned to the employee empowerment. Thus, empowered employees certainly enjoy these multi dimensions in the process of discharging their duties. Various definitions given by renowned authors indicate that the cognitive aspects of empowerment facilitates capacity enhancement of the employees in the organisation and behavioural aspects such as job satisfaction and favourable workplace environment increase organisational productivity. Therefore, empowerment can certainly influence positive impact on product and service quality, innovation, cost reduction, absenteeism, labour turnover and work stress.

1.2 Problem on Hand (Statement of the Problem)

Employee Involvement is based on guidelines or principles aimed at workers’ commitment towards the organisation. Modern day’s competitive business environment has made it inevitable exercise which ultimately has a direct impact on organisational effectiveness and increased productivity. Employee involvement and empowerment is directly linked to positive mental health of the employees which reduces psychological stress and mental ill health in an organisation. It definitely calls for a participatory environment. At the end it makes the employees a worthy workforce of the organisation by which the employee also gets benefited tremendously.

Various researchers have significantly contributed towards importance of involvement and empowerment of employees. It is clear that the idea is multidimensional and a clear and comprehensive understanding is required. The earlier research has examined the overall empowerment relating to various outcomes. However, trying to recognize the anticipated results is also important.
Based on the available literature it was found that the existing studies were largely conceptual and descriptive in nature with anecdotal practitioner oriented findings. Previous researchers on this subject have opined that the current domain lacked a holistic theoretical framework and conclusive empirical evidences. Within this background, the present study titled “A Study Of Employee Involvement and Empowerment In Life Insurance Corporation Of India” in the area intends to highlight on the issue of employee involvement and empowerment, which is an under researched area. No such studies have been undertaken so far in the area selected for the study despite growing awareness of life insurance and ever increasing insurance business in the district. Uttar Kannada district of Karnataka is basically an agrarian district in which majority of population depends on farming and cultivation. Though the insurance business is fairly well in the district, there has been no authoritative and comprehensive study conducted so far on employee involvement and empowerment in Insurance sector. Hence a need has been felt to conduct studies in this under researched area.

Being one of the large employing organisation, Life Insurance Corporation of India has employed 1, 14,773 (March 2016) personnel. Understanding the individual characteristics of employees is very important as they significantly influence employee involvement and empowerment. At the same time, organisational culture is also one of the significant determinants which equally influence employee involvement and empowerment. Further, employee involvement and empowerment also has an impact on job attitudes of the employees. In this background, the researcher has tried to find out the association of the employees' personal features along with participation and empowerment, the impact of organisational culture and job outcomes the present research work endeavours to answer the foregoing research queries:

**Research Question 1:**
What are the nature and key dimensions of organisational culture?

**Research Question 2:**
What are the key determinants of employee involvement and employee empowerment?
Research Question 3:
What is the impact of employee involvement and employee empowerment on job attitudes of employees?

1.3 Research Objectives
1) To highlight the nature and key dimensions of organisational culture;
2) To measure and assess the Employees’ perceptions of Employee Involvement and Empowerment programmes;
3) To analyze the important factors influencing the perceptions of Employee Involvement and Empowerment;
4) To find out the major inhibitors to the successful implementation of Employee Involvement and Empowerment Programmes;
5) To study the nature of relationship between the perceptions of Employee Involvement and Empowerment practices and perceived levels of job satisfaction, job involvement, organizational commitment and work stress.

1.4 Scope of research work
The present study included the entire population in all the five branches of Life Insurance of India located at Uttar Kannada District of Karnataka State, and as such, the employee involvement and empowerment issues relating to the private sector insurance companies are kept outside the purview. The theoretical framework adopted by the present study considered age, education, gender and marital status as antecedents, organisational culture as instrumentality and employee involvement, empowerment and job attitudes were considered as the outcome variables.

Further, the study focused only on estimating the influence of intuitive extent of involvement and empowerment on outcome variables. However, other behavioural and organisational consequences of employee involvement and empowerment such as organisational effectiveness, turnover/attrition rate,
return equity), total quality management and customer satisfaction were beyond the purview of the present research.

Besides, the geographical domain considered for reporting the evaluative findings of employee involvement and empowerment programmes in LIC was confined to Uttar Kannada District of Karnataka State. Hence, the conclusions drawn may not be worth generalizing so as to make them applicable to other parts of the country.

The present study is purely based on views and perceptions of employees of Life Insurance Corporation of India in Uttar Kannada District and it does not cover the other providers of life insurance such as post offices, and other private players. Hence, the conclusions of the study may not necessarily be representative of all the employees operating in the organisation throughout the country.

However, the researcher has taken care to process the collected information to obtain systematic and appropriate conclusions. By and large, the researcher believed that these inherent limitations have not affected the interpretations and conclusions made in the study. Nevertheless, the major findings and conclusions of this survey-based empirical study throw sufficient light on the major move of the topic on the one hand, and the nature of relationship between organisational contextual factors (antecedents) and employee involvement and empowerment, between employee involvement and empowerment and organisational outcomes (job attitudes and work stress), on the other.

Finally, the multidimensional analysis of employee involvement and employee empowerment adopted in this study, not only extends the current literature on the employee involvement and empowerment, but also significantly contributes to it with far reaching repercussions towards future study and organisational applications.
This section features general details of insurance business in India, followed by study related aspects of Life Insurance Corporation of India in Uttar Kannada District in brief.

1.5 Evolution and Growth of Insurance

Ancient days of Indian Insurance dates back to Vedic period. The Sanskrit phrase “Yogakshema” (wellbeing), the name of Life Insurance Corporation of India’s Headquarters, is derived from ‘Rig Veda’. The idea of insurance is believed to have emerged out almost 4500 years ago in the medieval land of Babylonia where merchants used to bear risk of the caravan by providing loans, which were subsequently settled with interest on receiving the goods securely.

The evolution of Insurance in the world scenario can be studied under three broad heads: Ancient World, Medieval Era, and Modern Insurance. In the Ancient world, the initial systems of sharing the risk in monetary economy were introduced by Chinese and Babylonian merchants. This was followed by Persian traders. Further ancient Athenians started lending money for shipment of merchandise. Gradually, the Greeks and Romans started following health and life insurance practices during 600 BC with the creation of Guilds.

In Medieval era, insurance contracts were drafted by Genoa in fourteenth century. They also created backing of amounts lent through pledging of landed properties. It is said that the first known insurance contract came into effect in 1347 at Genoa. This paved the way for creation of maritime insurance in the following century. The first official book on Insurance was published by Pedro de Santarém in 1552.

Modern Insurance emerged in England in the early years of 17th century. During this period insurance took a sophisticated shape by slowly inventing fire insurance and property insurance concepts. Beginning of 18th century witnessed the first life insurance policies. Amicable Society for a Perpetual
Assurance Office, Serjeants' Inn, Fleet Street, London, 1801 is considered to be the first life insurance company in the world. The maiden life insurance plan was such that each member paid a fixed payment annually per share taking into account the age of the members which ranged between 12 to 55 years. At the end of the year a portion of the "amicable contribution" was distributed among the wives and children of deceased members. Such amount disbursed was in proportion to the amount of shares the heirs owned. Initially, Amicable Society commenced with 2000 members.

Amicable Society for a Perpetual Assurance Office, established in 1706.

Source:https://en.wikipedia.org/wiki/Historyofinsurance
With gradual development of cities and merchandise in Europe, the medieval associations undertook to protect their members against potential loss arising from fire and shipwreck, and to provide support to ill health and destitution. The first insurance contract was entered into by European Maritime Nations (Geneva 1347). Marine Insurance was practically universal among the Maritime Nations of Europe. The concept of insurance as we know today, took shape in 1688 at Lloyds Coffee House in London where risk bearers used to meet to transact business, which later on became one of the first modern insurance companies by the end of 18th century. Life Insurance, hampered by laws against usury and betting, developed in a later period. The first life policy for a temporary cover of twelve months was issued in as early as 1583. In the year 1693, the astronomer Edmond Halley constructed the first mortality table, based on statistical Laws of Mortality and Compound Interest. In 1756, Joseph Dodson corrected the Table and made it possible to scale the premium rate to age against the uniform rate for all ages existed earlier. The first stock companies to engage in Insurance were chartered in England in 1720, followed by the first Insurance Company in the American Colony in 1735, founded at Charleston.

In 1759, Presbyterian Synod of Philadelphia sponsored the First Life Insurance Corporation in the United States of America, for the benefit of Presbyterian Ministers and their dependents. Fire Insurance Corporation was formed in New York City in 1787 and in Philadelphia in 1794. In 1830s, the practice of classifying risks began. With the decline of religious prejudice in 1840, against the practice, Life Insurance entered a boom period.

This period however, was under the control of foreign insurance offices which did good business in India, namely Albert Life Assurance, Royal Insurance, Liverpool and London Globe Insurance and the Indian offices had to face stiff competition from the overseas organisations. Gradually, the business of Life Insurance entered into India from United Kingdom with the establishment of Oriental Life Insurance Company (a British firm) in Calcutta in 1818, followed by Bombay Life Insurance Company in 1823, The Madras Equitable Life Insurance Society in 1829, and Orient Government Security Life Assurance
Company in 1874. Prior to the establishment of Bombay Mutual Life Assurance Society in 1871, the Indian lives were treated as substandard. It was after its formation, that the Indian lives got insurance coverage at normal rates.

Under this scenario, the Government of India started publishing returns of Insurance Companies in India in 1914. The Indian Life Assurance Company Act 1912 was the first statutory measure to regulate life insurance business. In 1928, the Indian Assurance Companies Act was enacted to enable the Government to collect statistical information about both life and non-life business transacted in India and foreign insurers including provident insurance societies. In order to safeguard the interest of the public, the previous legislation was combined and the Insurance Act 1938 was amended to incorporate exhaustive provisions with the objective of controlling the insurance business.

Subsequently, the Principal agencies were exterminated by the Insurance Amendment Act of 1950. Nevertheless, stiff competition still continued among the insurance operators. Often there were complaints of unethical practices being carried out in the trade. Under these circumstances, the Government of India took a decision to nationalize insurance business. Accordingly, an ordinance was passed on 19th January, 1956 nationalizing the Life Insurance Sector and Life Insurance Corporation came into being in the same year. The Life Insurance Corporation (LIC) absorbed 154 Indian, 16 foreign insurers and also 75 provident societies totaling 245 Indian and foreign insurers in all. Till late 90s, insurance business was carried on only by LIC and it had a monopoly. But later period, liberalization took attracted many private operators in insurance business.

In 1968, Insurance Act was altered to regulate investments and set minimum solvency margins. The Tariff Advisory Committee was also set up. Followed by this, 107 insurers were amalgamated and grouped into four companies, namely National Insurance Company Limited, The New India Assurance Company Limited, The Oriental Insurance Company Limited and The United
India Insurance Company Limited. The General Insurance Corporation of India was incorporated as a company in 1971 and it commenced its business on January 1st 1973.

This millennium has seen insurance come a full circle in a journey extending to nearly 200 years. The process of reopening of the sector had begun in the early 1990s and in the last decade it has been opened up substantially. In 1993, the Government set up a committee under the chairmanship of R N Malhotra, former Governor of RBI, to propose recommendations for reforms in the insurance sector. The committee submitted its report in 1994 wherein, among other things, it recommended that the private sector be permitted to enter the insurance industry. They stated that foreign companies be allowed to enter by floating Indian companies, preferably a joint venture with Indian partners.

Following the recommendations of the Malhotra Committee report, in 1999, the Insurance Regulatory and Development Authority (IRDA) was constituted as an autonomous body to regulate and develop the insurance industry. The IRDA was incorporated as a statutory body in April, 2000. The key objectives of the IRDA include promotion of competition so as to enhance customer satisfaction through increased consumer choice and lower premiums, while ensuring the financial security of the insurance market.

Further, in December 2000, the subsidiaries of the General Insurance Corporation of India (GIC) were restructured as independent companies and at the same time GIC was converted into a national reinsurer. Parliament passed a bill delinking the four subsidiaries form GIC in July, 2002. Today there are 14 general insurance companies including the Export Credit Guarantee Corporation (CGC) and Agriculture Insurance Corporation of India and 14 life insurance companies operating in the country. To sum up, the significant landmarks can be summarized as under:
Exhibit 1.1
Major Landmarks in Insurance Industry

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1912</td>
<td>Enactment of The Indian Life Assurance Company</td>
</tr>
<tr>
<td>1928</td>
<td>Enactment of The Indian Insurance Company Act</td>
</tr>
<tr>
<td>1938</td>
<td>Unification of previous rules</td>
</tr>
<tr>
<td>1956</td>
<td>Nationalization of insurance sector on 1st September 1956. Formation of Life Insurance Corporation of India under the Act 1956</td>
</tr>
</tbody>
</table>

Source: Yogakshema Vol 50, No. 9, Sept 2006

1.5.1 Growth of Insurance in Uttar Kannada District

Pre nationalization period of insurance business and establishment of Life Insurance Corporation of India in 1956, insurance business in Uttar Kannada District was led by many private insurance companies. New India Company, Bombay Life Company, Canara Insurance Company (of Udupi District currently known as Dakshina Kannada District), Dharwad origin United Karnataka Insurance Company and Swaraj Life Insurance Company were some of the companies which managed both life and general insurance business in the district.

Uttar Kannada District got its first branch at Sirsi in 1963. Till this period, the insurance business was governed by Udupi Division under the branch office situated at Hubli. The year 1970 witnessed a breathtaking growth in insurance sector in Uttar Kannada District on the opening of a separate divisional office of LIC at Dharwad which comprised eight districts including Uttar Kannada. Subsequently, the second branch got established in Kumta Taluk in 1974. Eventually, two more branches each at Karwar in 1981 and Dandeli 1983 were set up.
1.5.2 Profile of Uttar Kannada District

Geographical profile

Uttar Kannada district is in the coastal part of Karnataka state and lies between North Latitude 13°-55’ and 15°-31’ and East longitude 74°-00’ and 75°-10’. The district is bordered by Goa state and Khanapur taluka of Belgaum district on the northern side, Dharwad district on the eastern side, Shimoga and Udupi district on the southern side and Arabian seas on the western side. The district has 122 kilometers of coastal line.

The district is divided into four subdivisions for administrative purposes. The Bhatkal subdivision includes Bhatkal and Honnavar taluks. Karwar subdivision includes Karwar, Supa and Haliyal Taluks. Kumta subdivision includes Kumta and Ankola taluks. Sirsi subdivision includes Sirsi, Siddapur, Yellapur and Mundgod taluks. Uttar Kannada enjoys an area of 10291 square kilometers and ranks 5th position in the state. Karwar is the district place with 349 square kilometers.

The district has 35 hoblis, 207 Gram Panchyats, 6 town Panchyats. There are 1321 villages in the district of which 1269 are inhabited and 52 villages are uninhabited. The Malnad area of the district includes Siddapur, Sirsi, Supa and Yellapur taluka areas. Coastal areas include Ankola, Bhatkal, Honnavar, Karwar and Kumta talukas. Haliyal and Mundgod talukas are in the plains.

A brief sketch of profile is given in the figure below.
### Exhibit 1.2
**Profile of Uttar Kannada District**

<table>
<thead>
<tr>
<th>Country &amp; State</th>
<th>India, Karnataka State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>Karwar</td>
</tr>
<tr>
<td></td>
<td>Region Coastal Karnataka</td>
</tr>
<tr>
<td>Taluks covered Uttara Kannada District</td>
<td>Karwar, Sirsi, Kumta, Ankola, Siddapur, Honavar, Bhatkal, Yellapur, Mundgod, Joida, Haliyal, Dandeli and Supa.</td>
</tr>
<tr>
<td>Ports</td>
<td>Karwar, INS Kadamba, Belkeri, Taddi, Kumta, Honavar and Bhatkal Ports. While INS Kadamba is a Naval Base exclusively used for berthing of naval vessels, others are fishing ports.</td>
</tr>
<tr>
<td>Nearby Airports</td>
<td>Goa</td>
</tr>
<tr>
<td></td>
<td>Mangalore</td>
</tr>
<tr>
<td></td>
<td>Hubli</td>
</tr>
<tr>
<td></td>
<td>Belgaum</td>
</tr>
<tr>
<td>Public Transport available</td>
<td>Konkan Railway (Mumbai-Mangalore) and North West Karnataka Transport Corporation (NWKRTC)</td>
</tr>
<tr>
<td>Demographics</td>
<td>Population (2011 Census)</td>
</tr>
<tr>
<td></td>
<td>• Total 1,437,169</td>
</tr>
<tr>
<td></td>
<td>• Density 140/km(^2) (400/sq mi)</td>
</tr>
<tr>
<td></td>
<td>Sex Ratio: 975 females for every 1000 males.</td>
</tr>
<tr>
<td></td>
<td>Total Area: 10,291 km(^2) (3,973 sq. mi)</td>
</tr>
<tr>
<td></td>
<td>Literacy 84.06%</td>
</tr>
<tr>
<td>Rivers</td>
<td>The district has 4 main rivers viz., Kali, Gangawali, Aghanasini and Sharvathi. Other rivers include Bedtivenkatapur and Varada.</td>
</tr>
<tr>
<td>Climate</td>
<td>The district has temperate climate. The coastal areas have humid climate and with high temperature. Temperature is high at 33° Celsius during summer and minimum temperature is 20° Celsius during winter.</td>
</tr>
<tr>
<td>Predominant Economic Activities</td>
<td>Predominant economic activities in the district include fishing, agriculture, dairy, agro processing, and nonfarm activities which include handicraft, general engineering, forest based industries, food processing, chemical, hosiery and textiles, leatherware etc. The district with its large number of beaches, waterfalls, pilgrim centres, historical places and wild life points offers very good potential for tourism development.</td>
</tr>
</tbody>
</table>
The district has been edged by neighboring state of Goa and Belgaum District to the north, Dharwad District and Haveri District to the east, Shimoga District and Udupi District to the south and the Arabian Sea to the west. The district has two regions known as **Coastal region**—consisting of Karwar, Ankola, Kumta, Honnavar and Bhatkal taluks and **Malnad region**—with Sirsi, Siddapura, Yellapur, Haliyal, Joida and Mundgod taluks.

**Map 1.2**
Scale of Uttar Kannada District

Coordinates: 14.6°N 74.7°E

Map 1.3

National Highway and connectivity to Uttar Kannada District
Uttara Kannada district is rich with scenic beauty spots, numerous ancient temples historic forts, beautiful beaches, islands, lush green forest and meadow, and other places. Noteworthy shrines are Murdeshwar Temple, Idagunji Maha Ganapati Temple, Gokarna Shri Mahabaleshwara Temple,
temple, Shri Veeranjaneya Temple Gersappe, Sirsi Shri Marikamba Temple are all very famous temples of Uttar Kannada District. Besides, other tourist spots such as Yana, Banavasi, Unchalli falls, Sathodi and Magod falls, wild life sanctuary, Om beach, Kudle beach, Balekeri beach, Devabagh beach, Kasarkod beach, Apsarkonda, Jog Dam and Dandeli Wildlife Sanctuary have contributed towards the scenic beauty of the district and thousands of people throng every day.

As a matter of general practice, this district has also been named after Uttara Kannada, which is the district headquarters. Almost for the past 150 years, the district was known as North Kanara or Kanara District in the official context. In the year 1977 the district was renamed as Uttara Kannada vide the Government of Karnataka Notification No. RDF.6.TNV.76 dated 31.1.1977. The new name Uttara Kannada is only an Anglicized term which does not signify any material alteration in its name, as it is only a Kannada translation of the term North Kanara.

Originally, the name ‘Kanara’ or ‘Canara’ was bestowed by the Portuguese including its Southern part. Subsequent to the fall of Tipu Sultan in 1799 retained the same name and continued. The whole coastal belt of the State was part of the then Madras Presidency from 1817 to 1862. However, during the period 1800 and 1817, the entire district stood bifurcated from its southern counterpart. Later on, during 1862, the composite Kanara District with north and south counterparts was permanently bifurcated and northern half was transferred to the then Bombay Presidency while the southern portion was retained to be the part of Madras Presidency. Conventionally, the entire coastal area of north and south counterparts consists of the ‘deshas’ or countries named ‘Konkana’, ‘Haiga’ and ‘Tuluva’ as one moves down from north to south.

The district has a hoary past. The coastal area is believed to have been retrieved from the sea by Parashurama, the sixth incarnation of Lord Vishnu. There is also a strong belief that the coastal part was a part of Ravana’s kingdom. Historical place Gokarna in this district has been a holy place being
the abode of Lord Shiva. The Shivalinga here is known as Mahabaleshwara. Tourist place Yana in Sirsi Taluk is a place of pilgrimage is known as Bhaivara Kshetra and believed to be the site in which demon Bhasmasura was finally vanquished by Lord Vishnu. Besides this, Lord Shiva himself is said to have performed penance at Kavala Cave here to overcome the ill effects cast on him by Shani (Saturn). Banavasi is associated with the episode relating to the slaying of the demons Madhu and Kaitabha by Lord Krishna.

It has also been found that certain parts of this district were inhabited by human beings during the prehistoric times on the basis of black and red ware pottery of the megalithic period discovered at Kantraji near Banavasi and the Mesolithic tools discovered in nearby vicinities of Gokarna and Karwar. Mauryan emperor Ashoka is stated in Mahavamsha that a Buddhist missionary was deputed to Banavasi to propagate Buddhism in this region. Ptolemy, the Greek geographer (150 A.D.) has mentioned Honavar in his travelogues. Historical references have been adequately made to Pallavas, Mavryas, Kadambas, Chalukyas, Rastrakutas, Vikramaditya VI and Yadavas. The decline of Vijayanagara Empire led the Nayakas of Keladi to take charge of the district, who continued their cordial and friendly ties with the Portuguese. This helped the growth of overseas trade and made the district prosper. The Portuguese were allowed to establish factories and churches at Honavar and Bhatkal in 1678. The British too made their presence felt by establishing factories at Kanwar and Bhatkal.

In the year 1675, the territory from Karwar to Gangavadi was occupied by Shivaji. Later, the district was annexed to Mysore Kingdom by Hyder Ali in 1763. The district was protected by Tipu Sultan till his end in 1799. Thereafter, the district came under the control of the British. The district has also been well known in the freedom fight struggle.

The district became a part of Madras Presidency under the British rule along with Kundapur taluk in the south and had a separate collectorate for more than a decade. From 1817 to 1862 it formed part of the composite Canara district. Initially there were seven taluks namely Kundapur, Honavar, Ankola,
Bilgi, Banavasi, Sonda and Supa. However, there were many changes in the organisation of the district into taluks. In 1862, the northern division of the then Canara district excluding Kundapur taluk was transferred to Bombay Presidency. The headquarters of the district was shifted to Karwar from Honavar. The district comprised of the eight taluks of Ankola, Honavar, Karwar, Kumta, Haliyal, Siddapur, Sirsi and Yellapur besides the three subtaluks or Petha was elevated to the status of a taluk.

With the reorganization of the state under the new name of Karnataka in 1956, the district became a part of the Karnataka State in 1960, the subtaluks of Bhatkal and Supa were upgraded into full fledged taluks bringing it to a total of eleven. For administrative convenience the 11 taluks are grouped into three revenue subdivisions namely Karwar subdivision with three taluks namely Karwar, Supa and Haliyal; Kumta subdivision with Kumta, Honavar, Bhatkal and Ankola; Sirsi subdivision with Sirsi, Siddapur, Mundgod and Yellapur taluks. A new subdivision namely Bhatkal was constituted bifurcating Kumta subdivision comprising the taluks of Honavar and Bhatkal vide Government of Karnataka Notification No. RD.13.LRD.93 dated 19.3.94. The district itself comes under the jurisdiction of Belgaum Division. Thus, the district has an impressive historical past.

Despite being such a naturally bestowed and prosperous district, it remains totally under researched especially in the field of life insurance. An analysis of primary data collected during the study period is discussed at length in the foregoing section, commencing from organisational culture in Life Insurance Corporation of India, Uttara Kannada District.

A comprehensive, structured and pretested questionnaire (Appendix 1) was personally administered by the researcher to all the 310 respondents in the Uttar Kannada District of Karnataka, who are employees of Life Insurance Corporation of India. The questionnaires were administered to the employees during their working and non working hours. The total population of 301 employees consisted of 16 managers (5.31%), and 285 non managers
All the respondents replied all the questions raised in the questionnaire making the response rate 100.0%.

The main motive behind this research component was to examine the existing kinds of employee involvement and empowerment programmes in Life Insurance Corporation of India in Uttar Kannada District of Karnataka State, along with the forerunner and antecedents and offshoots of perceived level of workforce’s entanglement and authorization. The questionnaire consisted of questions relating to the basic characteristics of respondents such as employee category (managers and nonmanagers), gender, age, position tenure, and organisation tenure; organisational culture; key elements of high involvement work system; kinds of employee involvement programmes; perceived level of employee involvement; perception of employees on various elements and their consequences.

The diagnostic evaluations of employee involvement and empowerment practices in the case study organizations were with a view to achieving the five research objectives as formulated in Chapter I. This chapter also tries to respond to the queries raised in the Chapter I: (1) what are the nature and key dimensions of organisational culture? (2) what are the key determinants (antecedents) of employee involvement and empowerment? and, (3) what is the impact of employee involvement and employee empowerment on job attitudes of employees?

1.6 Hypothesis

The following research hypotheses have been formulated for further investigation in this research study:

1. H1: Organisational culture tends to influence the perceptions of employee involvement and employee empowerment.

2. H2: There exists a positive, significant correlation between employee involvement and empowerment.
3. H3: Perceptions of employee involvement and employee empowerment tend to vary between managerial and clerical staff.

4. H4: Perceptions of major inhibitors to the successful implementation of employee involvement and employee empowerment tend to vary between the managerial and clerical staff.

5. H5: Individual characteristics of the employees tend to influence their perceptions of employee involvement and employee empowerment.

6. H6: Perceptions of employee involvement and employee empowerment tend to have significant impact on the perceptions of job satisfaction, job involvement, organisational commitment and work stress.

**Methodology**

Research Methodology being adopted for the present research is partly explanatory and partly diagnostic in nature. The study is aimed at evaluating employee involvement and empowerment programmes mainly based on the perceptual data collected from managers and nonmanagers from five branches of LIC in the District. The present study covers the entire research population located in the region for the following reasons.

1) Research population is not unmanageably huge. The district has totally five branches of Life Insurance Corporation of India, one each at Dandeli, Karwar, Kumta, Honavar and Sirsi taluks. While Kumta Taluk has one Satellite branch at Ankola taluk, Honavar has one satellite branch at Bhatkal taluk and Sirsi taluk has two satellite branches one each at Yellapur and Siddapur taluk.

2) Each respondent appeared to be individually different in terms of his/her views and perceptions as understood through personally administered questionnaires.

3) It was therefore not feasible to go for sampling since the sample would not be fairly and adequately representative of the research population or universe.
Therefore, the researcher decided to go for Census Survey. Accordingly, the questionnaire was personally administered to the entire population of 301 respondents of five different Taluks of the Uttar Kannada District with a break up of Dandeli with 37 employees, Sirsi 87 employees, Karwar 52 employees, Kumta 66 Employees and Honavar with 59 employees.

The questionnaire design was preceded by discussions with several corporate HRD specialists in order to identify major practical issues of interest and priority. By going through the detailed relevant works in the current field of investigation and discussions held with corporate HRD Specialists and academicians, a draft questionnaire was prepared and pretested by being personally administered to 40 employees of Honavar Branch. On an average, it took 45 minutes to complete each questionnaire. The process supported the researcher in suitably modifying and finalizing the draft questionnaire by rewording and resequencing some questions. The questionnaire consisted of questions concerning the basic features of the respondents such as category (managers, nonmanagers), gender, age, position tenure, and organizational tenure, organizational culture, key elements of high involvement work system, kinds of employee involvement programmes, perceived level of employee involvement, perception of employee empowerment practices, perceived levels of job attitudes (job satisfaction, job involvement and organizational commitment) and intensity of stressfulness.

Besides, the comprehensive questionnaire consisted of questions relating to the organisational characteristics such as ownership pattern, number of employees, extent of unionization, key persons originally instrumental in undertaking employee involvement and empowerment initiatives, kinds of employee involvement and empowerment programmes, approaches used for implementation, perceived level of success of different employee involvement and empowerment programmes, kinds of information normally shared with most of the employees, percentage of employees covered by performance based rewards, extent of involving labour unions in designing and implementing these programmes, perceived impact of employee involvement
and empowerment programmes on operating processes and results, percentage change in employee involvement and empowerment spending for the next year, and other related programmes.

Further, the researcher visited all the five branches of LIC in the district and held discussions with the HR Manager/Branch Manager to get familiarized with the prevailing systems and practices.

**Pilot Study**

The researcher administered a pilot study on ten percent of the respondents (thirty respondents) using Cronbach’s alpha as test reliability of the questionnaire which had more than 0.7 reliability coefficient for all the constructs.

**Statistical Analysis**

Illustrative statistical methods have been used to explain the data. It was further summarized through frequency and percentages. Measures of central tendency were used besides rating scale. Diagram and graphs were used to represent the parameters. Mannwhintney test was used to compare managerial and non managerial groups for the rating scale data. Further, Karl Pearson’s Coefficient of Correlation was calculated to ascertain the agreement between changeables. Regression analysis was employed to evaluate connection with the variables and their impact on outcome variables. The nature of relationship between variables has been analyzed to find out low, moderate or high degree of impact by considering five point scales. Accordingly, the range of scores less than 2.5 have been considered as low, between 2.5 and 3.5 have been considered as moderate and above 3.5 have been considered as high.

1.7 CHAPTER CLASSIFICATION
The present study titled "A STUDY OF EMPLOYEE INVOLVEMENT AND EMPOWERMENT IN LIFE INSURANCE CORPORATION OF INDIA IN UTTAR KANNADA DISTRICT OF KARNATAKA STATE" is coordinated in seven chapters as detailed below:

Chapter –I "INTRODUCTION" presents an overview of the theme of the research study by clearly specifying the statement on hand, research questions, objectives and scope of the research work. Besides, it also clearly details organisational profile, and hypothesis formulated for the study, research methodology, data collection, and chapter classification adopted.

Chapter –II “REVIEW OF LITERATURE” details review of primitive research studies conducted in this field which are categorized in the order, Employee Involvement (EI), Employee Empowerment (EE), Participative Decision Making (PDM), High Involvement Work System (HIWS) and Outcomes.

Chapter – III “CONCEPTUAL AND THEORETICAL FRAMEWORK” contours a thumb nail sketch of theoretical exposition in respect of employee involvement and empowerment policies and practices. As a base, the chapter also dwells on brief descriptions of various important theories such as Achievement motivation theory (1961), Expectancy theory (1964), ERG Theory (1969), Job Characteristic theory (1980), LMX theory (1980), Theory Z (1981), Socio technical theory (1981), Fox’s theory (1985), and Social cognitive theory (1986) strengthening employee involvement and empowerment.

Chapter – IV “ORGANISATIONAL CULTURE: MEASUREMENT AND ASSESSMENT” is devoted to detailed description of existing organisational culture in Life Insurance Corporation of India, Uttar Kannada District. The chapter measures and assesses various elements of
organisational culture and its influence on employee involvement and empowerment.

Chapter – V

“EMPLOYEE INVOLVEMENT AND EMPLOYEE EMPOWERMENT: PERCEPTUAL TRENDS AND STATUS” provides the profile of key determinants of employee involvement and empowerment. The chapter also measures its various levels as perceived by the employees.

Chapter – VI

“EMPLOYEE INVOLVEMENT AND EMPLOYEE EMPOWERMENT: KEY DETERMINANTS AND IMPACT ASSESSMENT” scrutinizes the effect on job attitudes. It also presents the findings in respect of the relationship between perceptions and outcomes. Besides, results of regression analysis are also presented.

Chapter – VII

“SUMMARY AND CONCLUSIONS” encapsulates the major findings of the earlier chapters. It also addresses the key implications for enhancing the overall effectiveness of employee involvement and empowerment programmes. The chapter provides conclusive remarks found in the study along with directions for further research in this field of study and its limitations besides delimitations.