acknowledgement

I owe a great deal to A H Chachadi, PhD, Professor of Management, Dean, Faculty of Management Studies and Research Guide, for his unstinted dedication, support and involvement with the work. Special thanks are due to him for setting a very high standard of excellence, and also for his invaluable insights, suggestions and meticulous observations. I would like to record my appreciation and thanks for his family members – Ms Geeta A Chachadi, Pankajnath and Rajiv, for their help, patience and care, and for generously devoting many weekend hours for discussions at their residence. The present work would not have been in this shape, but for the keen interest, advice and encouragement I received from Dr M S Subhas, Professor of Management and Director, KIMS, Karnataka University, Dharwad, Karnataka State, India.

With a deep sense of gratitude and feeling of indebtedness, I acknowledge the help received from Sri S B Hundre, CEO and MD, Polyhydrone Private Limited-PPL, Belgaum, for having given me the opportunity and the permission to successfully complete the entire Research work, despite the long time span it required. He has been always helpful and supportive. The high degree of professionalism exhibited by all at Polyhdroon Pvt Ltd has been exemplary. I thank the PPL team for having spared their time and also for their involvement. Thanks to Dr A B
Kalkundrikar, Professor and Director, IMER, Belgaum, Karnataka State, India, with whom I had an opportunity to work earlier. The support at the very initial stage provided by Dr Kalkundrikar was very useful. The other faculty members and officials at IMER have been most helpful.

Others to whom I also owe my thanks are Professor C R Yaravantailimath, PhD, former Professor and Chairman, Department of Studies in English, Karnatak University, Smt. VijayaLaxmi Amnibhavi, PhD, Reader, Department of Psychology, Karnatak University, and Dr Giraddi Govind-Raj, former Professor and Chairman, Department of Studies in English, Karnatak University, for patiently examining the language aspects of the work. I owe a lot of gratitude to the KLE Society, which includes the Members, Board of Management, Life Members, and Management Faculty Members IMSR, for their academic help from time to time. Thanks to RajaRathem, PhD, Deputy Director, Population Research Centre, JSS-IER Institute, Dharwad, Karnataka State, for all the statistical analysis of the data.

A special note of thanks to my beloved FATHER for his exceptional understanding and patience, and for teaching me the value of Quality work. Having worked as an academic administrator for more than three decades, I am aware that there are no quick fixes and shortcuts for Quality work. During the work, I entered into a responsible phase of life, by marrying Ms Jyothi. Her patience and support were a great source of inspiration to me. She has sacrificed many a night’s sleep checking the drafts on the
computers, despite having her own exhausting schedule, taking care of our
daughter Santrupti and sons Sagar. My brother and sister-in-law deserve
special mention and sincere thanks for sacrificing their time, whenever I
visited them for academic reference and discussion with professionals.

My appreciation and thanks to all those whose names are not listed
here, but whose affection and help are cherished. I would like to take this
unique opportunity to acknowledge the support and blessings I received
from the most important person in my life ....

My MOTHER.
I dedicate this work to her.

Dated: M M Bagali
Today, we are operating in a global economy that influences all of us. In this environment, organizations play a dominant role. The experience of Indian organizations with globalization underscores this important trend. By looking at the picture, one can identify trends that were emerging across the globe. It has often been said that the only constant in dynamic organizations post 1990s is Change. Thus, Change has been apparent in all spheres - be it in the area of technology, marketing or be it the way human resources are developed and managed at the work place. Monitoring and reacting to these changing trends is an important part of Human Resource Development and Human Resource Management.

It has however been observed that in this exercise of change, the industrial environment was not always so uncertain and volatile. There was the Golden Age between the 1950's and 1970's, when sustaining industrial development and the resultant rising incomes throughout the World seemed to be unproblematic. The winds of change that have swept organizations across the world reached the Indian sub-continent in 1991. Infact, prior to 1991, the idea of Indian organizations becoming world-class producers would have been welcomed only with cynicism. Yet, this is precisely what many Indian organizations hope to become in the coming years and many
organizations are looking for innovative strategy in tandem with the issues of managing and developing human resources.

Moreover, managing change is probably the single most important issue today for all those who have undertaken the difficult task of managing organizations. But, the prime issue is, how organizations grow through and with its people. In pursing this research agenda and in drawing appropriate policy conclusions, empowerment appears to be the right strategy for unleashing the hidden energy in organizations of the present millennium. The Syntax of empowerment is simple - give people the freedom and power at the workplace to manage: they will surely grow and also take the organization to greater heights. The present study tries to examine issues relating to Employee Empowerment. The objective of the study was to explore the conditions that make a performing company different from others. For the purpose of this research, various innovative and unique strategies adopted by the performing company, Polyhydron Private Limited - PPL, were analyzed. In PPL, the study looked into the current practices adopted to develop and manage both the organization in general and its human resources in particular.

Indeed, empowerment is not just about sharing responsibilities and giving authority, but it includes other systems, practices and ethos that form the vital components of the empowerment process. A macro observation of these systems leaves the impression that the style of functioning adopted by the organization under the purview of the study is something unique and
truly note-worthy, particularly when one sees it in the Indian context. This has been possible as the management approached the issue of empowerment as an organisation-wide process and developed a system, which suited the changing situations. One may, therefore conclude that for being truly empowered, the organization has to adopt a system that will embrace the entire organization and fit into the culture of employees, per se.

The experiment has come a long way. Today, the results of such efforts are far reaching. The organization can safely boast of having a highly motivated and committed work force. It has employees who handle their responsibilities professionally and are capable of taking independent decisions. A low employee turnover, a disciplined and confident workforce with open and transparent behavior are the other hallmarks of such practices. The industrial climate is free from disputes due to the empowerment practices initiated by the organization. All these practices make for the good image the organization carries today in the market. Empowerment is being increasingly seen as a strategy to cope with challenges like liberalization, globalization and privatization, which are being witnessed today. Organizations may become extinct if they choose to adhere to other strategies where the management reigns supreme. The inclusion of this strategy is seen as a remedy. Empowerment and empowering employees is increasingly seen as the answer to organizational survival and growth.
Plan of the Study

While the entire work pertains to analysis Employee Empowerment, the key feature of all the chapters focuses on development and management of Human Resources through the process of Empowerment. Each chapter opens with a contemporary vignette drawn from the real world and is interconnected, but at the same time, they reflect different aspects of the study. The opening vignette is relevant, for it helps to relate the theoretical content of each chapter to real events, real people and real organizations.

The work opens with a statement of the problem, history of how management of people was undertaken in the organization and the paradigm shift towards Employee Empowerment. It also focuses on the views of various Management Gurus, Experts, Professionals and Management thinkers on developing and managing Human Resources. It also addresses the challenges facing managers in the new economy and how culture affects organization life.

The second chapter deals with the methodology adopted for the study. The issues that were probed; the objectives; the hypothesis formulated; and various methods of data collection. The chapter also highlights the scope of the study and the benefits on macro level.
The third chapter includes a review of the research on the concept of empowerment, in the context of various organizations. This chapter provides a broad over-view of how empowerment was beneficial in practice, *per se*. It looks at the issue of empowerment, employee perception and the outcome of the various studies undertaken. The discussion in this chapter provides the context for human resource development and management, and prepares the groundwork for rest of the work.

The fourth chapter deals with Polyhydron Private limited-PPL, the company chosen for the study, and the landmark events in the development of the organization- PPL.

The fifth chapter deals with data collection and interpretation, which is divided into two sections. The first part deals with the data collected from all the respondent employees (60); the second section deals with data collected from the CEO / MD.

The sixth chapter is devoted to discussion and analysis of the collected data.

The seventh chapter concludes the observations of the present Research work, and puts forth workable suggestions and avenues for further research.

The last chapter contains with the bibliography and the annexure with the Interview Schedule / Questionnaire.
## Contents

<table>
<thead>
<tr>
<th>SI.No.</th>
<th>Details</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Statement of the Problem</td>
<td>1-52</td>
</tr>
<tr>
<td>2</td>
<td>Methodology</td>
<td>53-70</td>
</tr>
<tr>
<td>3</td>
<td>Literature Survey</td>
<td>71-104</td>
</tr>
<tr>
<td>4</td>
<td>Polyhydron Private Limited – The Company chosen for the Study</td>
<td>105-117</td>
</tr>
<tr>
<td>5</td>
<td>Data Collection</td>
<td>118-189</td>
</tr>
<tr>
<td></td>
<td>Part 1: Employees Responses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Part 2: CEO / MD Responses</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Discussion and Analysis</td>
<td>190-239</td>
</tr>
<tr>
<td>7</td>
<td>Conclusion, Recommendation and Scope for Further Research</td>
<td>240-275</td>
</tr>
<tr>
<td>8</td>
<td>Bibliography</td>
<td>276-293</td>
</tr>
</tbody>
</table>

---

**Appendices**

A. Interview Schedule 294-302

B. Questionnaire 303