CHAPTER 3

CONCEPTUAL AND THEORETICAL FRAMEWORK

EVOLUTION OF EMPLOYEE INVOLVEMENT AND EMPOWERMENT
  o The traditional Control Strategy
  o The commitment strategy
  o Participative Decision Making (PDM)
  o Involvement Oriented Approach

KEY ELEMENTS OF EMPLOYEE INVOLVEMENT

LINKAGE OF PIRK

EMPLOYEE EMPOWERMENT

PROGRAMMES AND STRATEGIES

KEY ANTECEDENTS

HIGH INVOLVEMENT WORK SYSTEMS (HIWS)

EMPLOYEE INVOLVEMENT AND EMPOWERMENT: MAJOR OUTCOMES

CONCEPTUAL FRAMEWORK

THEORETICAL FRAMEWORK –THEORY BUILDING IN HUMAN RESOURCE MANAGEMENT

EMPLOYEE INVOLVEMENT AND EMPOWERMENT POSTULATES
  o Maslow’s hierarchy of human needs
  o Herzberg’s Motivation Proposition
  o Theory X & Y
  o Achievement Motivation
  o Expectancy Postulation
  o ERG Assumptions
  o Theory Z
  o Fox’s Theory of Employee Involvement
  o Social Cognition

CONCLUSION
The present chapter highlights the relevant Conceptual Framework as well as Theoretical Framework adopted for the present research study.

3.1. Evolution of Employee Involvement and Empowerment

The concept of employee involvement and empowerment has been thought over in the quest of making the best of employees for the organisations. It has been accepted that in order to achieve organisational and employee growth, managing continuous improvement and performance is absolutely essential. Further, in order to do this it is also necessary that the performance is viewed from individual level, group level and organisational level. Managing employees and their performance is of highest significance in order to keep pace with the modern competitive corporate world. In order to survive for a long time, the organisations are required to provide quality service and goods to its customers and the society. At the same time providing quality goods at good speed and low cost is equally important. This calls for use of sophisticated technology, requirement of committed employees, their involvement and commitment.

It is necessary that high performance organisations are promoted so that employees can always work in a highly skilled atmosphere for the betterment of the establishment for which they serve. The employees need to be utilized to an optimum level all the time. High level of employee involvement and empowerment can bring about a good performance organisation. This will help in fixing the role of the employees in their respective departments and make them accountable for the performance. It also facilitates integration of individual goals with the departmental or organisational goals. Because, unless the employees’ individual goals are integrated with that of the organisation, its growth cannot be so easily accomplished. It is also necessary that the competencies of the workers are utilized appropriately by the firm. Therefore, empowering and involving the employees is a very good tool which ensures effective utilization of talents and culture building within the organisation.
Thus, employee involvement and empowerment in the long run can take care of performance planning of the organisation, performance analysis, followed by review, development and rewarding. In an organisation, each employee should know what he is expected to do for the employer. Therefore, there need to be a system of work planning in the enterprise. Identification of competencies attributes and qualities are also important components of an employee which can be developed through proper involvement. Ultimately, every individual employee needs to take charge of his own performance. For this purpose, he needs to know what his job requirements, what are its outcomes. The workers are also required to make an analysis of their own performances so that they can realize where they stand in organisation as far as their existence in it is concerned to sit with his superior at regular intervals so that his performance is reviewed properly for advancements in his monetary benefits. In this process the worker should also understand what are the factors that helped him and prevented him in performing his best. Thus, the employee involvement and empowerment has occupied its pivotal role in the modern management system.

Under this background, the evolution of employee involvement and empowerment can be traced by examining the backgrounds, ideas and influences of its significant contributors as briefly explained in the foregoing section.

The progression of employee involvement and empowerment can be examined through (1) The traditional Control Strategy (2) the commitment strategy (3) Participative Decision Making (PDM) (4) Employee Involvement

3.1.1 The Traditional Control Strategy Approach
The dawn of management concept brought about division of work during the early part of last century. This led to predefined jobs for which individual employees could be held responsible. Various assumptions came to be developed with regard to the skill and motivation of workers. To monitor the control of the workers, management formed a separate strategy with predesignated positions in a planned hierarchy. Workers were compensated
for the jobs done under the rubric of ‘a fair day’s pay for a fair day’s work’. Limited unionization attempts existed during those days. Without the participation of union, the management believed in listening to the difficulties of the employees. The management practices got significantly influenced by the guidelines of scientific management with a broad minded approach.

However, a paradigm shift in the workers’ expectations has prompted indecisiveness in respect of control mechanisms. Ever increasing world class competition did not permit this control strategy which assumed low employee commitment but reliable quality product.

3.1.2 The commitment strategy Approach Since industrialization, organizations have undergone a totally different workforce strategy. Many multinational companies have clearly shown the significant contributions made to the organisations by sincere workers. Striking turnaround at General Motor’s during seventies inspired many superiors to think about betterment of workforce at factories and plant locations.

Followed by this, many manufacturing companies discarded levels of plant hierarchy; increased span of control by manages and opened up favourable possibilities for workers. Companies like Cummins Engine assertively pledged conveying its flexibility, responsibility and accountability in the working environment.

In this commitment strategy approach jobs got redesigned broader than before, with more responsibility. Management hierarchies were flattened with minimized status difference and control got shifted based on shared mission and proficiency instead of formal grounds. Emphasis was laid more on continuous improvement and performance. Group achievements started with various programmes getting highlighted for the benefit of workers and the employers as well.
3.1.3 Participative Decision Making (PDM)

Under this broad process the Superiors and subordinates play active role in involving with each other and understanding the problems. They enjoy mutual respect for each other and they strike neutrality in decision making process. They do not have status bias and work with a sense of team spirit. It has been commonly believed that participative decision making practices have a positive and great favourable effects on the overall organisational performance and satisfaction of employees at work. It has a significant impact on the commitment to the decision taken in the organisation. In the setup of an enterprise, employee has to have an involvement in the decision making process without which he will never have a commitment to the decision taken. This is so because, by nature, human being does not commit themselves to the decisions made by others. Hence, to ensure commitment to the decisions taken, participation in decision is absolutely essential.

Sometimes, even a wrong decision may work when the decision is owned by the workers. Free flow of communication, sense of respect to others, team spirit and habit of owning the decisions would go a long way in ensuring participation in decision making.

3.1.4 Involvement Oriented Approach Kurt Lewinhas been rightly regarded as the ‘father of employee involvement’. His ideas and research contributions in this field have ignited many studies and theories. Though he did not study employee involvement in business organization, his work in this field is highly appreciable and significant. His ideas are explicitly clear in every organization’s quality circle and involvement programmes. Further, Edward Lawler has been one of the renowned a creative authority in this respect. It can be noticed that the two terms: ‘participation’ and ‘involvement’ have been used interchangeably by him. Lawler (1986) recognized Power, Information, Reward and Knowledge as the four important elements. Subsequently these same elements have been regarded by him as components of employee involvement.
Under this approach, lowest level employees in an organization are expected to perform and be responsible for improvement of work methods. They are also expected to solve the problems by proper coordination of work with their counterparts. There should not be too much of control on the employee from the supervisor. The employees are required to be performing the work in such a way that they add value to the product and service that they are dealing with and keep doing adjustments and changes as required by the situation.

Lawler et al., (1992, 1995) state that employee involvement consists of four organisational processes: taking decisions about their own work referred to as ‘power’; about business performance known as ‘information’; remain aligned to business performance reckoned as ‘reward’ and full exposure in respect of working environment in the organisation often called ‘knowledge’. Involving employees actively in the business is featured by a communication process from subordinates to superiors instead of superiors to subordinates. This fosters better understanding, sense of belonging and keeps them satisfied all the time. Management is required to prepare individuals before they are given autonomy in the organisation.

3.2 Key Elements of Employee Involvement
As has been established, employee involvement promotes empowerment, which in turn results in employee engagement followed by job satisfaction. And a satisfied employee brings in more loyalty for his organization with more value added contributions to the organization. The key elements of employee involvement as discussed above shown in the following figure 3.1.
Power: Power is included at every level of participative management in which employees make decisions. The fundamental aspect of employee involvement is movement of decision power downwards in the organization. Employees need to be given power to share power which means they should be delegated with the powers to take decisions in respect of issues that are relevant to their jobs. Lawler (1192) argues that the organizations should be structured in a way that the majority of decisions can be delegated to lower level employees to let them perform their jobs.
**Information:** Ensuring free flow of information in the organisation provides automatically results in performance oriented suggestions among the employees. Therefore, decisions are taken immediately, faster with due consent of others leaving no room for any miscommunication about the decisions being taken. A free flow of information ensures healthy and effective operations and performance. Free flow of information and open communication helps in managing change. It provides a platform for the management to communicate to the employees changes made in the organization will not have any adverse effects on the employees. Information serves as an important resource of power and an undisrupted communication. Effective information sharing system Lawler (1992) states that for a high involvement organization to operate effectively, information must flow downwards to employees at lower levels in the organization, and many kinds of information, including suggestions and information on employee attitudes, must flow upwards in the organization.

**Reward:** Rewards direct employee actions towards the improved organisational performance and significantly influence the behaviour in the organization. The success or failure of efforts that an organization puts in improvement can be determined through reward system. They are directly connected with individual and organisational performance. As stated by many authors and generally accepted by all, rewards become a significant motivational factors if they connected to behaviour that are achievable.

**Knowledge:** Knowledge refers to the competencies that are required for the employees to perform their jobs effectively in the organization. It is extremely essential to ensure involvement of employees in decision making process. The skill and knowledge acquired by the employees in an organization proportionately increases organisational effectiveness. This ensures delivery of superior quality services or output through efficient performance of jobs. Obviously, it will certainly enhance the skills required to achieve organisational goals.
3.3 Linkage of PIRK and Employee Involvement

Of late, importance of employees as a human resource has been a prime subject of research and the researchers have been trying to prove how human assets result in a sustainable competitive advantage as compared to other tangible assets. In this pursuit, the organizational practices which these human resources follow, is of a great significance as they lead towards competitive advantage. Therefore, challenging task would be identifying such organizational operations. The efforts made by Lawler (1986, 1992) provided guidelines to find out these applications. Exertions have justified and validated the importance of these studies. Many case studies have also been carried out such as studies made at southwest Airlines, which have justified and validated the organizational practices.

Lawler et al., have compiled a most comprehensive list of such employee involvement practices and their effect on the organisational performance. Accordingly, Employee involvement is dispensing the pivotal elements with foreground workforce such as (a) Information, in respect of the achievements of the organisation, (b) Reward, on the basis of accomplishments of the firm, (c) Knowledge that facilitates the workers to realize and value their own benefactions to the organisation and, (d) Power, with which employees are permitted to proceed ahead with their decisions in the interest of the organisation or for the benefit of organisation. These authors identified employee involvement practices, delineated the above elements followed by testing them on their influence on the organisation. (Figure 3.2)
Table 3.2 above explains conceptual definitions of above mentioned elements of involvement. The components explained in the above table have been explained by Lawler (1986, 1992, and 1996). It has been expounded that Power provides the employees more freedom and latitude in making their own decision in their workplace. The more they are authorized to make decision, higher would be their job satisfaction. This also further smoothens the communication system in the organisation and employees will get involved in every activity of the organisation. Without power employees may feel disinterested in the day today affairs of the organisation.

Information relates to mutual allocation of the data, news or any material and keeping everybody posted of the recent development in the organisation. Such practice initiated provides a platform to invite or suggest improvement in the processes. It is a kind of collaborative approach in which every employee...
gets recognized by passing the information from one to another. Moreover, when the information is shared among the workforce in the organisation, complex problems could be easily solved with the suggestions that emerge from the employees thereby equal importance to all employees can be easily established. When the decisions are arrived on this basis, qualitative decisions can effortlessly made, suggestions can also be easily sought on the improvement of work procedures being operated within the organisation.

Rewards are a fare, consistent recognition system adopted by a firm in order to keep the employees contended and happy. Various methods of rewards to the workforce can be adopted by the organisation. An equitable reward system in the organisation has multiple advantages both to the employees as well as the organisation. At the same time maintaining transparency is also of equal importance in reward management. The main principle behind reward system is that the people are appropriately valued and their contributions are well acknowledged and appreciated. With this system, organisational goals, departmental goals and the team goals can be easily accomplished with the cooperation of all the employees. It brings out the knowledge, skills and ability of the employees to the firm. These could be in the form of intrinsic or extrinsic reward. It is true that there is a direct association between the reward system and the motivation which ultimately enhances productivity of organisation.

Knowledge emphasizes on promoting employees’ skills with which their respective jobs could be performed in the most effective and efficient manner. Proper knowledge naturally contributes towards higher quality output and obviously, this is in proportion to the training provided to the workers. Naturally, if the required training is not provided, higher job performance or above expectations will not be possible. Proper and timely instructions, better exposure and guidance are some of the processes through which knowledge enhancement could be achieved by the entities.

Thus, clearcut and exact practices followed by the organisation that have been connected with the employees’ activities are designed as employee
involvement, and the methods. These have a significant impact on the staff as they are instrumental in making them more resourceful for the organisation. All these methods are grouped as High Involvement Work Process (HIWP). Accordingly, employee involvement remains at organisational floor and HIWP focuses on individual experiences.

### 3.4 Employee Empowerment

Efforts made by Block (1986) nourished empowerment during end of eighties. Hitherto existing patriarchal management was given a new shape of delegation and authority which permitted the employees to participate in the organisational affairs. A greater freedom and autonomy was felt. The workforce started feeling stronger and confident in joining hands with the management in terms of providing suggestions. It has been a commonly accepted fact that empowered, committed, conscientious and motivated employees are the greatest source of competitive advantage that are available to an organization. The concept of empowerment has become the central point of management thought in the recent days.

Many authorities of management have defined empowerment as a mechanism which provides a sense of self governance and freedom to the employees in the matters of organisational functioning. It helps them in discharging their duties with a sense of proprietorship and accomplishment in the organisation. This not only enhances their performance but also keep them committed to the employers.

Despite the significant contribution made by F.W. Taylor and Henry Fayol in the field of management, it has been often argued that concept of Human Resource has been treated by them as a soulless machine, believing in conflict management rather than consent. But in reality, it is a fact that such thinking cannot invoke positive re response from the employees. Therefore, organizations have to learn the art of team building and follow dynamics of human relationship to build up a culture of mutual trust, respect and dignity. Such culture can only be cultivated, nurtured and developed and cannot be enforced by law. The organization should not develop a suffocating
atmosphere rather, it should encourage young, enthusiastic and ambitious employees to become a part of the organization. Participative management is one of the urgent needs and aspirations of the majority of employees in an organization to create a culture of sharing and caring to create operational synergy.

Considering all these policies management philosophy is generally expressed in a declared affirmation, acknowledging the genuine assertions of numerous shareholders, counterparts and public. This management ideology strongly presumes that giving empowerment to the employees magnifies their contribution and enables higher output.

3.4.1 Dimensions of Empowerment
Conger and Kanungo (1988) defined empowerment as the motivational concept of self-efficacy. Later on, Thomas and Velthouse (1990) argued that empowerment is multifaceted and that its essence cannot be captured by a single concept. More clearly, they defined empowerment as increased intrinsic task motivation manifested in a set of four dimensions reflecting an individual’s orientation to his or her work role. Accordingly, following are the main four dimensions of psychological empowerment: meaning, competence, self-determination and impact. These dimensions can be explained as under:

**Figure 3.3 Dimensions of Empowerment**

![Empowerment Diagram](image)

**Meaning:** ‘Meaning’ refers to the value of a work goal or purpose, judged in relation to an individual’s own ideals of standards. (Thomas & Velthouse,
1990). It is a link between the requirements of a work role and beliefs, values and behaviours. To express in psychoanalytic terms, ‘meaningfulness’ represents investment of psychic energy with respect to a task.

**Competence:** ‘Competence’, in other words expressed as selfefficacy, involves strength of doing a job effectively. While an employee, who has competence, generally takes initiative, incompetency leads employees to lethargic attitude. Therefore, competency induces job perfection resulting in job satisfaction.

**Selfdetermination:** ‘selfdetermination’ refers to an individual’s sense of having choice in initiating and regulating actions. (Deci et al., 1989). It deals with making decisions about work methods. Indirectly it involves casual responsibility for one’s action.

**Impact:** ‘Impact’ refers to the degree to which an individual can influence strategic, administrative or operating outcomes at work. (Ashforth, 1989). If the employees feel that proficiency is nonexistent, naturally it leads to personal helplessness. Thus, cognitive authorization is often regarded to be the most important ground demonstrating from four different angles: meaning, competence, selfdetermination and impact.

Employee Empowerment also deals with fostering sentiments of being able to do the tasks successfully with a sense of authority. It also focuses on detection of situations causing vulnerability of employees in the organisation. Therefore, when the subordinates get a feeling of inadequate powers or total lack of powers, empowerment becomes absolutely essential to protect them from such emotions. It may also result in mental disorders when a worker consistently feels that he is not worthy. In this background, empowerment acts as an intuitive element to instill ray of hopes and positivity in such workers.

Empowerment means “turning front line loose”, inspiring and edifying the workforce to reinforce the positivity and courage. “Empowerment in many
ways is the reverse of doing things by the book”. (Zemke R. and Schaaf D. 1989). The human centered taste of empowerment flows through the remarks of proponents like Tom Peters: “It is necessary to “dehumiliate” work by eliminating the policies and procedures (almost always tiny) of the organisation that demean and belittle human dignity. It is impossible to get people’s best efforts, involvement, and caring concern for things you believe important to your customers and the longterm interests of your organization when we write policies and procedures that treat them like thieves and bandits”. (Zemke R. and Schaaf D. 1989, p. 68).

3.5 The Empowerment Process

Ever since the period of industrialization, there has been a growing enthusiasm in respect of empowerment concept and related management practices among employers, researchers and practitioners. This is attributed to various reasons such as consistent studies on leadership and management skills. It is believed that the practice of empowering subordinates is a fundamental element of managing people at work. Ultimately it leads to organizational efficiency and effectiveness. It has also been experienced by the corporate world that that the total productive forms of organizational power and effectiveness keep growing with superiors’ initiative to share power and control with subordinates. Further, it has also been proved by many experiments that empowerment techniques have a significant impact on developing effective groups in the organisations.

A detailed review of the literature made earlier has clearly substantiated that empowerment is an emerging construct used by theorists to explain organizational effectiveness. This has also been extensively used by other social scientists who have handled various challenging aspects of powerlessness of minority groups such as physically challenged, women or any such under privileged in an organisation.

The need to empower the lower level employees becomes significant when they feel powerless. Thusit is necessary to recognize conditions within
organization that promote a sense of powerlessness among subordinate employees. The moment these conditions are detected, empowerment can be used as an effective tool to remove them. However, this might appear to be easy in respect of internal circumstances but it is not so easy in the case of external conditions which are beyond the control of the organization. Hence, the process of empowerment is a strategic task which comprises of five stages as shown in the figure 3.4.
### Figure 3.4 Five-stage model of Empowerment

<table>
<thead>
<tr>
<th>STAGE 1</th>
<th>STAGE 2</th>
<th>STAGE 3</th>
<th>STAGE 4</th>
<th>STAGE 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditions leading to a psychological state of powerlessness</td>
<td>The use of Managerial Status &amp; Techniques</td>
<td>To provide self-efficacy information to subordinates using four sources</td>
<td>Results in empowering experience of subordinate</td>
<td>Leading to behavioural effects</td>
</tr>
</tbody>
</table>

Organisational Factors
- Supervision
- Reward System
- Nature of Job

Participative Management
- Goal Setting
- Feedback System
- Modelling
- Contingent/Competence based reward
- Job enrichment

Inactive Attainment
- Various experiences
- Verbal persuasion
- Emotional arousal

Strengthening of effort–performance expectancy or belief in personal efficacy

Initiation/persistence of behaviour to accomplish task objectives

Remove conditions listed under stage 1

3.5.1 Psychological state of powerlessness: The Figure 3.4 explains interconnections. The initial stage is identification and analysis of conditions in the organization that create emotions of impotence among the employees particularly the subordinates. The most important factors influencing feeling of powerlessness are: Bureaucratic and Autocratic Management Styles. They promote dependency and the employees feel that they are controlled by others without giving them the opportunity of free expression. This type of management functioning do not believe in delegation of authority and as a result even superiors feel that they are deprived of their own privileges. In addition to this faulty job designs, unclear systems and methods followed in the organization, complete centralization of authority, lack of access etc. are the other related contributory factors fostering the feeling of powerlessness.

3.5.2 Managerial Status & Techniques: For this purpose, the superiors use empowerment strategies as shown in stage 2.

3.5.3 Selfefficacy information: These strategies are adopted with the sole objective of nullifying external conditions which have prompted such a feeling in the subordinates with the help of selfefficacy information as indicated in Stage 3.

3.5.4 Empowering experience: The subordinates get a feel of empowerment on receiving such information in stage 4. This influences behavioural changes among the subordinates with a view to accomplish the expected objectives in stage five.

Thus, these processes facilitate managers in the organization in setting higher performance goals. It may also influence the employees to attain the higher goals in the organization. These empowerment processes and practices also inspire the subordinates towards higher productivity even though there are internal hindrances in the organization. These tools inspire and motivate the subordinates and help them to be steadfast in managing the environmental issues as well.
From the above, it is clear that empowerment is indirectly a motivational process. To understand the empowerment in the context of motivation we can use Bandura’s self efficacy notion (Bandura’s Model) (1986). In his opinion, empowerment is a technique through which selfefficacy of an employee can be increased. Therefore, through empowering, an employee’s belief in his own capacities can be reinforced or his belief in his own powerlessness can be diluted or minimized. Personal efficacy is often assumed to be sprouting from one’s internal need requirements. It is true that every individual has inner requirement for independent and self reliance to adjust with surrounding requirements. As empowerment is more related to motivational factor, it can be fairly aligned to expectancy theory (Lawler, 1973) and selfefficacy theory (Bandura, 1977, 1986).

In accordance with expectancy theory, a person’s getting inspired or encouraged for enhanced effort in a particular job depends upon two things: (1) that the effort will produce an expected quantum of achievement and (2) that his fulfilment will fetch him the aspired outcome. The first one has been referred as potency anticipation and the second as the result prediction by Bandura (1986). Empowerment automatically corroborates an employee’s personal efficacy expectations. It means, higher the empowerment, stronger the personal efficacy expectancy. It is very important to note that even if employees fail to get their expected outcomes, they could still continue to be autonomous if the superiors support them while recognizing their performance. Thereby, employees may feel that though they could not get the desired outcomes, still they have done their best. They would be confident enough to perform at the next opportunity. Therefore, empowering certainly helps them in optimizing their full potentials and develop a positive attitude for the job that could do.

3.5.5 Behavioural effects:
The behavioral outcomes are extremely important for any individual in the society as well as for an employee in an organization. Behavioural outcomes have a serious impact of demoralizing the organizational changes. In this regard, Empowerment process facilitates superiors in the organization to
reduce such emotional impact on the organization. It prepares and inspires the employees to accept the difficult challenges without any negative thinking thereby they can face the situation positively. The fundamental contributory factors for lowering of selfefficacy can be classified as under:

**Figure 3.5 Factors leading to potential lowering of selfefficacy belief**

<table>
<thead>
<tr>
<th>Organizational Factors</th>
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<tbody>
<tr>
<td>• Significant organizational changes/transitions</td>
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<tr>
<td>• Startup venture</td>
</tr>
<tr>
<td>• Competitive pressures</td>
</tr>
<tr>
<td>• Interpersonal bureaucratic climate</td>
</tr>
<tr>
<td>• Poor communications/network forming systems</td>
</tr>
<tr>
<td>• Highly centralized organizational resources</td>
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<table>
<thead>
<tr>
<th>Supervisory Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Authoritarian (high control)</td>
</tr>
<tr>
<td>• Negativism (emphasis on failures)</td>
</tr>
<tr>
<td>• Lack of reasons for actions/consequences</td>
</tr>
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<table>
<thead>
<tr>
<th>Reward System</th>
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</thead>
<tbody>
<tr>
<td>• Non contingency(arbitrary reward allocations)</td>
</tr>
<tr>
<td>• Low incentive value of rewards</td>
</tr>
<tr>
<td>• Lack competencebased rewards</td>
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<tr>
<td>• Lack innovationbased rewards</td>
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<table>
<thead>
<tr>
<th>Job design</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lack of role clarity</td>
</tr>
<tr>
<td>• Lack of training and technical support</td>
</tr>
<tr>
<td>• Unrealistic goals</td>
</tr>
<tr>
<td>• Lack of appropriate authority/discretion</td>
</tr>
<tr>
<td>• Low task variety</td>
</tr>
<tr>
<td>• Limited participation in programmes, meetings, decisions that have a direct impact on job performance</td>
</tr>
<tr>
<td>• Lack of appropriate /necessary resources</td>
</tr>
<tr>
<td>• Lack of network forming opportunities</td>
</tr>
<tr>
<td>• Highly established work routines</td>
</tr>
<tr>
<td>• High rule structure</td>
</tr>
<tr>
<td>• Low advancement opportunities</td>
</tr>
<tr>
<td>• Lack of meaningful goals/tasks</td>
</tr>
<tr>
<td>• Limited contact with senior management</td>
</tr>
</tbody>
</table>


In terms of organisational factors, it is presumed that the organizations which experience extreme changes cause a feel of powerlessness among the employees. These sudden changes could be prompted by financial crises, continuous labour unrest, undefined rules and regulations and so on. Due to
dramatic changes and shifting in responsibilities uncertainty may creep in. Senior employees at times may feel that their responsibilities are subordinated to others and such employees may feel disoriented towards their organization. Sudden and major organisational changes may negatively challenge the control and competency of the employees as they are exposed to uncertainty while accepting new challenges, responsibilities for implementation.

New business enterprises may also often foster almost alike situations of risk contributing towards the emotions of lack of competence among the workforce in such organization. Primitive stages are likely to signal unfavorable environment and it may show a poor performance of products and services as well as well as it may give rise to lowered efficacy feelings among the employees in the organization. Once the organization picks up in the market in terms of its performance the employees may feel comfortable in their own jobs. For example, in the inception stage of the company, it may have uncertainty in achieving its market potentials for its products and services which may trigger a feeling of lowered efficacy in the employees about their own competency. In addition to this, as the organization grows, so will there be increased responsibilities requiring higher level skills. In a fully grown up organization, the superior employees may show reluctance to relinquish their control to subordinates.

Further, authoritarian management snatches away the control and makes the subordinates feel powerless. Therefore, autocratic management removes discretion that subordinates enjoy. There are some organizations which do not encourage the initiatives taken by the employees and their competence in discharging their duties. In such circumstances the employees feel powerless. Powerlessness may also be caused by undue interference by the superiors, role conflict situations, ambiguity in line of hierarchy, overloaded responsibilities and responsibility given to an employee without authority.
3.6 Employee Involvement and Empowerment Programmes

The term ‘high involvement management’ was used by Lawler and his colleagues in the 1980s. This was established on the premise that the business organisations can perform qualitatively if the workforce is given liberty to take their own decisions without undue interference. It was also well recognized that the management need to enjoy trust among its employees that they are capable of taking rational decisions required for the business. (Applebaum & Bhatt, 1994 et.al., n, 1994; Walton, 1985; Wood & Albanese 1995). These authors observed involvement stages as: suggestion involvement, the capacity to offer ideas; job involvement, the permission to determine the methods of one’s own job; and business or high involvement, having influence on decisions beyond one’s own job that affect the business at large. Lawler and his team diagnosed four stages of high involvement: sharing information, developing knowledge, rewarding performance, and distributing power.

In this context, various employee involvement and empowerment programmes generally found in organizations could be categorized under three broad types: (a) suggestion involvement, (b) job involvement, and (c) high involvement. These employee involvement and empowerment programmes are summarized in the foregoing page as shown in the figure 3.6

**Figure 3.6 Levels of Empowerment**

<table>
<thead>
<tr>
<th>Involvement Oriented</th>
<th>Control Oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Involvement</td>
<td>Production Line</td>
</tr>
<tr>
<td>Job Involvement</td>
<td></td>
</tr>
<tr>
<td>Suggestion Involvement</td>
<td></td>
</tr>
</tbody>
</table>

3.6.1 Suggestion Involvement Approach

Suggestion Involvement Approach is the oldest approach to the concept. It slightly differs from the control model. Under this approach, there are no changes in the routine schedule but the employees are inspired towards creation of new thoughts with regard to their work in the form of individual suggestions or teams. Here, the employees are expected to contribute towards creating new ideologies as a resolution for the existing challenges. In this process they get an active participation as a part of the organisation. This method includes house (1) journal/company newspapers, (2) attitude surveys, (3) suggestion schemes and (4) quality circles. Suggestion involvement programmes authorises the workers only to propose their ideas and not to decide on the implementation of their suggestions.

Figure 3.7 Suggestion Involvement

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<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Job Design</td>
<td>Traditional, Simple, specialized, focused on the individual</td>
</tr>
<tr>
<td>Organisational Structure</td>
<td>Functional Organisation</td>
</tr>
<tr>
<td>Parallel Structure</td>
<td>Quality Circles; written suggestions; screening or review committees</td>
</tr>
<tr>
<td>Performance Information</td>
<td>Centered on value of savings from suggestions</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Group skills and problem solving</td>
</tr>
<tr>
<td>Decision Power</td>
<td>Traditional top-down; suggestion decided upon by hierarchy</td>
</tr>
<tr>
<td>Rewards</td>
<td>Traditional job-based with merit pay; possible awards for value of suggestion</td>
</tr>
<tr>
<td>Personal Policies</td>
<td>Traditional</td>
</tr>
</tbody>
</table>


Figure 3.7 above summarizes the general characteristics of suggestion involvement plans. As seen, these types of plans are different from regulation focused organisations. They depend upon a unique collateral form in the process of revising the association or relationship between the employees and their respective work. Research on parallel structure of
suggestion involvement approach proposes that it can progress towards advancements in organisational achievements (Lawler, 1996).

3.6.1.1 House Journal/Company Newspaper
House Journal or Company Newspaper is the usual form of communication flowing downwards from superiors to subordinates. This method has become very popular in the last forty years.

Employees are provided information on company’s performance, future plans, new products introduced, achievements, visitors arrival, achievements of employees and their family members, details of changes of incentive plans of employees, information about training programme, quality circle news, and safety news. It not only serves as a very good means of communication to employees but also motivates employees by publishing their achievements in and outside the company and awards received by them.

3.6.1.2 Attitude Survey
Employee observation assists the superiors to know the present status of employee relations, find out movements, and assess the impact of various programmes. Obviously, success is directly related to the quality of the planning. An organisation should not plan, develop and administer the survey unless managers are willing to use the results and work towards empowering their employees. A significant percentage of organisations use surveys as an upward communication device that has little effect on power, knowledge or rewards whereas others use as a participative management. Attitude survey work is like taking a person’s temperature. It does not what the nature of illness is. Similarly, organisations scan get a better sense of what is normal by exchanging ideas.

3.6.1.3 Suggestion Schemes
Given a meaningful role, suggestion schemes serve as an important means of associating workers with efforts to increase the productivity and competitiveness of the enterprise by improving the quality of its products or
services, rationalizing its work processes, raising standards of occupational safety, health and working conditions and, in general, contributing to better communications and labour management relations. These become effective when used to inspire the workers in communicating their thoughts. It should aim towards improvement in the organisation out of exposure and skills achieved by the workforce. It could promote a positive feeling among the staff to get actively involved in the organisational matters. These suggestions can contribute effectively towards improvements in the existing process or innovation. Assessment of feasibility and potential value of suggestions can be effectively used by the organisations.

### 3.6.1.4 Quality Circles

Quality Circles, or QCs, are generally defined as “small group of volunteers from the same work area who meet regularly to identify, analyze and solve quality and related problems in their area of responsibility” (Munchus, 1983: 255). Generally they are formed with ten people who meet regularly to discuss and obtain training in the organisational matters specially day today issues and their resolution. Quality circles in the organisations have no formal authority except to meet and make suggestions. They facilitate upward flow of information about ideas for improvement. However, they have limited impact of power, information, rewards and knowledge.

### 3.6.2 Job Involvement Approach

It represents a significant departure from the control model because of its dramatic “opening up” of job content. Jobs are redesigned so that employees use a variety of skills. Employees believe their tasks are significant, they have considerable freedom in deciding how to do the work, they get more feedback, and they handle a whole, identifiable piece of work.

They focus on improved motivational aspects with an objective of accomplishing high productivity. The job involvement strategy creates work group or teams and ensures collective goals; tasks and control with the objective of making all group members feel responsible for the performance of
the group. Groups generally formulated for this purpose comprise of (1) kaizen, (2) problem solving task forces, (3) team briefing, (4) works committee, (5) shop council, (6) joint council, (7) consultative committees, (8) cross functional teams, (9) self managing work teams. It brings about a sense of high empowerment among the employees.

Job involvement has remarkable repercussions on how an organisation is designed and controlled. Figure 3.8 below indicates how job involvement influences the structure of an organisation.

**Figure 3.8 Job Involvement**

<table>
<thead>
<tr>
<th>Job Design</th>
<th>Job enrichment or teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Structure</td>
<td>Traditional, functional</td>
</tr>
<tr>
<td>Parallel Structure</td>
<td>None</td>
</tr>
<tr>
<td>Performance Information</td>
<td>Focused on job and/or team performance</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Job specific, team skills</td>
</tr>
<tr>
<td>Decision Power</td>
<td>Performers control how work is done</td>
</tr>
<tr>
<td>Rewards</td>
<td>Traditional for job enrichment; skill based pay possible for teams</td>
</tr>
<tr>
<td>Personnel Policies</td>
<td>Traditional; some team based decision making</td>
</tr>
</tbody>
</table>


In summary, under this approach, individuals have an opportunity to upgrade their skill, knowledge and exposure as they have a continuous interaction with fellow workers. They also learn how to do quality and rational decisions for their organisation. They also receive rewards for their contribution based on their quality and output.

Various groups designed under this approach can be enumerated as below.

### 3.6.2.1 Kaizen

Kaizen (continuous improvement), is a pervasive concept linked to all Japanese manufacturing practices. Imani (1987) described ‘kaizen’ as the driving force behind Japan’s manufacturing success in eliminating worker
complacency. It is a continuous improvement system for both superiors and subordinates. It is based on the principle that improvement is perpetual not only from the job perspective but also in personal life of the workforce, including the society in which they live. It teaches people to think for small changes. In Hero Motors it forced every employee to think for improvement in at least one area. It never tolerates the culture of ‘complacency’ and it gradually creates a “fire in the belly” of employees for continuous performance improvement. The entire principle is based on two golden rules: (1) there is no only one way of doing things. Therefore, always take into account the alternative ways of doing the same thing, and (2) there is no ‘the best’ way of doing things. So, always consider ‘better than the best’ work practice.

3.6.2.2 ProblemSolving Task Forces

Problem solving task forces can be small and need not be disruptive to the organisation. They can easily be installed in a single plant or in a department of a larger organisation. However, they do not change the existing organisation structure; hence usually affect only a small portion of the workforce.

By implementing employee involvement in decision making process, a firm can elicit better response from its workforce in improving work methods and also ensure quick decision making to answer the routine issues that erupt in day today situations. To materialize this, there are mainly three prerequisites to be fulfilled. First, employees should have a basic knowledge of the problems in their organisation for which working out solutions. Followed by this, there should also exist a strong system by which the employees are persuaded in a consistent manner for the betterment of their organisation. And the thirdly, there should a properly set up mechanism to ensure execution of solutions suggested. However, this change in knowledge, information and rewards is often confined to a meager portion of workforce. In addition, the change is contained because individuals are asked to use this new knowledge and information only when they are operating in special suggestion type activities.
3.6.2.3 Team Briefing
Team briefings have witnessed a considerable increase in the past one decade. It is used to spread the information throughout the organisation. Generally it consists of 15 people in their respective service area and it is headed by a manager or head of the department. The person who heads the team has pre training in the field. Regular meetings are held at pre decided intervals for a duration not exceeding thirty minutes.

3.6.2.4 Works Committee
Formation of Works Committee has laid down under Section 3 of Industrial Disputes Act 1947. Any industrial unit employing more than 100 workers is required to form a Works Committee. Representatives of the employer and workmen shall constitute the body of this committee. They have the office tenure of two years.

The committee is entrusted with the responsibility of maintaining a cordial relationship between the management or the owner and the workforce. They have to address the problems faced by the workers and form strategy to ensure that a win-win situation exists between the two.

However, certain items do not fall under the purview of works committee such as wage management, bonus, profit sharing, workload rationalization, maintenance of standard labour force, retrenchment and lay-off, retirement benefits, provident fund, gratuity, incentive schemes and housing and transport services.

3.6.2.5 Shop Council
Shop council is an experiment under participative management. The Central Government through adoption of a resolution started this new scheme under participative management. This scheme covered all manufacturing and mining industries employing 500 or more employees. This scheme was adopted at
two levels: one at shop floor level and the other at plant level. The responsibilities of the shop councils are:

I. Providing assistance in fulfilling annual targets of production;

II. Ensuring best utilization of resources;

III. Identifying the causes of reduced output;

IV. Controlling absenteeism;

V. Taking Preventive steps to reduce accidents;

VI. Orderly atmosphere and control in all respects;

VII. Maintaining congenial Environmental conditions;

VIII. Flow of proper communication system within the organisation.

3.6.2.6 Joint Council

The joint council takes care of the following matters:

I. Maximization of production capacity;

II. Coordinating programmes of shop council;

III. Pending issues of shop councils;

IV. Skill Enhancement of through proper training;

V. Supervision of working hours and holidays;

VI. Recognizing and awarding the talents of workers;

VII. Reduction in wastage, and

VIII. Maintaining healthy physical conditions in and around the work area.

3.6.2.7 Consultative Committees

Consultative Committees refer to a common platform whereby managers and representatives of employees sit and discuss together and exchange their ideas in respect of common interest matters in the organisation. Generally, organisations with a presence of strong union do not prefer such committees. Consequently, these consultative committees may feel ‘powerlessness’. In fact, the role of consultative committees is executing the plans towards employee involvement.
3.6.2.8 Cross Functional Teams

Cross functional team refers to a group of four to five members from various functional areas of the enterprise. For example, designs review team, quality review team and so on. This kind of team is usually not permanent with the exceptional cases of product support team, which is normally on a permanent basis. This team breaks down functional area boundaries.

3.6.2.9 Self Managing Work Teams

These teams are often referred to as empowered or autonomous teams. Various authors have suggested certain set of framework to be followed to organize this terminology. However, these terms seem to be no consistency in its usage and they are used interchangeably. Generally, these teams consist of less than twenty members who take care of a series of works and also coordinating them with other teams in the organisation.

A basic question that needs to be answered is how many employees in an organisation have an effective leader today? It is basically connected with front line leadership and it starts with self managed teams. First of all individuals in the organisations have to be given freedom to make decisions and mistakes. People grow only by doing mistakes. They learn and grow as individuals and also as teams. Similarly, when they are given liberty to make decisions on their own, automatically questions will reduce and workers learn how to be responsible for the jobs that they have done.

3.6.3 High Involvement Approach

High involvement approach has been referred to as commitment approach. Though it has origin in the early work of McGregor (1960) on Theory Y, and Trist and others (1975) on socio technical systems, it is relatively a new approach. Generally, under high involvement approach, organisations provide a sense of involvement to their lowest level employees in the overall
organization’s performance. Organisations with high involvement are characterized by profit and employee ownership with a high participation in work unit management decisions.

Among the three approaches explained above the High Involvement Approach ranks the top priority as it is absolutely necessary to have a high degree of involvement at every stage.

High Involvement Approach is explained in the following figure 3.9 which clearly indicates that every feature of the organisation has to be formulated in a unique way in order to have a high involvement management.

Figure 3.9 High Involvement Approach

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Design</td>
<td>Work teams and job enrichment</td>
</tr>
<tr>
<td>Organisational structure</td>
<td>Business or customer focused</td>
</tr>
<tr>
<td>Parallel Structure</td>
<td>Task forces for major business issues</td>
</tr>
<tr>
<td>Performance Information</td>
<td>Focused on business performance</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Team skills; business economics; problem solving</td>
</tr>
<tr>
<td>Decision Power</td>
<td>Performers make work method and work unit management decisions, have input to strategic decisions</td>
</tr>
<tr>
<td>Rewards</td>
<td>Egalitarian; skill based pay, gain sharing and/or profit sharing; employee ownership</td>
</tr>
<tr>
<td>Personnel Policies</td>
<td>Employment stability; equality of treatment; participatively developed and administered policies</td>
</tr>
</tbody>
</table>


As seen from the above figure, high involvement is a unique in its own way. In the case of ‘decision power’, they have a role to play organisational decisions besides individual work related functions. Organisational overall performance forms the basis of rewards. High involvement approach has the following programmes. (1) Profit sharing, (2) Gain sharing, (3) Worker director, (4)
Employees Stock Option Plan (ESOP) and (5) Six Sigma are appropriate programmes under High Involvement approach

3.6.3.1 Profit sharing
Profit sharing is a financial participation which differs from other forms of employee involvement. The general objective of such plan is to motivate the employees to remain committed to their organisation. It has been accepted that financial participation of the employees by having a share in the profits of the organisation in the form of bonus significantly motivates the employees.

3.6.3.2 Gain sharing
Gain sharing is yet another financial reward and recognition system that results from improved organisational performance. It is based on the philosophy that unity and teamwork are the keys to success. As the organisational success depends upon team work effort of its employees, the team shares the rewards of success. Therefore, it assesses organisational benefits. As compared to bonus based on the overall profits of the organisation, gain sharing is an excellent motivational tool that improves quality and productivity of the overall organisation.

3.6.3.3 Worker director
Worker director, another participative management method came into being in 1970 with the scheme of appointing workers’ representative on the board of directors of nationalized banks. Mankidy (1976) made a survey of 125 management personnel, 82 union representatives including employee directors and 12 officials/other directors of nationalized banks concluded that the objectives of employee participation had seen a betterment of industrial relations and improvements in productivity. It is participative group system in which teams are highly involved in decision making, improving work methods with an objective of achieving high level of productivity.

3.6.3.4 Employees Stock Option Plan (ESOP)
Employees Stock Option Plan is basically a system wherein employees are allotted stock in the firm where they are serving. Under this arrangement, an -
ESOP organisation allots stock to its employees once in a year. This is a very powerful tool in the sense that it gives a feeling of ownership in the organisation. The employees who are given stocks feel fully contented and it automatically builds a deep trust and loyalty towards the organisation. Besides, it also nurtures employee morale and reduces attrition rate. This is one of the best schemes under high involvement approach. It is an option given by the company to its employees or directors to subscribe for the shares of the company at a price lower than its market price. Indirectly, it is an incentive or motivational technique which a firm can give to its employees valuing their contribution to the organisation. It is an extension of benefit to the workforce. In the year 1981 when Infosys introduced this scheme for the first time, the driver of the then Chairman Narayan Murthy was offered 1000 shares benefit and today the driver is worth crores wealth. Initially, it was offered only to the existing employees who were recognized as the best employees of the entity. But today, the scenario has changed. It is extended to the prospective employees too. It has now become a major hiring pool in the employee recruitment process. In the modern business, cost of employee hiring has substantially increased. When the hired employees serve for a short time and leave the company, such a hiring cost incurred by the company becomes a heavy burden. Therefore, to retain the employees, they are offered ESOP right at the time of hiring under the assurance that after completion of three years tenure, they would be eligible for this scheme.

In the case of fresh professionals, they are employed, they still keep on seeking better career prospects with other firms who pay higher than what they currently get. So attrition rate is normally high under these circumstances. Therefore, fresh professional’s employment stability rate is very low. In order to overcome this problem, companies offer this kind of a privilege which is in a way indirect bribe to persuade them to remain with the same employer for long time.
3.6.3.5 Six Sigma

‘Sigma’ basically aims at defect free operation in all its operations. This was introduced by engineer William Bill Smith of New York while working at Motorola in 1986. Jack Welch of General Electric incorporated this mechanism in his organisation in 1995. It is basically a set of tool for continuous process improvement. Higher the number better is the process capability to produce defect free work. It is a scientific process which ensures 3.4 defects per million opportunities. It helps in achieving various types of business success besides accomplishing various targets effortlessly with special reference to overall processes without any defect.

One of the important tools in beating the competitors is Quality assurance in the products and services rendered by an entity. Six Sigma basically stands for ‘Zero Defect’. It is not 100% but 99.99966 % in achieving quality efficiency. Today, customer is absolutely intolerant with regard to any deterioration in the quality of a product as there are enough competitors. The moment there is a quality reduction, the customer shifts to the competitor. Therefore, in order ensure customer retention, this tool has been widely used by the corporates.

Considering the above options, employee involvement and empowerment programmes that can be implemented by an organisation can be summarized in the following figure 3.10.
# 3.10: Employee Involvement and Empowerment Programmes

<table>
<thead>
<tr>
<th>Schemes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suggestion Involvement</strong></td>
<td></td>
</tr>
<tr>
<td>House Journal</td>
<td>Is a recently developed downward communication mechanism which has been wholeheartedly welcomed.</td>
</tr>
<tr>
<td>Attitude Survey</td>
<td>Valuable way of involving employees by seeking their views on matters that concern them.</td>
</tr>
<tr>
<td>Suggestion scheme</td>
<td>Formal plan to invite individual employees to recommend work improvements.</td>
</tr>
<tr>
<td>Quality Circle</td>
<td>A voluntary work group of employees, who regularly meet to discuss their quality problems, investigate causes, recommend solutions and take corrective steps.</td>
</tr>
<tr>
<td><strong>Job Involvement</strong></td>
<td></td>
</tr>
<tr>
<td>Kaizen</td>
<td>Kaizen is basically small improvements carried by the person who is doing the job in his/her day-to-day work</td>
</tr>
<tr>
<td>Problem Solving Task Force</td>
<td>Gives employees the chance to influence decisions they would not normally influence.</td>
</tr>
<tr>
<td>Team Briefing</td>
<td>Supervisor briefs the tasks to employees before starting the work.</td>
</tr>
<tr>
<td>Works committee</td>
<td>A Consultative body to promote measures for securing and preserving amity and good relations between the employer and workmen and, to that end, to connect upon matters of their common interest.</td>
</tr>
<tr>
<td>Shop Council</td>
<td>Shop councils for employee participation at the shop floor.</td>
</tr>
<tr>
<td>Joint council</td>
<td>Joint council at the plant level for employee participation.</td>
</tr>
<tr>
<td>Joint consultation committee</td>
<td>A system for employees to interact freely with their senior colleagues to exchange knowledge and skills of fellow workers.</td>
</tr>
<tr>
<td>Crossfunctional teams</td>
<td>Temporary or permanent teams of people from different departments that work to coordinate interrelated tasks.</td>
</tr>
<tr>
<td>Self Managing Teams</td>
<td>Natural work groups that are given a large degree of decisionmaking autonomy; they are expected to control their own behaviour and results.</td>
</tr>
<tr>
<td><strong>High Involvement</strong></td>
<td></td>
</tr>
<tr>
<td>Profit sharing</td>
<td>It aims at financial participation of employees for positive reasons associated with employee motivation.</td>
</tr>
<tr>
<td>Gain Sharing</td>
<td>A financial reward and recognition system that results from improved organizational performance.</td>
</tr>
<tr>
<td>Worker director</td>
<td>Appointment of workers' representatives on the board of directors.</td>
</tr>
<tr>
<td>Employees stock option plan</td>
<td>Company established benefit plans in which employees acquire stock as part of their benefits.</td>
</tr>
<tr>
<td>Six Sigma</td>
<td>A breakthrough process to perform defectfree operation wherein cost goes down, cycle time goes down, customer satisfaction goes up, and improves bottomline.</td>
</tr>
</tbody>
</table>

Sources: Adapted from

3.7 Employee Empowerment: Key Antecedents

Through research and common acceptance among the HRD practitioners it has been commonly acknowledged that organizational culture and high involvement work system (HIWS) act as the most important antecedents of involvement and empowerment in an organization.

3.7.1 Organizational culture

The term culture refers to a unique characteristic that any organisation has to have. It develops over time and the firm creates a unique identity for the corporation. Culture is defined as “the way we do things around here”. It is basically the software of the mind that organizes the behaviour of people in and around the business entity. It is all about mind set as to how the things to be done. It is very true that to have innovative ideas; one has to have such mental preparation in the beginning. Proper planning and strategies need to be done with a proper action plan for the successful implementation.

Therefore, a proper mind with a behavioural structure is essential for create a system and that system is referred to as the culture. It is all about how people behave when nobody is watching or looking. People have their own principles in the mind, pre learnt responses, grown up human nature that determines how they behave when no one is looking. If that type of principles or value system is not created in the people working in the organisation, then there will be a distinct comparative disadvantage for the entity. It is like an iceberg wherein we can see only about 10% above the water level and rest 90% remains hidden below the water. Therefore the leaders need to understand and manage to see that what is seen above the water level is reflected in the values, beliefs and assumptions that are built up over time.

Thus, organisational culture is a mixture of visible symbols backed up with underlying principles and they represent lessons that we learned which we think important to be passed on to the next generation for a successful and happy survival. Thus the leaders in the organisation need to understand how the values were created in the past and they need to be experts in projecting these values so that those values can be adopted in the interest of the
organisation and employees as well. Therefore, the values of the past help us to meet the challenges of the future through proper communication.

It is believed that when the workforce is sufficiently communicated about any significant matters that are related to them, besides being empowered to take decisions concerning their field, the organisation and the employees can reap enormous advantages. But if this does not exist, the workers will experience a negative environment in the workplace. Therefore, the perceptions of the employees in respect of these matters are highly significant and relevant as well. In this context, following paragraphs highlight the various elements of organisational culture.

Organizational culture has been denoted as “the epicenter of change” Deal (1985, p. 303). Some definitions view the organizational culture as the underlying values which are embedded and rooted in the history of an organization. Thus, it is a consolidated component which highlights how an organisation behaves. It has a direct influence on the employees working in such concerns, and it also goes a long way in determining the internal atmosphere in an enterprise. In many organisations culture remains totally absent. In such situations it becomes very difficult for the employees to work. The influence of culture has a significant influence over the workforce serving there. In some organisations there are no proper procedures for anything, such as salaries are not paid in time, employees are not respected by the employers or superiors, often managers expect their subordinates to do their personal work during office hours, leave facilities are curtailed, no liberty is given to the staff, junior employees are paid higher salaries than the seniors on account of personal influence, discrimination, facilities are limited only to the managers and subordinate staff are not given any additional benefit and so on. Many times subordinates are not even permitted to leave their workplace even after office hours just because the manager or boss has not left. No discipline is maintained in terms of conducting meetings. They are held as and when felt by the authorities. Sometimes unqualified, inexperienced persons are appointed. Proper work distribution schedule is not maintained thereby few members of the staff get over burdened while others
enjoy who have close acquaintance with the managers or superiors. Employees unnecessarily reprimanded for no fault or their increments are held up for the reason that the worker does not follow the instructions of his or her supervisor. No autonomy is granted to the workers in the enterprise.

Under these circumstances the employees get frustrated and think of leaving the organisations without any sense of gratitude. Therefore, it is necessary that every business entity builds and develops a good culture so that it becomes a pleasure for the employees to serve the unit.

There are various concepts of organisational culture in theory. Various classes of definitions have been advocated to explain this idea. However, most common definition that is compatible to the research is defined as a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business. In this sense, culture has ubiquitous implications on the enterprise as it not only defines its stakeholders but also how the entity interacts with these lots. But this understanding of definition makes the idea vague in the context of classical differences between the culture of the organisation, shape and plans. The enterprise cannot exist all without this culture as it has to cohabit with all these factors.

But, even though there is no wholehearted acceptance to the definition of organisational culture, there is a general consensus with regard to sustained qualitative financial performance of the firm. In the context of microeconomics, a firm’s financial performance can be classified into three kinds: less than normal, normal, and superior performance. When the earnings of the firm are insufficient to cover the assets, it amounts to less than normal situation. Under such circumstances, the organisation will survive only for a shorter period. When the rate of return of an entity is just sufficient to keep its properties engaged in their present activities it is referred to as normal performance. Technically, a normal return is the expected rate of return of a firm in perfectly competitive markets (Copeland & Weston, 1979). It means it is just enough for survival. But, when the situation is favourable and the firm is in a position to earn a higher rate of returns it is understood to be superior
performance. This is the situation in which the entity starts progressing towards prosperity and growth. Such superior financial achievement could be either short term or long sustained. Short term financial performance is the impact of energetic market situation. In this situation, generally, the firms which have not attained excellence tend to copy the well settled firms. In this process, emulation increases the competition resulting in reduced margins and decreased levels of financial performance. Ultimately, this continues up to a certain level, where none of the firms will be able to achieve superior financial performance.

However, a few enterprises may take the advantage of the prevailing competition in the market, who have not resorted to follow others and these units may remain the source of sustained superior achievement or performance. At the same time, this sustained superior performance is also prone to risk in the sense that it cannot be taken for granted to enjoy for an indefinite period. This is so because, the organisations may resort to such efforts which cannot be so easily imitated by others. Besides, the prevailing natural forces in the market may disturb sustained financial sources of an organisation as well. Therefore, the superior performance can be well sustained so long as other firms do not copy.

The organisational culture can be effectively used to provide sustained competitive advantage. For this purpose, the culture being adopted by the organisation should be subjected to three broad conditions: to begin with, it must be valuable. It should facilitate the entity to proceed ahead with behaviour such that it leads to reduced cost, greater sales followed by higher margins. The culture should be able to provide some value addition in the financial context. This is so because, while the concept of superior financial achievement is a monetary concept, the culture being followed by the companies must be able to produce positive economic results. Secondly, the culture adopted by the entity must be unique and should have such special features that are not commonly found in other competing firms. And finally, the culture embraced should be such that it is imperfectly imitable. That means, others should not be able to engage in similar activities without these
cultures. And that, if other entities follow the footsteps, they shall face reputational disadvantage with whom they are trying to imitate. This clearly means that when the firms try to follow the culture of others which contradicts its own competitive edge, such culture cannot be followed by them. And such culture will not act as source of superior financial performance. Thus, in case all the firms try to imbibe identical culture that allow them to behave and compete in approximately the same way, none of them will have an opportunity to possess a culturally based competitive benefit. In this way, the culture supported accomplishments of one organisation motivates the other. Therefore, in order to have a source of sustained competitive strength, the culture followed by the firms should always be valuable, unique and should not be capable of being imitated by others. This, in the long run, facilitates the organisation to accomplish higher level positive monetary value.

It is evident that the organisations which are able to secure high productivity through their human resource always have a strong organisational culture with high content of values and worth for their employees. As a result, no organisation can even think of optimizing their productivity without a supportive culture inbuilt within the firm. Many organisations especially those which are in service sector are therefore, found to be addictive towards their customers in terms of delivering quality product and service. In the process, this fanatical approach demonstrates the core values of culture adopted by such organisations. Researchers have also experienced that such closeness with the customers keeps the firm in a stronger position as it results in timely market information, customer loyalty and many more associated advantages. It can also reap the fruits of increased sales, greater margins and establish a stronger impact on its overall financial performance as well. This has been experienced by multinational firms such as McDonald’s, Hewlett Packard and IBM. It is often not easy to describe what it is about some firms that makes them more challenging and successful than others. Precisely because an organization’s culture is hard to describe; because the common sense of managers is taken for granted; and because even if the culture can be described, it is difficult to change; a firm’s culture can hold promise for sustained superior financial performance for some firms.
3.7.2 Key Elements of Organizational culture

Organisational culture plays a significant role in promoting employees’ values to a great extent. Various elements of an organization’s culture foster the process of development of individual and team at all levels. Culture is academically acquired thinking ability, emotions in respect of internal problems. The core values and beliefs shaping an organization’s culture provide ideological underpinnings and a holistic context the fundamental character or spirit of organizational culture can be encapsulated in a set of eight core values (OCTAPACE) as suggested by Udai Pareek (1997). They are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimentation. Besides being an acronym for these values, OCTAPACE is a meaningful term, indicating eight (octa) steps (pace) to create develop and sustain positive organizational culture. Each of these core values is briefly explained below.

3.7.2.1 Openness: This refers to the spontaneous expression of feelings and thoughts without a preset closedmind and the sharing of these without defensiveness across horizontal and vertical organizational boundaries. Individuals, teams and organizations demonstrate a genuine willingness to examine and learn from both success and failure or anything in between with an open mind and a positive mental attitude.

3.7.2.2 Confrontation: This element focuses on how the employees face problems in the enterprise rather than shying away and working jointly with others to find a pragmatic solution to the problem.

3.7.2.3 Trust: This refers to trusting environment in which people willingly share ideas and information across horizontal and vertical boundaries within the organization without any fear of someone misusing them. The employees experience emotional or psychological safety in their working relationships.
3.7.2.4 Authenticity: This means the congruence between what one feels, says and does reflecting transparency and accountability of the organizational members’ actions, thoughts, and intentions and of the reasoning behind their opinions and actions as explicitly, clearly, and honestly as possible.

3.7.2.5 Proaction: Refers to the process of taking preventive actions, before something goes wrong. Employees anticipate problems before they occur based on the principle of ‘prevention is better than cure’.

3.7.2.6 Autonomy: Refers to freedom to act to which individual employees are given latitude in defining and executing their own work.

3.7.2.7 Collaboration: Refers to an atmosphere characterized by sublimation of personal selfinterest. Work activities get distributed around teams rather than individuals and all work together to solve a problem.

3.7.2.8 Experimentation: Employees will be using and encouraging innovative approaches by taking a fresh look at things rather than adopting traditional while dealing with problems. Individuals and teams demonstrate a willingness to take risks, high tolerance for ambiguity and a willingness to fail.

It has been evidenced through research that an organization which has the cultural support of the above mentioned eight core values and beliefs provide a strong organisational foundation to promote employee involvement and empowerment. In order to make the work environment a happy, it is very important that often, a cultural reorganizational programme for the overall benefit of employees as well as the enterprise is conducted. This can involve so many other aspects of the organisation. If some employee hears a negative feedback before joining the organisation, certainly it will affect his perceptions about the firm which he is joining shortly. This kind of a situation often results in toxic and unhealthy working environment. Under these circumstances, the employees would need outside help in terms of conflict resolutions, group discussions, individual interviews and leadership coaching.
time and again. The ‘back biting’ habit as it is in many organisations disturbs the culture and such negative aspects need to be controlled to a great extent. ‘Back biting’ refers to talking negatively about a third person who is not present. So, if back biting prevails at the workplace, it severely affects the employee as well as the organisation.

The question arises how culture and leadership can be developed together? For this purpose, the organisations need to be bold, aggressive, competitive, decisive, achievement focused and creative. These qualities of an organisation represent the qualities of the employees that it hires. Therefore, these qualities need to be imbibed by the employees all the time so that establishing a good culture in the organisation becomes easy. Creating organisational culture based on values has become very crucial in the modern days. In this connection, high moral values and traits contribute a lot in establishing value based organisational culture. This needs to be taken care at the time of recruiting people for the organisation. The employees need not only the competencies but also most importantly the values. They should also have a strong accountability and do their job in such a way that it is meaningful to them. The organisation is also required to understand that its people are its brand. It is required to see to it that they have a very strong continuous improvement urge within themselves. A model of core values adopted by jetBlue Company, USA is given below:
The above figure 3.10 depicts the core valued based organisation culture identified and adopted by ‘jetBlue Airways’, USA. During last 90s, a group of nine people who would be the leaders for a new organisation assembled together at New York City. They defined values which were going to be the part of the organisation and today that company is jetBlue Airways. These values drive the behaviour of the organisation. The behaviours collectively

**Safety**
- Commits to safety first
- Complies with all regulatory agencies
- Sets and maintains consistency
- Ensures the security of crew members and customers
- Never compromises safety

**Caring**
- Maintains respectful relationship with crew members and customers
- Strives to be a role model at work and in the community
- Embraces a healthy balance between work and family
- Takes responsibility for personal and company growth

**Integrity**
- Demonstrates honesty, trust, mutual respect
- Gives the JetBlue values a heartbeat
- Will never compromise the values for short term results
- Possess and demonstrates broad business knowledge
- Commits to self-improvement

**Fun**
- Exhibits a sense of humor and the ability to laugh at self
- Adds personality to customer experience
- Demonstrates and creates enthusiasm for the job
- Seeks to convert a negative situation into a positive customer experience
- Creates a friendly environment where taking risk is okay

**Passion**
- Strives to meet the diverse needs of crewmembers and customers
- Champions team spirit
- Craves and delivers superior performance
- Enjoys overcoming barriers to good service
- Looks for innovative solutions to business issues
become the culture of the organisation. Therefore, leaders drive values, values steer behaviours, behaviours pilot culture and ultimately culture navigates performance of the organisation. This is why organisations in the modern days have resorted to consider the past behaviour while recruiting people as past behaviour is predicative of future behaviour. Behavioural hiring methodology is being adopted by the organisations in this regard.

An organisation has to understand what are its core values and are they used towards attainment of its objectives need to be clearly visualized. Ultimately, it is the relationship between the employer and the employee. That is the philosophy. The firms can always be challenging their workforce with this positive relationship. It involves care and mutual trust among the peers. How the employees are connected, how do they interact makes them perfectly correlated towards a good organisational culture. The whole focus is on ultimate teaming and relationships. The culture is known by how the organisation practices, how the employee behaves, how he or she conducts himself or herself are the key points to be noted. Therefore, everything done is about empowering, building relationship aspects. Thus ultimately core values are: positive attitude, controlling the controllable, work ethics, determination, sacrifice, completeness is doing things and commitment towards the organisation.

### 3.8 High Involvement Work Systems (HIWS)

The concept of ‘high involvement work system” (HIWS) has precipitated universal eagerness and interest in the past two decades. Cappelli and Neumark (2001) identify the term’s recognition to an authoritative public report, America’s Choice: High Skills or Low Wages! (Commission on the Skills of the American Workforce, 1990). This report, focused on the destiny of US jobs and strongly disparaging of Taylorist work organisation, contended the case for considerable investment in ‘high involvement work organization’ and higher abilities. This message was reinforced with the publication of Manufacturing Advantage in 2000 in which Appelbaum et al. (2000) challenged that technological advances could not save domestic American
manufacturing: reforms to work systems, while not sufficient in themselves, would also be needed.

The concept of HIWS constitutes an assertion that there are some fundamental qualitative work practices which help organisations in accomplishing higher performance. This idea has three basic concepts: performance, work practices and systemic effects. The term high involvement work system is thus a composite word with three different angles. Organisational performance, is the dependent variable in HIWS, is the most crucial to point out because it is an omnibus term, similar to ‘organisational effectiveness’. It focuses on short and long term monetary impacts of the organisation. This term has been referred by most of the researchers from the point of view of monetary benefits. It means to say that in order to achieve financial success, essentially cost effectiveness has to be accomplished. The rationale behind HIWS is that financial advantages should be in excess of costs and not the reverse.

As far as the work systems are concerned, it is said that they are a sort of reforms or changes that attempt at reversing the Taylorist process of centralized decision making process. They have primarily focused on wage earing workers in the Taylorist dominated production and not technical and professional areas. Their attempt was to tackle goal oriented employees in using their full potentials. However, research across the European countries proposes that such work modifications are in accordance with demanding production aims. They are hardly found focusing on levels of liberty and learning opportunities for managerial, professional or technical professions. The practices adopted by different organisations generally vary from industry to industry.

The Concept of systemic effects has been traced out differently in a variety of literature. These reviews clearly indicate a mixture of variety in human resource practices from industry to industry. It is noticed that there is an interrelation of different principles in the human resource domain. However, it needs to be studied in a wider management context of workplace of an
organisation. However, the underlining point to be reckoned here is that it is not just sufficient to have high involvement practices merely implemented. What is more important is whether the employees are experiencing a positive feeling of their responsibilities and take part in the decision making process.

In the process of implementing high involvement work systems, if the organisations wish to exercise too much of control focused methods of work, it will also lead to higher labour turnover besides higher productivity. In such situations, the firms should think of improving the commitment of the employees and should initiate necessary steps towards that objective. By doing these, the employers can perhaps maintain productivity, retain employees, reduce costs and achieve significantly higher performance.

Thus, high involvement work system facilitates easy identification of better scope in terms of upgradation of higher skills among the workers and also fosters employee commitment along with maintaining better productivity. It has been widely accepted that positive work outcomes can be easily accomplished through high involvement process in the organisations. Studies carried out in European counties by using PIRK model have also substantiated this point. It has been reiterated by many academicians, researchers and industrial consultants that workers certainly gain a lot by implementation of these strategies in terms of enhanced skills, qualitative workplace communication and financial rewards as well. However, there have been critical observations of high involvement practices that sometimes the employees may feel that rather than enhancing their individual autonomy, these systems often undermine their teamwork. Under such circumstances, it may result in negative repercussions on their job satisfaction.

Notwithstanding these few comments, majority of the researches have proved that high involvement processes are mostly favourable. It has been highlighted that when these strategies are implemented, such organisations will surely experience higher levels of employee involvement and empowerment. It has also been strongly advocated that high involvement system provides a better scope when new work designs are formulated. These latest patterns of work systems help the firms through changes in the
opportunities by enhancing ability of the workforce and motivated spirits. The prevailing state of knowledge on these policies makes it clear that such practices ensure a win-win situation for both workers and management. However, a careful approach is necessary to reap the benefits to the optimum level.

High involvement work system represents an organization design perspective that attracted the attention of both practitioners and researchers in recent years and is increasingly being used by Fortune 1000 companies (Lawler et al., 1992, 1995, 1998). HIWS constitutes a holistic system format comprising all the prime characteristics of the organization such as workforce participation, authority, mutual trust and belief, overall progress, unity, ambitious outlook, recognitions and appreciations based on employee output.

High involvement work systems are connected with a combination of human capital with social network in order to ensure high performance in the organisations. It is all about building top quality customer service by engaging the employees in a successful way. Companies can be designed that are successful for employees, by listening to them, engaging them in the teamwork with a view to provide high quality service and higher profits for the organisation. Thus, emphasizing better quality products and service, paying higher salaries, allowing them to unionize, ensuring long tenure of employees, providing good opportunities and ultimately becoming more productive and profitable. Attainment of high involvement work system can be done through: selection for technical and team work skills, consistent investment in training and development, building workplace culture of trust, engagement and cooperation, formulating compensation system that aligns employee and firm interests and labour management partnership in case of unionization. Employees can be motivated to design the jobs in working partnership with management, to improve operations and sometimes to create new business prospects as well.

As the name itself is self explanatory, it is the sum total of all the strategies which conglomerates the entire spectrum of individuality and the
organisational existence. It is a commonly accepted fact that no organisation can live without its workforce nor can the workforce exist without the organisation. Hence the coexistence of both is absolutely necessary. And each part needs to consider the other in order to accomplish the desired goals. Therefore, in order to sustain a simultaneous growth of the employer and the employee a balance has to be struck between the organisational effectiveness and human systems. There needs to be a perfect correlation between both the factors. At the same time, employees also would need an appropriate recognition and training to exercise their powers so that such powers can be wisely used for the benefit of the employers.

3.9 Employee Involvement and Empowerment: Major Outcomes

Many Researchers have cited various outcomes of employee involvement and empowerment practices out of which the most significant are Job Satisfaction, Job Involvement, Organisational Commitment and Work stress. These are summarized in the foregoing paragraphs:

3.9.1 Job Satisfaction

Human Resources are the most crucial factor in the organisations as they are social systems. Employees are entwined in this social system and hence the firms have to heavily depend upon efficiency of the employees all the times. In this background, it is inevitable for the organisations to recruit effective superior staff and their subordinates to accomplish their desired goals. It would be impossible for the firms to stay in the market if the employees do not invest their individual committed efforts for their organisations. In this context, job satisfaction is absolutely essential in retaining qualified and experienced staff. No organisation survives without ensuring job satisfaction among its employees.

Job Satisfaction can be defined as an affective response of an employee to his or her job, based on a differentiation between actual outcomes and desired outcomes in an organisation. It is normally identified as a multifarious
element which comprises employee emotions with regard to a variety of job being done in a work spot. It also covers intrinsic and extrinsic components. It is a dependent factor directly related to the remuneration structure, growth aspects, benefits, other environmental conditions prevailing in the organisation, relationship between the employer and the employee and so on. It is also in direct proportion to various other factors such as promotion prospects, reward and recognition, other monetary benefits, leave and other facilities, internal support extended by the management and coworkers, autonomy given in the work spot, cooperation and friendly atmosphere provided by the employer.

There are some organisations which do not recognize the importance of employees as well as job satisfaction. In such situations one can easily find other factors which cause lower level of work satisfaction. These could be: unprofessionalism in the firm, lack of role clarity, untrained staff, long working hours without appropriate monetary benefits, mechanical system of working, unwanted paper work, lack of personal care by the superiors, absence of autonomy and empowerment, too much expectation by the management, non friendly policies and approaches by the managers, rigidity, hostility by the coworkers, favoritism and overloaded work.

As has been frequently identified by the researchers, the managerial staff and their leadership styles in the organisations play a pivotal role in determining organisational success. Therefore, there is a dire need on the part of the managers and superiors to be well trained in this regard. They should be able to guide and supervise the subordinates in such a way that they motivate their subordinates towards increased commitment and productivity all the time. Managers must be professionally trained to adopt favourable leadership style which fosters positive behaviour and values for both individuals and the firm. They must possess the capacity to influence their coworkers to perform at their peak levels so that the organisation can reap the fruits of their effectiveness. It is necessary that there exists mutual respect and trust between the managerial and subordinate staff.
Job satisfaction is connected with many important behaviours and outcomes for the employees that have implications for organizational and personal wellbeing (Spector, 1997).

Job contentment is all about how employees perceive in respect of his or her jobs and its connected aspects in the organization. It indicates whether employees are enjoying their jobs or do they perform their jobs reluctantly. A clear definition of job satisfaction has been given by Bullock (1952:7): “Job Satisfaction is considered to be an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job. This attitude manifests itself in evaluation of the job and of the employing organization as contributing suitably to the attainment of one’s personal objectives.”

As reckoned by the researchers in the earlier days, job satisfaction if depending upon its need satisfying capacity. Because, every individual has his or her own physical and psychological needs to be met with and the question is whether the job held is satisfying those needs. But the modern day approach has taken a paradigm shift which ignores underlying needs and emphasizes on cognitive processes. Enormous literature available on job satisfaction also speaks of spiritual background of an individual. It has been also confirmed and believed that spiritual inclination always helps a person to be happy on his job irrespective of what needs it fulfills. Therefore, for a person with a matured spiritual background, job satisfaction need not depend upon the need satisfying capacity of the job being done. Conversely, for a person of negative thinking, even the most challenging job might turn out to be meaningless job. Thus, the mental outlook towards it has gained more prominence on this aspect.

3.9.2 Job Involvement

Job involvement has been a recent addition in the sphere of organizational behaviour. It has been generally accepted that job involvement is a media which quantifies themagnitude and recognizes with a deep thinking of his or her anticipated performance level with an equivalent value. Therefore, an employee gets easily recognized by himself with the work he does and
appreciates what he does. Hence a satisfied employee carries high image for himself and gets self motivated always.

Lodahl and Kejner (1965) define job involvement as “the degree to which a person’s work performance affects his/her self-esteem”. Blau (1987) conceptualized job involvement with three components: Selfimage, a degree of participation in work and self-esteem. It is therefore, an illustrative form about one’s job which in reality a situation how much one’s needs are satisfied by the job.

An employee should be allowed to get involved the job and make decisions how the job should be done. When an action comes from the motivated space, such action becomes very powerful. We have to lift our ‘self’ by ‘our self’ in order to get motivated and involved. The employee has to be permitted to learn the job by observation and such observation should not be disturbed by the superior or the observer. Mere ‘blind following’ somebody is not enough. There should an opportunity to focus, observe, learn and in the process involvement automatically takes place.

Job involvement and organisational commitment go hand in hand to influence organisational overall performance and control absenteeism. Different work models propagated by different authorities have linked organisational commitment with job involvement. Further the outcome of this has also been correlated with employee turnover. When the employees feel greater job involvement levels in their work spot, the job becomes important to their self-image. Therefore, they tend to take better care for their jobs. Therefore, such employees need to be kept highly motivated as they are fascinated towards their job and the organisation. Thus, job involvement and commitment towards their organisation operate as interactive orientations for the involved employees. Job involvement and organisational commitment are the two faces of the same coin. They have been regarded as the most important parameters for prediction of employee turnover and absenteeism. These elements can assist the employees to understand task related efforts to be put in by them in their organisation.
3.9.3 Organisational Commitment

Commitment refers to attachment of oneself to his or her work. When a person gets employed, at some point person wants to stay with the firm. Conversely, he or she might want to leave the organisation. If a question is raised why the employee wanted to stay or leave, it answers the organisational commitment. Therefore, organisational commitment is an individual’s emotional attachment to involve in identification with the organisation. It can be either attitudinal commitment or behavioural commitment. Attitudinal commitment refers to how employees think and relate themselves to their organization. It is the mindset of the employees in which they relate their relationship, ethics and objectives with their enterprise where they are serving and analyze whether they are congruent with that of the organization. Behavioural commitment refers to the process through which individuals get confined to an organization and how do they manage themselves. However, it is true that committed employees always develop loyalty and stick to their work place. They have a deep sense of belonging to the firm than the uncommitted employees.

As a manager or a Supervisory authority, he may expect his subordinates to have affective, normative or continuance type of commitment. Affective commitment is a strong emotional commitment to the employer. Under normative commitment, the worker might have a commitment out of obligations to his colleagues, employer himself or for any other reason. Continuance commitment occurs when the employee is forced to continue with the same employer because he does not have any other offers or market conditions do not permit him to change his job. The manager obviously, has to expect them to have affective commitment because the employee just wants to stay with the employer. Thus, higher commitment will lead to higher engagement, and vice versa. Managers generally worry more to keep the staff engaged under an assumption that engagement leads to performance. However, engagement is a complex concept which is not as easy as it appears to be. But commitment is a much simpler idea. It is only with the commitment that other facets of leadership can be achieved in the
organisation and one should always seek commitment without any second thought about it. When an employee has a sense of commitment, he can do many things to gain that commitment. Therefore, commitment is something which has to be gained within oneself. If a manager or a supervisory level staff is committed, he can give developmental opportunities for others. Personal enlargement can also be fulfilled by taking responsibilities additionally. Theoretically when the developmental opportunities are provided to subordinate staff, in return commitment can be gained from such staff to whom the opportunities are given. Therefore, giving personal development predict commitment. In this context the senior level staff should always involve in tactics for exploiting the linkage between the personal development and affective commitment.

The Superior has a significant role to play in the context of organisational commitment. It is so because; very often employee leaves the organisation because his boss is not cooperative. This prompts the worker to gradually withdraw himself from the work which amounts to disengagement and his involvement diminishes day by day. Therefore, it is important that the superior understands well, why his subordinate wants to quit the office. He needs to take immediate corrective action so that the employee can withdraw his decision and change his mind. There could be some behaviour which indicates such self promoted withdrawal like, day dreaming, socializing, looking busy even though not, doing things which are not related or connected with his job, which could be referred to psychological withdrawal. Other behaviour could be showing up late, talking long breaks, missing meetings, increased absenteeism followed by quitting.

Being committed is the major part of our goal in managing people. To be committed one needs a strong sense of ownership of that particular work. And naturally, stronger the feeling of ownership of the work, the more committed they are going to be. To get the sense of ownership, they must have an opportunity to influence the work in the right perspective. The employees can influence on what is going on in the organisation depends upon how constructively the superior staff or the boss listens to the subordinate staff.
When the boss listens to the subordinate and responds positively there will be proportionate increase in the sense of ownership. Therefore, the manager has to value his subordinate and allow freedom and autonomy in the work. Unfortunately, very rarely this happens and directly or indirectly the superior staff becomes responsible for poor performance of the lower level staff. Therefore, the managers are required to treat their subordinates well and value them as an important part of the organisation to infuse feelings of commitment in them.

The other type of withdrawal is turnover when people voluntarily leave the organisation. This is a very serious threat to the firm. When hardworking, skillful workers leave the organisation it becomes very difficult for the employer to get a proper replacement. It also increases the cost for the company in the form of new recruitment. Unnecessarily, time is lost in selecting people. Additional costs in term of training, mentoring will also increase. Further, the productivity of the new recruited is also low as compared the left one. Simultaneously, the organization’s reputation gets affected with frequent labour turnover, the HR consultants who provide recruitment service may also get disappointed as there are repeated exits in the firm. The other serious problems are; trained employee joining the competitor, poor morale, stress to other continuing colleagues, contagious turnover, loss of a good trustworthy employee and so on. Therefore, by maintaining organisational commitment among the employees, all these probable unhealthy situations can be easily avoided. In this context, sustaining employee commitment is of extreme importance.

Establishing a link between job involvement and empowerment, employees can have commitment either externally or internally. But both are very important in the workplace. Internal commitment emerges largely from within and it reinforces empowerment. Therefore, internal bonding is closely connected with empowerment. Thus in order to enhance employee commitment, the superiors need to ensure that subordinates are involved in the work completely.
The following figure 3.11 distinguishes external and internal commitment that an organisation can adopt.

**Figure 3.11 External Vs. Internal Commitment**

<table>
<thead>
<tr>
<th>External Commitment</th>
<th>Internal Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks are defined by others</td>
<td>Tasks are defined by Individuals</td>
</tr>
<tr>
<td>The behaviour required to perform tasks is defined by others</td>
<td>Individuals define the behaviour required to perform tasks</td>
</tr>
<tr>
<td>Performance goals are defined by management</td>
<td>Management and individuals jointly define performance goals that are challenging for the individual</td>
</tr>
<tr>
<td>The importance of the goal is defined by others</td>
<td>Individuals define the importance of the goal.</td>
</tr>
</tbody>
</table>


It is organizationally experienced and proved that if the management always controls the employees, they would not feel internally committed. Receptiveness, integrity, and faith are the basis of autonomy. Empowerment is a powerful means to engender commitment.

One remarkable development that is happening in our Country in the last 10 to 15 years is that more number of Indian Leaders are emerging out. Ten years ago we had leaders only from America. With the exception of Tata and Birla, most of the leaders even today are referred from USA and not India. Most of the people only remember Jack Welch, Bill Gates or Warren Buffett. However, today we have many Indian leaders coming to the main stream. The literature on Indian leaders has gone up. Recent review on twenty two Indian leaders indicates that most of these leaders have a very high degree of commitment, persistence and persuasiveness to do something higher. This shows how organisational commitment has been nurtured gradually which has a long way to go in its journey of major contributor towards organisational success.
3.9.4 Work Stress

Work place stress is common in organisations due to several factors both internal and external. Normal work stress is generally found in all jobs irrespective of the nature of the job. However, excessive work stress often results low productivity and performance. It might go to the extent of hampering physical and emotional health conditions of the employees. This may further deteriorate work spot relationships with superiors and colleagues. It can even cause disastrous effect on achievement motives and success rate of the workers. Therefore, work stress may ultimately give a feeling of powerlessness and pollute the entire work environment inside and outside the organisation. In view this, it is very important for both the employer and the employee to ensure that work stress is minimized to the extent possible so that both are protected in the context of productivity and overall performance.

It is all time necessary that work stress does not override the employees and damage their enthusiasm. Focus should always be kept on ambitions or work demands in the organisation, so that job satisfaction is always kept up by bolstering the welfare of the work force at all times.

Normal stress is not always dangerous. In fact, it is argued that in the absence of stress employees do not take their jobs seriously. A moderate level of stress is therefore necessary to keep the worker alert energetic and stay focused on the job. It also helps the worker to meet upcoming challenges in the organisation. Normal stress certainly can prevent major mistakes or accidents that are likely to be committed by an employee. Unfortunately, the modern work environment has turned out to be turmoil for all the time with heavy targets, deadlines and ever increasing demands. In this situation, when the stress level increases it starts damaging the employee rather than coping up. It interferes with health and personal life of the employee and ultimately sense of control at work is lost. Common causes of stress are: fear of work completion, fear of boss, loss of job in case of not meeting the targets, lay off fear, ever rising expectations without proportionate compensation, lack of self-control over allotted jobs, fear of penalties and fines and difficulty in fetching alternative jobs.
When an employee is overwhelmed at work, he tends to lose his own confidence in the job which might result in irritation, anger, anxiety and so on. There are other indicators of increased stress levels: lack of interest in work, late arrival at work place, feeling depressed, sleepless nights, lack of focus and concentration, fatigue, health related issues, self-withdrawal from social contacts, all time tension and resorting to drug abuse or consumption of alcohol etc.

Stress refers to an adaptive response arising due to an external situation those results in physical, psychological, and/or behavioural changes in the employees. Hence it has three dimensions namely, physiological, psychological, and behavioural. Beehr and Newman (1978) defined job stress as “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning”.

Hans Selye (1980) identified and analyzed four basic variations of stress: eustress (good stress), distress (bad stress), hyper stress (overstress), and hypo stress (understress). In an ordinary view, stress is generally thought of in negative terms. For example, an employee is issued formal written reprimand for poor performance. This form of stress, caused by something bad, is called “distress”. But there also exists a positive, pleasant side of stress caused by good things (for example Employee is gets promoted with higher position at another location). This type of stress is known as “eustress”, coined by the pioneers of stress research from the Greek eu, which means “good”. In this sense, distress is the response to negative events, while eustress is the response to positive events.

Conversely, when an employee is too much stressed, it adversely affects the employee in his health as well as his work performance. This in turn causes physical and psychological weakness called “burnout” in which employees are emotionally exhausted and get detached from the work. This ultimately results in “workplace trauma” which disintegrates employees’ selfconcepts beliefs in
their own capabilities. This prompts employees to assume their responsibilities inappropriately and pushes them into tailspin. Therefore, it is very important that stress level is kept as low as possible so that it does not cause any disorders either at job front or at health levels of the employees. Therefore, the goal of stress management is to maintain a balance between the equally destructive forces of hypo and hyper stress, to find as much eustress as possible, and minimizing distress.

The employer can also think of some supportive relationship to cope with the over stressed employee. Some of the techniques that can be used to get away with stress are: sharing with fellow workers, free and frank communication with superiors and colleagues, seeking support from others, engaging with friends and other departments, interacting with family members, building new friends who are satisfying the needs, regular exercises, avoid smoking and improving the quality of sleep could be used. Besides, revise the work schedule so that and balance is maintained in the job routine, avoid rushing to work spot by reaching little earlier than the scheduled time, proper planning of regular breaks for getting fresh, refrain from overcommitting in work completion, task prioritization, work sharing and delegation of responsibility, willingness to compromise, getting out negative thinking and focusing on positive thoughts, meditation, socializing, clarifying the job description in advance and taking time off regularly.

Managers or supervisors can also cooperate with overstressed employees by having a free discussion with them, face-to-face listening of their problems, providing an opportunity to take part in decision making, distributing the work load according to the individual capacity of the worker, dealing with work place conflicts with a positive approach, frequent clarification on expectations, offering timely and suitable rewards and incentives and respecting the dignity of workers in the organisation.

**Stressors:** “stressors” are those situations or conditions which cause stress. The antecedents or causes of stress stem from (1) from both outside and
inside the organisation, (2) the groups that an employee is influenced by (3) from the employees themselves (Brief et al., 1981). Workplace stressors are the aspects of working environment which we may anticipate as stressful. These stressors will cause stress not only in mind but in the whole body of the human beings which disturbs the normal efficiency of an individual resulting in reduced output.

Thus, involvement and empowerment of employees in an organisation is directly connected with various aspects as explained in the above discussions. Considering the aforesaid constructs, the suitable Conceptual Framework developed by the researcher for the present study is as under. (Figure 3.12)

**3.10 Conceptual Framework**
Figure 3.12 Conceptual Frameworks Guiding the Present Research Study

Antecedents

Individual Characteristics

Age
Education
Gender
Marital Status

Instrumentality

Organisational Culture

Openness
Confrontation
Trust
Authority
Proaction
Autonomy
Collaboration
Experimentation

Employee Involvement

Power
Information
Reward
Knowledge

Employee Empowerment

Meaning
Competence
Self-Determination
Impact

Job Attitudes

Job Satisfaction
Job Involvement
Organisational Commitment
Work Stress

Source: Developed by the Researcher
As explained above in the figure 3.12, the conceptual framework guiding the present research study comprises of antecedents, instrumentality, elements of employee involvement and employees empowerment, and the intended outcomes of employee involvement and empowerment practices in organizations. While Individual characteristics of the employees and organisational culture have been posited as antecedents and instrumentality respectively (independent variables), recognized measure of involvement and empowerment and workforce’s expected extent of outcomes have been considered as outcome variables.

3.11 THEORETICAL FRAMEWORK

Theoretical framework is a collection of related concepts in which the research work is grounded. It guides the research determining what is measured as the relationship between various elements and also it creates a boundary for the research work. It indicates how the research connects to the existing knowledge and contributes theoretical expositions to the topic.

Concept is a manner of organizing know how, in order that exercise can be improved via studies and empirical application concepts and the teachings of fundamentals. Practitioners are by and large involved with the accuracy of prediction of the theoretical model with a purpose of choice making; therefore, an accurate theoretical version lets in for better choice making in conditions of uncertainty. Theorist researchers, alternatively, have more enthusiasm to know the ‘why’ behind the prediction.

The evolution of practice of HRM from an initial maintenance function to one of the increasing organisational and strategic importance has resulted in an integration of activities in HRM practice. A theory helps make sense of the observable world by ordering relationships among observed elements (Klimoski, 1991). A theory specifies relationships among constructs (i.e. unobservable units) and variables (i.e. Observable units) in the empirical world (Bacharach, 1989, Heneman, 1969).
Components of a good theory have been specified by various researchers. First, it should provide a delineation of major constructs and independent and dependent variables (Thompson, 1991). Second, it should define major relationships among the variables, which can generate hypotheses that can be tested (Wallace, 1983, Heneman, 1969). Third, a good theory should be generalizable, have clear implications for practice, and should direct future research (Miner, 1984). Fourth, it should be parsimonious and provide the simplest explanation to account for the phenomena observed (Landy & Vasey, 1984). Fifth, a good theory should be value added and contribute to what is currently known (Whetten, 1989).

A description of the characteristics of good theories for HRM needs to include the components discussed above as well as take into account its applicable part in the industry. The practical aspect of HRM signifies the priority of HRM research in organisations. It also suggests that productive research is dependent on cooperation between science and practice of HRM. HRM academicians need to be able and also willing to incorporate their research into organisations (Boehm, 1980), and practitioners need to expand their perception and definition of research to include the systematic examination of organisational problems, and thereby view it as a process from which they can benefit.

EMPLOYEE INVOLVEMENT AND EMPOWERMENT THEORIES

3.11.1 Maslow’s need hierarchy theory  It is most widely recognized theory. Maslow (1943) suggested that people have a complex set of exceptionally strong needs, which can be arranged in a hierarchy. Underlying this hierarchy are the following basic assumptions.

- Once a requirement has been fulfilled, its motivational role diminishes in its significance. However, as one need is satisfied, another need automatically arises and this cycle is continuous. Therefore, people are always in the race to fructify their requirements.
- The interconnectivity of needs is generally intricate. Because, multidimensional needs have a direct impact on the behavioural aspects of an individual as well. Clearly, when someone faces an emergency, such a desperate thirst, that need dominates until it is gratified.
- Generally, lower level needs must be gratified, before higher level needs are activated adequately to steer the behaviour.
- There are more ways of gratifying higher level than lower level needs.

In other words, this model can be transformed into the content model of work motivation as shown in Figure 3.13.

Figure 3.13: Hierarchy of Human Needs

- **Self-actualization**
  - (Personal growth, realization of potential)
- **Esteem needs**
  - (Titles, status symbols, promotions, banquets)
- **Social needs/Love needs**
  - (Formal and informal work groups or teams)
- **Security needs/Safety needs**
  - (Seniority plans, union, health insurance, employee assistance plans, severance pay, pension)
- **Basic Needs/Physiological needs**
  - (Pay)

Maslow identified five levels of human needs (Figure 3.13) in his need hierarchy as described below.

1. **Physiological needs**: The needs for food, water, focus on gratifying these wants before going to satisfy the other higher ranking needs. In this context the Managers need to realize that the subordinates generally remain ready to do any job to fulfill their physiological needs. The superiors often believe that employees basically serve for want of money and would like to be placed in a comfortable position.

2. **Safety needs**: Human beings, by natural instinct, always look for security in their life. Maslow emphasized mental and physical safety. The organisation may become a safety-seeking mechanism. However, just as physiological needs, these needs fail to motivate the person once these needs are fulfilled. From the point of view of organisational context, this level might include job security, physical safety at work and healthcare.

3. **Social needs/Love needs**: This hierarchy of needs represent needs of love and affection which an individual anticipates. The more appropriate word describing this level would be ‘belongingness’ or ‘social’. In organisational settings, a few designations or positions may need to have regular interaction with colleagues, or members of other departments or team. A positive response or feedback from these associates might also fill these needs.

4. **Esteem needs**: Human beings generally long for power, esteem, recognition, organisational or societal status and so on. Maslow cautiously reiterated that the esteem level is a combination of two factors self-esteem as well as esteem from others. This means to say that individuals take pride in being recognized in high positions and valued in front of others. They feel more comfortable and happy with this kind appreciation that they receive from others.

5. **Self-actualization needs**: This altitude substitutes the culmination of all the lower, intermediate, and higher needs of individuals. People who have
become self-actualized are selffulfilled and have realized all their potential. Self-actualization is closely related to selfconcept. In effect, self-fulfilment is the person’s motivation to transform perception of self into reality. It is the need to achieve one’s fullest creative and productive potential. When self-realization takes place, the individuals tend to get involved and take charge with a sense of empowerment and autonomy. They assume higher responsibility; get ready to face new challenges, and strive hard to achieve the best. This leads them to the highest performance and therefore, everyone has the need to self-actualize according to Maslow.

Human resource theorists such as Argyris and McGregor observed that orthodox managers frequently treat subordinates like children, satisfying only their lower level needs (Bolman & Deal 1991). Techniques such as participative management can easily gratify higher order wants and tap higher levels of motivation. Therefore, through a system properly coordinated team work, proper authorization and a perfect reward and recognition measures the superiors can easily achieve the advantage of higher qualitative work and improved productivity while keeping the employees fully satisfied all throughout.

3.11.2 Herzberg’s TwoFactor Theory of Motivation

Herzberg et al., (1959) continued the theory Maslow and arrived at specific content theory of work motivation. A widely reported motivational study was conducted on about 200 accounts and engineers employed by firms in and around Pittsburg, Pennsylvania. A critical incident method of obtaining data was used in order to arrive at conclusions. While asking questions, favourable replies were concerned with individual job experiences and unfavorable replies on the external environment.

To summarize, two factor theory reveals that the organisation needs to increase growth prospects by giving more involvement and responsibility to the workforce thereby ‘intrinsic motivation’ can be reaped from its employees. Further, the managers should also think of implementing the decisions made by their subordinates thereby giving them a feeling that they are cared and
held responsible in organisational matters. This will also foster a feeling of self-esteem, accomplishment and acceptance among the employees.

3.11.3 Theory X and Y
McGregor (1960) persuasively argued in his theory X and Y that the character of the organisation or an enterprise is influenced by the hypothetical presumptions followed by the top management with regard to human resource control. He raised question to the management as to what are the beliefs about the most appropriate means to control people. The exposition given in this theory by McGregor answers this question. All the decisions and actions taken by managers assume certain things about human nature. Some are very influential and pervasive, such as the idea that ordinary people generally have a sort of hatred towards work and normally they avoid doing such jobs if permitted, which forms a part of theory X. This indicates that traditionally such people need to be controlled and directed all the time failing which they will resist doing work. At the same time, it also assumes that mean worker generally do not have any preset ambition and they do not bother much about their organisation in terms of their productivity to the enterprise. It also indicates that such workers oppose changes being made in the organisation; instinctively resists change; and they are easily prone to be influenced by negative people or wrong leaders. Moreover, these assumptions are still readily accepted.

Theory Y, in contrast, speaks of a proposition that expenditure of physical and mental effort in work is as natural as play or rest. Allied to this are the beliefs that it is not the original nature of the people to oppose changes in the enterprise; and that they do have strength and will power to take lead in the organisation. Managers are responsible for helping people develop their potential; and that the chief task of management is to organize business so that peoples’ own goals become identifiable with those of the organization. Unfortunately, often it so happens that people are not aware of their own goals, they do their jobs just for the heck of it without carrying any meaning to the job they do. In such critical conditions the supervisory staff has a bigger role to play.
McGregor insisted that to be efficient, organizations must foster supportive relationship between all the people working for them. It is worth noting that many of the concepts and techniques of modern participative management in America, Japan, Europe and rest of the world have sprung from McGregor’s Theory Y.

**Figure 3.14: Theory X and Y: Basic Premises**

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Theory Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The average human being has an inherent dislike of work and will avoid it, if he/she can.</td>
<td>1. The expenditure of physical and mental effort in work is as natural as play or rest.</td>
</tr>
<tr>
<td>2. In view of this characteristic of dislike of work, most people must be coerced, controlled, directed, and threatened with punishment to get them to put forth adequate effort towards the achievement of organizational objectives.</td>
<td>2. External control and the threat of punishment are not the only means for bringing about effort towards organisational objectives. Man will exercise self-direction and self-control in the service of objectives to which he/she is committed.</td>
</tr>
<tr>
<td>3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all.</td>
<td>3. Commitment to objective is a function of the rewards associated with his/her achievement.</td>
</tr>
<tr>
<td>4. The average human beings learn, under proper conditions, not only to accept but to seek responsibility.</td>
<td></td>
</tr>
<tr>
<td>5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organisational problems is widely, not narrowly, distributed in the population.</td>
<td></td>
</tr>
<tr>
<td>6. Under the conditions of modern industrial life, the intellectual potentialities of the average human beings are only partially utilized.</td>
<td></td>
</tr>
</tbody>
</table>


Theory X explains (Figure 3.14) effects of a unique administrative approach. It fails to explicitly narrate the nature of human beings. The assumptions taken therein are unwantly restrictive that it literally stops one from visualizing the chances naturally inherent in other managerial plans. The serious problem is that the inappropriate propositions made about human nature are used to
implement the procedures developed in respect of various new management programmes such as ‘management by objectives’, ‘democratic leadership’, ‘decentralization’ causing them to be ineffective in total.

The assumptions of Theory Y have slightly varying effects on management strategies. They are more dynamic rather than static: they predict chances of growth and development in human nature; they stress the necessity for selective adaption rather than for a single form of control. They are not framed in terms of the least common denominator of the ‘factory hand’ but in terms of a resource which has substantial potentialities.

The assumptions of Theory Y highlight that the limits of human collaboration in the organisational setting are not limits of human nature but of management’s ingenuity in discovering how to realize the potential represented by its human resources. Theory X provides a scapegoat to the superiors in the form of an easy rationalization for ineffective organisational performance. It is due to the nature of the human resources with which one must work. On the other hand, Theory Y maintains the issue straightforwardly in the hands of managerial staff. It makes it very clear that if the employees are lethargic, not prepared to work, intransigent and impotent it is because of lack of proper control on them by the organisation. Thus, the blame is on the enterprise itself and not on the employees.

The core theme of the organisation that can be arrived from Theory X is that of “scalar chain principle”. That is there should be proper authority given to the employees to discharge their duties to their full potential. Similarly, the core principle that emerges out from Theory Y is that of integration. It explains that there should be a proper environment in the organisation to give proper directions in the right way to the right person from the right person at the right time. Appropriate directions from the right person can have a significant impact on the employees. Therefore, the enterprise should be able to provide suitable ambience for its employees to work up the levels of expectation.
Nevertheless, these two principles have deep implications with regard to taking care of the human resources. However, the scalar principle is so firmly built into managerial attitudes that the implications of the principle of integration are not easy to perceive. In the fitness of things, the philosophy, policies, processes, programmes and practices of employee involvement and empowerment are strongly embedded in the principles of ‘Theory Y’.

3.11.4 Achievement Motivation theory
McClelland (1961), an American theorist, suggested that three important motives drive people: the need for achievement, power, and affiliation. However, despite his focus on executives’ needs for power, his primary attention was on the need for achievement as a basic ground in communicating why some enterprises produce little higher than others. When he conducted his studies in India, for instance, he observed that those industrialists who were trained in the need for achievement outperformed those who were not trained in that.

One type of need for achievement (designed by McClelland as ‘nAch’), is the requirement to exhibit qualitative degree of performance levels and expertise over complicated tasks. Individuals who have high achievement needs are generally goal oriented and set realistic goals that require risk but are not impossible to achieve. These individuals like to have control over individual (preferably challenging) tasks. They have high energy levels and work hard. They wish to have instant and concrete opinion on their achievement. He contended that ‘high need achievers’ do far well than those with low or moderate degree of need achievement. Individuals with high achievement needs are likely to excel in work and jobs characterized as entrepreneurial, high energy, and autonomous such as sales, marketing and advertising.

A second type is a need for power (‘nPow’), which means to take responsibility and make an impact by influencing. People with a ‘high need for power’ are associated with getting, using, and keeping power to influence others. Such people rejoice supportive conflict and remain busy with contentious conditions in which they probably win the race.
The third type is need for affiliation (nAff'). This is the need to interact socially with others, to make and sustain friendly environment. Individuals with a ‘high need for affiliation’ have a willingness of association and for giving and receiving love and affection. They possess a need to be loved by others and also try to maintain close emotional interactions and communication. They shun disputes and disagreements. Individuals who have low to moderate affiliation needs generally require low to moderate levels of interaction. They can also work well alone for long time spans. People with high affiliation needs seek closeness with others and desire more interpersonal interaction.

McClelland’s theory has been widely applied to management and leadership training across cultures. McClelland has found that a “leadership motive pattern” exists: a moderate to high need for power combined with a low desire for integration leads to effective leadership profiles in organisations. While this relationship may be true for low and middlelevel managers, the higher an employee goes in an organisation, the more important it is for that person to emphasize managing interpersonal relationships and being competent in doing so. At higher organisational levels, a person with both a high need for power and a high need for affiliation generally has a higher probability of success. High socialized power needs enable leaders and manages to exert influence on others; low affinitive needs enable leaders and manages to implement tough decisions without being too concerned about being liked. McClelland’s theory also can be used to match people with high power, affiliation, and high needs.

In the light of ‘achievement theory of motivation’, it is worth noting that employee involvement and empowerment programmes should generate adequate, proper and timely opportunities for nurturing and utilizing employees’ need for power, affiliation, and achievement.

3.11.5 Expectancy Theory (1964)

Vroom (1964) has propagated this supposition. With the help of this base, he has made an effort to describe and forecast behaviour and motivation. Through this proposition, it tries to narrate why employees are ready to offer
hard work that leads towards higher achievements for the organisation. Vroom contented that motivation is a function of expectancy, valence, and instrumentality; motivation = E × V × I (Expectancy × Valence × Instrumentality).

The model makes it clear that people expect safety, pleasure in accomplishing challenges and also the most complex targets. When employees anticipate accomplishing these desires though best performance of their jobs, they get inspired to work more and put in more efforts for the enterprise. Here therefore, the point goes to say that peoples’ expecting pleasure in taking up challenges in life is the main inspiring factor to exert themselves in the form hard work. In this background, Vroom established a linkage in his thinking in the following manner:

1. Attempts leads to performance (Expectancy): Employees trust that putting in sincere hard work rewards in terms of achievement.
2. Performance leads to reward (Instrumentality): people consider that to get the desired outcome or reward one has to perform.
3. Rewards lead to personal goals (Valence): the workforce strongly expects that those certain rewards stimulate their wants and objectives.

Therefore it is very important to have an understanding of the relationship between effort and performance, and expectations about rewards influences motivation. The three components of this formulation of motivation explain the relationships between perceived effort, performance and reward. Employees’ expectancy perceptions are influenced not only by the nature of the tasks but also factors such as self-esteem, past history of success at completing similar tasks, available resources, information and assistance. This is illustrated in the figure 3.15.

Figure 3.15: Expectancy Model in Action
Figure 3.15 above draws a clear understanding of what Vroom says. This model unfolds that task inspiration is bent on the beliefs of the people in respect of connection between effort and performance and also the desirability of job results. Therefore, in this model (Figure 3.15) employees work hard to accomplish their desired objectives and in turn that leads to a high value for the work.

According to the above theory, employees need three critical inputs capacity, willingness, and opportunity for meaningfully participating in various employee...
involvement and empowerment programmes. In addition to spreading awareness about the presence and intended outcomes of these programmes, organizations should provide necessary training education and developmental experiences to the employees, so that they can contribute substantially to the overall purpose of employee involvement and empowerment. More often than not, employees do not make the best use of involvement and empowerment programmes owing to the lack of understanding, lack of incentives, fear of actively participating and trying out innovations (e.g. potential threat of ‘layoff’), and lack of trust in those people who introduce and administer such programmes.

3.11.6 ERG Theory
Clayton, Alderfer (1969) agree with what Maslow propagated. According to this theory, there are mainly three groups of essential needs: Existence, Relatedness and Growth. Hence, the three letters ERG indicate the above three groups. Here, the existence group is concerned with providing the basic materials

- **Existence needs** or material needs are satisfied by food, air, water, pay, fringe benefits and working conditions.
- **Relatedness needs** are met by establishing and maintaining personal relationships with colleagues, superiors, subordinates, friends, and family.
- **Growth needs** are expressed by an individual’s attempt to find opportunities for unique personal development by making creative or productive contributions at work.

![Figure 3.16: ERG Model](image)
Figure 3.16 above illustrates these relationships. A solid arrow indicates a direct relationship between needs, desires, and needs satisfaction. A dashed arrow represents what happens when a set of needs is frustrated. To illustrate, when the developmental need of a person gets frustrated on the job because of the lack of challenging assignments, the importance of relatedness needs, usually satisfied by their co-workers, increases. The same behaviour (doing daily jobs) that had led to the irritation of developmental requirements now becomes the media to fulfill connectedness needs. Frequently, when the efforts to meet these requirements have been defeated, people look for food, alcohol or drugs to gratify their existence needs. The ‘frustrationregression’ idea is based on the thought that existence, relatedness, and growth needs vary time and again Alderfer suggests that when lesser definite needs are not satisfied, more material needs fulfillment is looked for. . (Note that the direction of the dashed lines in Figure 3.6 is downward from needs frustration to needs strength).

Thus, in the light of ERG theory, it is quite clear that a conducive and congenial environment should precede the introduction of employee involvement and empowerment programmes in organizations. Furthermore, the successful implementation of these programmes should recognize and motivate the employees to satisfy their existence, relatedness and growth needs.
3.11.7 Sociotechnical Theory

Sociotechnical systems (STS) theory (1975) was originally developed at the Tavistock Institute of Human Relations in London. This though has been accepted by majority of industrial nations within a very short span of time. STS interventions are almost synonymous with job sketch and employee involvement. The two main basis of this theory are: that an organisation or work spot is a mixture of social and technical network. (Sociotechnical). This system is transparent in relation to its surroundings. This mechanism involves two independent but interconnected parts: a social part including the people performing the jobs and the affinity among them, and a technical part consisting of the tools, techniques and methods of doing jobs. These two parts are individualistic as each follows a varying set of behavioural conventions. The social part functions as per biological and psychological laws, whereas the technical part functions works as per mechanical and physical laws.

This is illustrated in figure 3.17 in the foregoing page.

Figure 3.17 Sociotechnical Systems Model
Utility of the above model consists of vertical job loading to a group of jobs within a team as a whole and not as an isolated job. The owners of the organisation can make use of this. It connects people, technology and optimizes the relationships between the technological and social system.

The Institute proposed that the technical and social subsystems of a firm could be interconnected through fully empowered task groups. The main aim of these autonomous work groups is to make these subsystems function simultaneously to give the advantage to a bigger mechanism. These groups are developed using concepts of task design, particularly job enrichment, and ideas of group interaction, supervision, and other characteristics of organisation design. When there exists empowerment in an enterprise, such organisations tilt more towards mutual cooperation among themselves rather than looking at hierarchy during their critical times.

Socio technical systems theory proclaims that the management has two roles to play: one is to control the surrounding factors that influence on the internal
working of the enterprise, second is to synchronize social and technical subsystems. Quite a few principles of socio technical systems are followed by the management in the present day scenario. The best example would be the improvement in cross operational groups to create new forms, products and services. In any case, structure of involvement and empowerment in an enterprise demonstrates the vision contained in these systems.

3.11.8 Hackman and Oldham’s Job Characteristics Theory
Hackman and Oldham (1980) recommended a representation of job design. Accordingly, they suggested that the nature of the job which is being done by an employee and his individual performance have a connection with each other. In their recommendation, they advised that there are three important elements involved in job. They are variation in the skill, identification of the skill, significance of the task, autonomy and feedback. These elements directly influence on psychological state of mind of the employees which could be referred to as psychological empowerment. The workers feel the meaningfulness of the work being done at the work spot. This further consummates a sense of responsibility for work outcomes and finally, actual result of the work can be realistically known by the workers. When this happens, naturally it motivates the workers towards high quality work performance leading to higher levels of job satisfaction.
When the employees start experiencing greater job satisfaction they also experience a sense of commitment towards the organisation and absenteeism reduces to a greater extent. Therefore, this model has a very convincing aspect of job satisfaction followed by reduced employee turnover. This concept suggests reshaping of work designs and job enrichment which may help the workers to feel comfortable and empowered.

3.11.9 LeaderMember Exchange (LMX) Theory
This concept was developed by Leiden and Graen (1980) which advocates that leaders evolve a unique relationship with their fellow workers. Under this proposition, some employees get a feeling that the group which the leader follows has a potential preference from the leader and they are very close to
the management. The other group which is not associated with this group perceives that they are an ‘out group’ with a low bonding relationship with the manager or the leader. The teams which are close to the manager receive preferential treatment in the sense that they get faster information and enjoy more confidence with the manager. Such employees enjoy more trust from the managers.

However, researchers have made studies on relationship and performance as well as quality of exchange between superiors and subordinates. They are of the opinion that the employees who are trusted more by their superiors feel better engaged in their jobs on account of high quality of relationships between them.

3.11.10 Theory Z

Dr. William Ouchi propounded Theory Z which got popularized during 1980s at the time of Asian economic boom. He named the American system of organisation as Theory A and Japanese system as Theory J. He compared American and Japanese model of management and remarked that both were opposite to each other. He noticed the importance of culture and explained how American system can adopt and achieve Japanese opportunities. He reiterated that this can be done through understanding the significance of organisational culture. He suggested that seven elements (Figure 3.19) have been adopted by the Americans (Theory A) and the Japanese (Theory J). He opined that Theory Z is a mixture of these two propositions, which helps to alter the American culture so that they can compete with Japanese.

Figure 3.19 given in the foregoing page clearly illustrates these seven characteristics clearly.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Theory A (American)</th>
<th>Theory J (Japanese)</th>
<th>Theory Z (Modified)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment with a firm</td>
<td>Usually shortterm; layoffs are quite common.</td>
<td>Especially in some of the large firms, it is for life. Layoffs are rare.</td>
<td>Fairly longterm; this will help develop a loyal</td>
</tr>
<tr>
<td>Evaluation and promotion of the personnel</td>
<td>Very fast; individuals who are not promoted rapidly often seek employment elsewhere.</td>
<td>Very slow; big promotions are generally not given out for years.</td>
<td>Slower; more emphasis is given to training and evaluation than to promotion.</td>
</tr>
<tr>
<td>Career paths</td>
<td>Very specialized; people tend to stay in one area (accounting, finance, sales etc.) for their entire career.</td>
<td>Very general; personnel are rotated from one area to another and become familiar with all areas of operations.</td>
<td>More general; emphasis is on job rotation and more broadly based training in order to give the person feel for the entire organisation.</td>
</tr>
<tr>
<td>Decision making</td>
<td>Carried out by the individual manager.</td>
<td>Carried out via group decision making.</td>
<td>Carried out with more emphasis on group participation and consensus.</td>
</tr>
<tr>
<td>Control</td>
<td>Very explicit, people know exactly what to control and how to do it.</td>
<td>Very implicit and informal; people rely heavily on trust and goodwill.</td>
<td>More attention to informal control procedures coupled with explicit performance measures.</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Assigned on an individual basis.</td>
<td>Shared collectively by the group.</td>
<td>Assigned on an individual basis.</td>
</tr>
<tr>
<td>Concern for the personnel</td>
<td>Organisation is concerned primarily with the worker’s work life only.</td>
<td>Organisation is concerned with the whole life of the worker-business, and social.</td>
<td>Organisations concern is expanded to include more aspects of the worker’s whole life.</td>
</tr>
</tbody>
</table>


### 3.11.11 Fox’s Theory of Employee Involvement

Fox (1985) argued that management has often a tough time to have its employees giving adherence to its policies, rules and regulations. It also becomes difficult for them to find out the level of loyalty to the organisation. Therefore, in order to have control and assessment of this, varieties of programmes such as employee involvement have been initiated by them. Of late, there has been efforts of revised involvement needs of the employees which need to be recognized from the point of view of changed scenario in human resource strategies. Various related issues also need to be considered at the same time. At present, the main objective of revised human resource plans is to enhance employee commitment towards optimum performance of jobs. Thus, the primary purpose is attainment of higher levels of job performance and commitment to the organisation.
When the managers in organisation recognize the need for empowering their subordinates they need to provide them open communication network with the organisation. When the communication moves beyond barriers and becomes free within the organisation, it automatically provides them inputs required for taking a management decision and gives a feeling of autonomy where they are serving. When they comprehend the feeling of autonomy it further accelerates better understanding, mutual trust and respect for each other, job satisfaction. The contentment arising out of job satisfaction inspires the employees to become self-motivated and also increases the sense of commitment to the organisation. Overall, it helps to reach a finale of overall organisational performance. It also promotes a positive behaviour among the employees which helps the organisation in achieving its goals. The free flow of communication in the organisation further foster a better organisational culture followed by greater creativity and self-recognition of employees.

3.1.12 Social Cognitive Theory
Bandura (1986) has enlarged Skinner’s work by signifying that individuals always have an option to observe outside and try to imbibe the qualities from others and have their behaviour changed. They can subsequently follow them as well, in the behavioural aspects. When people see others and learn things from them, they acquire knowledge through intellectual process of information. This is exactly stated in social theories. The people are the integral part of the society and also intellective as their decisions are based on their own intuitive process which distinct from each other. Much of the work that occurs in an organisation is because of the knowledge and behaviour generated by people in that organization. Prospective employees walk into the firm. And see phone banks, salespeople with headsets on, and flashing lights advertising new promotional items. By watching others they develop mental pictures of what working there would be like. Based on these observations, they decide whether to join the organisation. Bandura advised that behavioural learning can take place quickly by observing others as there is a chance of unlearning what has been wrongly learnt earlier. By doing this, they can also minimize mistakes.

Five various facets have recognized in Social cognitive theory symbolizing, forethought, vicarious learning, self control, and self-efficacy. They could be of a significant value in apprehending different behaviours of varying employees. It is also true that many times though the situation is similar, still employees react in different manner which is very difficult to comprehend some times. This is discussed in Figure 3.12 below:

![Figure 3.20: Five dimensions of Social Cognitive Theory](image-url)
Sometimes, people use signals or signs which help them to respond to the external situations. In this process, they get visual experiences which help to communicate their behaviour.

Individuals make use of their prudence (Forethought) in the process of expecting things and guide their conduct or etiquette. It is accepted that by observing others' behaviour, many forms of learning takes place.

Employees by natural instinct observe and lean from others which become an experiential learning for them. This experiential learning helps them to distinguish the appropriate information between what stands correct and incorrect and ultimately helps to take conscious decisions for the organisation. Self–control learning place when people start doing their own work without being pressurized by the superiors. By doing this, they will also learn a new behaviour of doing and enjoying their jobs for themselves. Routine tasks are very easy to learn but professional tasks are a bit difficult to learn for themselves. When the self-control behaviour is learnt, the need for the managers to supervise their subordinates does not arise and it saves lot of time of the managers. In this process, employees also learn to accept their responsibilities and tasks can be executed more comfortably. However, in many organisations the superiors try to control their subordinates at every point of task which deprives the subordinates from being self-controlled. Such self-control can be achieved through forming teams in organisation which again calls for empowering the members of the team without which they will not be in a position to take up the task.
The fifth aspect of this theory is the ideology of self-efficacy. It implies to the calculation made by an individual to the level of his capacity to do a particular job perfectly. It could be a self-estimation of one’s own strength to accomplish a task in a given time. It has been accepted that the more an employee feel about his own strength, the greater would be his capability. Therefore, self-efficacy actually refers to the perceived strength of an individual to perform a task most efficiently and effectively. Thus it addresses the level of confidence that an individual has within himself. An assumption made here is that only those who have such capacity can have such perception. Hence it is believed that, (1) when a person feels that he has that strength, he definitely has that ability required, (2) he is in a position to initiate the attempt necessary, (3) there cannot be any extraneous things or external factors which can influence that.

Psychologically, it is proved that individuals with a reduced extent of self-efficacy have a biased belief for themselves that that cannot accomplish the task and however hard they try, something or the other will stop them from achieving the desired goal. Here, the perception becomes reality. Thus, it determines the alternatives of employees of their task and it will also affect the amount of time they use to accomplish their goals.

Under this background, it is evident that social cognitive theory guides a roadmap for understanding the level of empowerment among the employees. It furnishes various related aspects such as personal level predictions, beliefs of job behaviour and conduct in a particular environment. Further, it also submits interrelated connections among three sets of factors: individual (affective and cognitive), behaviour (outcomes), and environment (for example, the social system or structure) (Bandura 1986, 1997). The relative salience or importance of a set of factors will “vary for different activities and under different circumstances” (Bandura, 1997:6).

These concepts highlight that involvement in decision making is a workable strategy as it upgrades the movement and utilization of information in the
enterprises. Theorists supporting such models (Anthony, 1978, Frost et al., 1974) propose that workers are masters in their individual works as compared to the management. Therefore, it is fair that workforce participation in decision making would result in qualitative decisions as they know their jobs better in all respects. It is also substantiated that when the workers are given an opportunity to participate in decision making process, implementation of work procedural aspects would be more simple and easy to apply. Therefore, numbers of scholars have named these models as the “human resources” theory of participation. This means that, they strive towards most effective utilization of employees’ strength and capacities and recognizes job satisfaction as the result of their active involvement in decision making. In this sense, employee involvement and empowerment programmes can meaningfully flourish only in a positive workplace environment capable of symbolizing workplace learning experiences, promoting self-control learning, and building self-efficacy of employees working in those organizations.

Conclusion:
Thus, the various theories proposed above have tried in their own way to expound the concept of involvement and empowerment in an organisation. Though each theory concentrates on various aspects of human resource development and employee employer relationship, adoption of such theories might not be as easy as it seems to be.

The theoretical foundation of employee involvement and empowerment is shaped by multiple sources of influence mainly originating from motivation, human relations, job design, and leadership theories. After carefully examining the basic assumptions and propositions of each theory, one would get the experience of the proverbial five blind men testing an elephant. Even though theory builders aim at theorizing employee involvement and empowerment, they end up focusing on different but related elements of employee involvement and empowerment systems. However, their intended efforts of constructing a ‘unifying theory’ of employee involvement and empowerment did not seem to materialize so far. At this juncture, the
researchers and practitioners are expected to search for a kaleidoscopic view of employee involvement and empowerment by gathering insights from different theoretical perspectives.

The twin underlying objectives of employee involvement and empowerment programmes in any enterprise are enhanced human resource fulfillment (higher task contentment, job indulgence, organizational allegiance and minimized work related burden or hardships) and improved organisational effectiveness (higher productivity, profitability, service excellence, innovation, and flexibility and reduced costs).

Based on an extensive review of motivation, human relations, job design, and leadership theories, one would identify dignity of the firm, employees’ high attachment to the firm’s job procedures will significantly contribute towards the actualization of various programmes. At the individual level, employees should possess requisite domain specific knowledge, relevant skill mix, progressive attitude, result oriented values, and sound work habits to get them effectively involved and empowered at the workplace. On the other hand, organisation should provide appropriate and timely opportunities and dynamic workplace environment to demonstrate the intended outcomes of implementing, employee involvement and empowerment programmes. Under such circumstances, as various theories propagate, the provision of employee involvement and empowerment programmes would effectively address the esteem and self-actualization needs; provide intrinsic motivation; help employees experience meaningful, satisfying and challenging job, and job environment. It is generally believed that ‘improvement lies where the actual work takes place’.

From this, it follows that an involvement and commitment oriented work itself can take care of an employee’s requirements and for responsibility, recognition, accomplishment, power, affiliation and identification. As a matter of fact, employee involvement and empowerment can thrive well only in those workplace environments characterized by mutual (employer an employee) trust, confidence, goodwill, shared vision, and determination to excel. Such
organizations are also expected to demonstrate genuine concern for people at
work, through timely and appropriate organisational actions. In reality, the
process of implementing employee involvement and empowerment
programmes will pose several challenges to the organizations, especially
managing employees’ expectations, workplace interactions, concomitant
sentiments and relationships.

Taking insights from all the 12 theories discussed in this Chapter, it could be
stated that the mechanism of employee involvement and empowerment holds
brilliant promises to help unleash human potential within organizations. Proper
understanding of these concepts for the managers and the organisation
followed by professional implementation would certainly benefit to a great
extent. Numerous concepts, ideas and expositions emerging from the human
resource management can be of a great use to the employers at all times.
In order to achieve greater performance, the management and supervisors
have to link the human resource functions with the well thought out ideas so
that strategic objectives of the organisation are easily accomplished by taking
the employees together in a true leadership spirit. In this pursuit, developing
and nurturing the most appropriate organisational culture, establishing a
cohesive environment, winning the hearts of the employees, improving their
sense of commitment and loyalty would certainly be a long term investment
in the perspective of the enterprise.

In this backdrop, the present study therefore, highlights employee involvement
and empowerment in the organisation taken for the study. In this area, scanty
information is known in respect of anticipatory power of employees’
empowerment on contentment and happiness. This is very true especially in
insurance industry wherein insurance products and services are highly
susceptible to customers’ involvement.