Chapter 5

Summary of Findings, Recommendations, and Conclusion
Findings

The most important results of the study are that all the employees do not want to be empowered. Whatever the efforts are made by the organizations goes in vain, because the individuals do not make any to improve and participate in the programme. If both individuals and the teams are taking more efforts, as per the suggestions of their heads the programme cannot be successful.

Some of the middle level persons who are responsible to provide empowerment feel that most employees exploit their bosses when given a chance to empower themselves. This was found during the interviews with some of the divisional heads in all the public sectors taken for study.

Most of the lower level employees feel that empowerment as a concept may work well, but not as a process because in the current scenario the changes evolved is numerous.

Some of the notable findings of the study are:
From TABLE No: IV – 1 it is found that in HAL 48% of the respondents, in ITI, also it is 48 whereas in BEML only 4% and in BEL the percentage of respondents is 29% from both the middle level and the lower level feel that management always utilizes the services of all employees for the development of the organization.

Overall out of 800 respondents 258 respondents always agree that the effort of the management is to utilize the services of all employees for the development of the organization, 278 respondents often feel, 135 respondents sometimes feel, 118 respondents rarely feel and 11 respondents do not feel at all that management is putting an effort to utilize the services of the employees.
From TABLE No: IV – 3 it is found that 7% of both the middle and lower level employees of HAL and 11% of both the middle and lower level employees of ITI feel that they are *never* given a chance to suggest their opinion on how to develop the organization. On the other hand, in BEML only 1% of both the levels of employees feel for *always* and 66% feel that they are *sometimes* only given a chance to give opinion on how to develop the company. 23% of both the middle and lower level employees of BEL feel that they are *always* given a chance to suggest their opinion on how to develop the organization.

From TABLE No: IV – 7, it is found that *39%* of the HAL employees, *26%* of BEML employees and, *28%* of the ITI respondents agree that *sometimes* their organization tries to make the job more challenging which prevents them from getting bored on the job. Overall out of 800 respondents 340 respondents agree that *sometimes* their job more challenging and the overall highest percentage for the rating for sometimes is *41%*.

From TABLE No: IV – 12, it is found that 26% of HAL respondents, 29% from BEL and 31% of ITI respondents agrees that overall they are *always* satisfied with their boss. In BEML only *sometimes* the employees of both the levels feel that overall they are satisfied with their boss with the percentage of *64*. The total percentage of the employees who are *never* satisfied with their boss is only *1%* for all the organizations.

From TABLE No: V – 1 In ITI the percentage of respondents who feel that always their managers give much importance to the development of the subordinates is *18%*and in HAL it is only *15%*. But in BEML the percentage is 0% for both the levels and in BEL, the percentage of respondents who feel that always there their managers give much importance to the development of the subordinates for both the *middle and lower levels is 25%, which is the highest, compared to other organizations.*
From TABLE No: V – 8 the researcher finds that in HAL the percentage of respondents who feel that sometimes when their managers in the process of motivating the employees, they give them rewards and punishment in an appropriate way is 43% whereas in ITI it is 36%. In BEML it is 68 the highest percentage found in the table and in BEL it is 26%. In TABLE No: V – 10, it is found that in HAL the percentages of respondents who feel that only sometimes their managers or boss asks for their views before taking any decision about their work is 31% in ITI it is 32% and in BEML the percentage is high compared to other organizations i.e. 70% and in BEL it is 24%. Overall out of 800 respondents, 312 respondents feel sometimes only their mangers involve them whereas 31 respondents feel that they are never involved at all in the decision making process.

From table 41, it is observed that the percentage of respondents for both HAL and ITI are quite same who feels that always delegation of authority to subordinates is quite common in their organization i.e. in HAL it is 14% and for ITI it is 17%. In the case of BEML it is 54%. In BEL, the middle level respondents feel that delegation in their company takes place always and the total percentage is 25.

From TABLE No: VI – 2 it is observed that in HAL the percentage of respondents who feel that always when evaluating subordinates, the managers normally share their evaluations and give the subordinates a chance to respond is only 12% and in ITI the percentage of respondents is little more i.e. 15%. In BEML it is 0% and in BEL it is 18% the highest for the rating for ‘always’ when compared to other organizations. In TABLE No: VI – 7 it is seen that regarding gossip in the workplace that leads to low performance of the employees, from HAL 13% agree for always and in ITI it is 32%. On an average the employees who feels that they are not always affected by the gossip is BEML organization because the percentage is 0 and in BEL the percentage is 20%.
From TABLE No: VI – 10 is it seen that in HAL the total number of respondents who agrees that when their seniors delegate authority, juniors use it *too often* as an opportunity for self-development is 39% and in ITI the percentage of respondents who agrees for *always* is 18%. In the case of BEML as the percentage for always is 0%, most of the respondents feels the only *sometimes* the juniors feel that it as an opportunity for their development and the percentage is the highest i.e. 70% and in BEL it is 38%.

Considering the lower level lot of emotions are evolved in course of their conversations involved with their superiors. This was observed by the researcher during the personal interviews and as well as when the questionnaire was administered. The findings also reveal that the most effective managers follow the participative leadership.

Overall this research found that managers do not use a substantial amount of consultation and delegation to empower subordinates and give them a sense of ownership for activities and decision. Lot of frustrations takes place in the work place due to increase in the clerical works of the executives and the information gap is found in some of the organizations. A proper communication channel though given in papers is been found to be missed out in practice.

Why this unsuccessful Empowerment?
The number of failures with empowerment attempts is much more in comparison to its success rate. This is mainly because of two prime reasons: Firstly, this is due to the halfhearted attempts of management in implementation of empowerment. Secondly, it takes a longer time than expected to institutionalize empowerment culture because the authority structures in the organizations exist ever since the concept of industry came in.
In TABLE No: VI – 16, from HAL the number of respondents who agrees that *often* every individual in their organization has a chance to express opinions on how to do things, are 44 from the middle level and 15 from the lower level and the total percentage is 30% in ITI the number of respondents are 28 for the middle level and 20 for the lower level whereas for BEML the number of respondents who agrees that every individual in their organization sometimes has a chance to express opinions on how to do things are 62 and 72 i.e. with a percentage of 67% and in BEL it is 38 and 28.

From TABLE No: VI – 18 it is observed that in Hindustan Aeronautics Limited the number of respondents from the middle level who feels that *often* their colleagues and people around them consult and depend on for any particular situation is 46 whereas 22 of the lower level feel that their colleagues and people around them consult and depend on for a particular situation. Regarding Indian Telecom Industries Limited it is 30% and in BEML it is 28%. But in BEL the percentage is 27%. Overall out of 800 respondents 324 employees agree that only sometimes their colleagues and people around them consult and depend on them for a particular situation. This gives a percentage of 41%.

Observing TABLE No: VII – 1 it is found that employees after returning from training programme they are *always* given opportunities for trying out what they have learnt from HAL it is 11% in ITI it is only 10%.

From TABLE No: VII – 4 it is observed that in HAL it is 21% of the respondents who feels that the training programmes formulated in their organization are *always* as per the needs and requirements of employees. Whereas in ITI it is 22%, in BEL it is 13% and in case of BEML, the percentage of respondents who feels that only sometimes as per the training need analysis the employees are given training is 66% meaning that more than 50% of the employees agree that only sometimes they are given training as per the training need analysis.
In TABLE No: VII – 10, it is found that the number of respondents in HAL middle and lower levels, have agreed that always in their organization the training programmes are conducted occasionally is 6% for ‘always’, in ITI it is 13% which is slightly higher when compared to HAL. In BEML it is 0% and in BEL it is 24%. From table number 76, in HAL it is 15%, in ITI it is 17% slightly higher than HAL, in BEML it is 1% and surprisingly in BEL it is 24% the highest when compared to the other organizations, for always agreeing that their trainers are technically knowledgeable.

In TABLE No: VIII – 2 it is observed that in Hindustan Aeronautics Limited, 43% of the respondents feel that only sometimes in managing people, their organization allows the employees to do only the work they are sure that they can handle. In ITI it is 36% whereas in BEL it is 24%.

From TABLE No: VIII – 4 it is observed that in HAL and ITI it is 33% of the respondents who agrees that always the employee discusses his work freely with people he works with so that either they might be able to assist him or that he might be able to help them. In BEML the percentage found is 0% and in BEL the percentage is 19%. Generally BEL had higher percentage for most of the statements. But for this statement, there is a lower percentage when compared to other organizations.

Observing the table and graph the researcher gives the information that most of the middle level respondents agree that the problems are resolved by mutual agreement whereas the lower level agrees to a very low extent from all the organizations taken for study. In TABLE No: VIII – 9, 19% of the respondents from HAL feel that the problems between departments are always resolved by mutual agreement whereas in ITI it is less to an extent of 13%. In BEML 10% of the respondents agree for often and 71% agree for sometimes but in BEL the percentage is reduced to a greater extent of 16%.
From TABLE No: VIII – 11, it is observed that only 4% of respondents from HAL feel that they are always satisfied with their career progress whereas in ITI it is 17%. From BEML it is 0% and from BEL it is 20%. From TABLE No: VIII – 14, it is seen that in Hindustan Aeronautics Limited, 33% of the respondents feel that only sometimes their organizational policies support to speed up the employees work and ITI it is 30%, whereas in BEML it is 69% and from BEL it is 26%.

From TABLE No: VIII – 17, the number of respondents who feels that always celebrations and achievements are common in their organization it is 10%, in ITI it is 12%, from BEML it is 0% and in BEL it is 14%. Overall out of 800 respondents only 68 respondents with only 9% always agree that celebrations and achievements are common in their organization and 234 respondents often feel. Most of the employees i.e. 344 respondents feel and agree that only sometimes they are sharing the celebrations and achievements 124 respondents rarely feel and 30 respondents do not feel at all that celebrations and achievements are common in their organization.

From TABLE No: VIII – 20, it is clearly seen that the sense of belongingness in HAL, is 15% from both the middle and low levels, in ITI it is 11% in BEL it is 30% and in the case of BEML it is once again 0% of respondents who always agree to that people in their organization actively participate in all the events and give suitable suggestions.

Overall out of 800 respondents 112 respondents with 14% always agree that participation of employees are high in all events and 208 respondents often feel with 26% and that leads to greater extent that 40% of the employees are happy that they get an opportunity to share and participate in social gatherings and in company meetings to provide some suggestions in decision making. Most of the employees i.e. 276 respondents feel and agree that only sometimes participation of employees is there and 192 respondents rarely
feel and 12 respondents do not feel at all that participation of employees is there for social gatherings and company meetings to provide suggestions for decision making.

It was also found that empowerment was working, but only to a point in Hindustan Aeronautics Limited (HAL). Workers get control over doing things like stopping the production line over quality issues and cross training, yet the work that they do is standardized and controlled by the management.

It was observed that because of lack of adequate efforts in implementation that empowerment fails. It is common across the organization that they go ahead with the implementation without preparing proper ground like altering the management systems particularly the power equilibrium and without augmenting the enabling work culture.

Generally employees of the study units seem to define empowerment as having production employees taking on responsibility previously performed by the supervisor or by a skilled tradesperson. This is considered as incomplete empowerment as there is no authority or capacity to mobilize resources to get anything done.
Recommendations

In order to make empowerment programme to be effective, it is essential for the individuals to use some of the interventions of self-empowerment. For self-empowerment to take place the following interventions may be adopted.

1. Clarification of personal values and positive attitude towards work.
2. Openness to feedback.
3. Willingness to risk new behaviours.
4. Tolerance for high stress and finding ways to cope with stress.

Overall for the empowerment to be successful, the employees may adopt their learning process in the following areas:

- Attitudinal changes.
- Technical and conceptual skills.
- Interpersonal skills and in building leadership qualities.
- In communication skills and
- In understanding the essence and benefits of empowerment.
The following are few suggestions for PSU's to Ponder

1. HRD should receive corporate priority. Business firms should be ready to boost their investment in staff development. This investment, though hard to measure in terms of immediate benefits, will bring invaluable returns if properly implemented. The private sector should be more active in joint efforts in training between the government and the private sector. Joint programmes should include determining types of training required, duration of training, and evaluation of training.

2. Future training programmes should be tailored to the specific skills identified in a particular industry. At the same time, there is a need for more cooperation between training institutions and the private sector to identify the types of skills required by the next five years. We must be proactive in designing these training programmes. In addition, the skill to be acquired should include the understanding of the international dimensions of political, economic and social developments.

3. There must be greater collaboration between public training institutions, the universities, and the private sector in terms of planning relevant courses. On its part, the government has announced that training workshops in secondary, technical and vocational schools could be utilised by the private sector for training purpose.

4. Institutions of higher learning should be sensitive to whatever changes that occur in the industry, particularly in regard to technology. Equipped with the required expertise, institutions of higher learning should be able to help in the overall design of training programmes.
When one feels empowered, he/she must try to empower the other person. Some of the few interventions are given that may be useful for empowering others.

- Modeling empowering behaviour and attitude
- Providing timely help to others
- Recognizing and valuing individual differences
- Willingness to give, request and receive feedback
- Enabling others to be active participants
- Focus on own reactions to others.
- Ability to praise others
- Willingness to share self with others
- Participation in synergistic strategies and its implementation among others.
- Clarifications of expectations
- Respect for people's needs and feelings.

**Empowerment Strategy and Its Applications**

Employee empowerment strategy is a long-term programme, which needs to be implemented in organizations. This can be classified under consequential strategy. This strategic decision of top management of public sectors requires substantial resources and demands a great of its commitment. Before deciding on any strategy top management need to understand and prepare itself to provide a total support for the empowerment programme's success.

Employee empowerment programme is similar to any change management programme. For any change in human being it is necessary to address its belief system, key assessment areas and enhancement of processes. Addressing the belief system would appraise employees to become aware of the worldview and self-view and also have a distinction between these views. This would influence him to accept any change.
Change will occur when the product of dissatisfaction (D) with the present situation, a vision (V) of what is possible, and first steps (F) toward reaching the vision are greater that the resistance to change(R). For the application sake it can be given as D * V* F * > R. Addressing the key assessment area would help him to know about the change worth in which one needs to understand the impact of change, ability to change, meaning of change in terms of significant contribution and then one would like to know about his growth in the right direction. Finally enhancement process would help to develop in the direction required in which one understands about attribution for success or failure about determining the functional ways to self well-being and envisioning i.e. create a clear and vivid mental image of success.

As per findings training is distinct, vital and one of the important determinant of employee empowerment. It prepares human resource to be more effective and efficient. If an organization has to develop into an empowering organization, training must become the central focus of attention. Training prepares employees to take on developmental responsibilities and provides a vital link to empowerment.

Participants could be selected based on their interest and needs, when once the awareness of the concept is made known to all the employees. For this purpose a workshop could be designed to make the participants:

1. Understand the term of empowerment
2. Factors or dimensions that influence empowerment
3. Understand how the emotions of the individuals play a key role in empowerment
4. Provide some techniques when the variations in the in the behavior occurs due to the variations in the emotions.
The empowerment programme can be started by

1. Creating awareness of the concept, the need for, and the utility of empowerment to the top management.

2. An empowerment facilitator must be there to design and implement the plan of empowerment programme.

3. He has to act as a change agent by creating the empowering environment and measure the change after the implementation of the programme.

4. Follow up of the programme at regular intervals makes the facilitator to understand and study the changes in empowerment and identify the specific skills for which training has been undertaken.

Some of the general interventions and the training programmes that could be provided to the public sector employees are as follows:

- The concept of self-diagnostics to be used to make participant aware of individual’s developmental needs in terms of ASK (Attitude, Skills and Knowledge).

ASK diagnostic requires a thorough discussion and the role of facilitator is to make participants understand that for any outcomes self-attributions should be made rather than other attributions. In this training programme or exercise the change in perception and understanding starts developing in line with self-empowerment.
• Some of the exercises and games like in-basket exercise, role playing and giving the managers a crisis situation can be used for creating open communication among participants that is called "Unmentionables", in which participants open up and feel encouraged to promote open communication.

• Participation, empowerment, consultation behaviours are effective if subordinates are ready and capable of independently handling tasks.

• After the training programme the trainer can facilitate open discussion focusing on both the individual’s and the group performance.

• Managers in order to be good leaders need to possess high emotional intelligence skills such as ability to understand and manage people, ability to empathize and understand their feelings, ability to persuade others, to withstand their individual idiosyncrasies and to inspire them by considering their unique personal dispositions.

HAL provides training on NLP. This programme facilitates both the employees and managers to improve the employees interpersonal relationship. Other companies like BEL, BEML and ITI may adopt this technique to increase and improve the process of empowerment.
The empowerment process is effective only under the following conditions

1. The employee concerned must be given adequate training and knowledge regarding his job and responsibilities, which includes technical knowledge, decision-making skills and group processes skills.

2. Both the employees and management share a common vision and goals, and are really committed to achieve them.

3. Both the employees and management possess common values, for example in terms of job implementation, behaviour standards or ethics.

4. Benefits and profits are to be shared together. Through cooperative efforts at reducing the cost of production and subsequently increasing profits, it is logical that the benefits are equally distributed.

Creating An Empowering Environment

Checklist Of Ideas

1. Involve people in setting realistic targets and achievements.
2. Regularly review performance and let people know where they stand.
3. Allow people the opportunity to plan and control their working environment.
4. Encourage people to suggest improvement to their working practices.
5. Recognize achievement
7. Let people know why they are undertaking a task and why it is important.
8. Delegate as many tasks as possible
9. Be honest with people – give them positive feedback and tell them where they’re going wrong.
New Roles for Managers
The changes in the business environment have thrown open a world of opportunities and challenges for managers. The research itself is an attempt to explore new role expectations and how to meet them successfully. Following are the two major roles where managers do need to play for empowerment to be successful.

Leadership
In order to achieve higher control of the work environment, the managers need to motivate people, combine creativity, imagination, intellect and sensitivity towards needs of new breed of employees.

Motivation
Managers need to remain self-motivated. Increased responsibility should be delegated to employees and they should be given adequate freedom to plan and organize their work. Fair recognition, due appreciation and rewards for beyond normal efforts are great motivators.

While the employees should be made to feel the necessity to display existence of proper match between their individual abilities and the job demands; they should also be assured of existence of match of their abilities and needs with the job rewards.
Implications and Conclusion

Empowerment teams are catching on among Indian managers. Companies as diverse as Titan, Reliance, ABB, Tata Information System (TISL), GE Plastics India and Philips are empowering employees both front line as well as production staff. WIPRO Corporation has 29 such teams and their number is expected to go up to 130. WIPRO InfoTech, on the other hand, has 10 teams and the plan is to hike them to around 45 to 50.

In an increasingly competitive and globalised business environment, organizational effectiveness depends heavily on the commitment and involvement of employees, and the centrality of work in their lives. Organisations, which care for the well-being of their employees and proactively draw on societal resources, are able to cultivate such a work culture.

Some of the significant contributions to the study are:

- Development of a conceptual Framework.
- Identification of the different dimensions that has a significant effect on empowerment.
- Comparative study of the four different public sectors based on the five dimensions.
- Implications of the five dimensions and
- Suggestions to improve the existing dimensions that have direct relationship with empowerment.

The training programme for awareness of empowerment can be designed in the form of workshop where one can learn through classroom lectures, paper and pencil exercises and other experiential learning games. There are well-established inventories of management games for individuals and teams in experiential learning.
Based on the analysis and interpretation teams can be formed and restructured for the empowerment to be successful. Based on the literature review and the studies conducted, empowerment is not for every organization. It should be undertaken only when it fits or when internal or external need arises or when the people and systems are willing to make changes. This willingness can be determined by looking at the issues of control and power, trust and inclusion and risk-taking.

The essence of these failures is that empowerment as a concept and model is successful but not successful in its implementation. Finally to conclude a fully empowered organization is one that uses all the skills and ideas that people can contribute while assuring its continual growth and survival by responding to a changing external environment.

Further, empowerment is either left unaddressed or disbanded; the moment signs of resistance and complexities are encountered managers must realize that implementing empowerment call for organization wide revolution and if pursued religiously can deliver unparallel results.

Organizations of the future will have to maintain an appreciation of what they have accomplished, as well as they have to continue their commitment to the long term goal of progress and renewal. Managers and leaders will have to support and encourage even better performance, taking on new responsibilities for providing resources and facilitating information flow. Firms may have the capital, technology and human resources, but it is human resources that will help us face the challenges of business globalization. Capital can be generated. So can technology. But the human resources that are required to propel the organization and the nation through the coming challenges must be rightly and appropriately encouraged and motivated.