4.1 LEGAL ASPECTS

The problem subsists in the causation factors of industrial disputes. Such causative factors or inciting factors can originate from employer side or employee side. Whenever malpractice is played by employer or employee or unfair labour practice is adopted by either employer or employees results into worst situation. There are many laws which regulate the relations. In other words these laws are like torch which guides both of the parties. Not only guide but also punishes the party who is at wrong side.

In every sphere of human activity harmonious relations are essential conditions of social, economic and political development. But the increasing complexity of modern factory system has widened the hiatus between those who manage industry and those who work in it. This gives rise to conflicts in labour management relations, resulting in strikes/lockouts and causes of conflicts are economic and non-economic in nature. Wages, bonus, allowances and welfare facilities are the main economic causes and personal matters, union matters like union recognition, outside leadership; inter-union and intra-union rivalries are the main non-economic causes. It is true that a policy of creative and active collaboration between labour and management results in an improvement in the level of real wages and the working and welfare conditions of the workers in addition to the better fulfilment of interests of the society as a whole. Research in the area of industrial relations, in general, has made available the information and the materials to be designed to promote the sound understanding of labour-management problems and also to evolve suitable techniques of ensuring industrial harmony. In recent years special importance has been attached to the industrial relations in the developing countries. Industrial relations means relations believe relations between workers and management or between their respective organisations.

On the other hand, these industrial laws also provide safety, security and assurance of proper functioning of the industry/establishment. Lastly, these laws also embodies various penalties which can be inflicted on employee or employer on
violation of the provisions of these laws so that discipline may be maintained between both the parties with a result of good industrial relations.

Thus, with new ideology and thoughts, the relationship between the management and workers has changed from one of ‘master and servant’ to that in ‘joint responsibility’ or equal partners in industry. The whole arena of Industrial Relations has shifted from adjudication to persuasion, moral pressure and settlement of dispute through voluntary arbitration.

The Industrial Disputes Act is the basic law which embodies various provisions governing Industrial Relations. This statute protects the interest of employer as well as employees. Salient features of the Acts are produced here in nutshell-

Industry is similar to the Latin word industria. Industria means

‘work’.

Industry means a trade or to manufacture.

Using power or mechanical or chemical in working of establishment.

Organisation or intellectual aids in producing a product.

Provides unique facility of settlement of industrial disputes by way of conciliation in addition to adjudication.

The object is industrial peace.

Collective Bargaining – There is long history of Collective Bargaining. This concept is the result of long process. Resultantly this concept was recognised in India. This concept has been recognised in foreign countries also. In collective bargaining the aggrieved employees put their grievance more emphatically, with more force; it is the collective effort of the employees.

True Position in India – The trade unions remained ineffective in the settlement of industrial disputes to the desired extent because the labour is divided and the employers are well organised. Further there is lack of proper labour leadership and the majority of workmen are illiterate and as such unable to participate in mutual discussions. There are a number of labour organisations. These Unions take a stand different from the other on many issues because of their intra-Union rivalry.

It was as early as 1884, that the question of payment of compensation to employees involved in serious or fatal accidents was raised when the Factory and
Mining Inspectors drew the attention of the Government to this human problem which warranted immediate legislative protection of employees. But its importance was realised by the Government of India only at the end of 1920, when public opinion was invited on connected issues. A committee consisting of members of the Legislative Assembly, employers, workers or representatives of workers, medical and insurance experts was constituted. When the committee recommended, that Employees Compensation Act was enacted in 1923 which provided for setting up of Tribunals on the American model to decide disputes, appointment of special commissioners with wide powers and a limited right to appeal can be instituted in High Court.

Originally applicability of Act was on employees of certain specified industries, employed otherwise than in clerical capacity; and receiving monthly wages not exceeding Rs. 300. The employees (as defined in the Act) were entitled to compensation from the employer during their employment period with certain reservations to the duration of incapacity and negligence of employee himself. The payment of compensation was mainly dependent upon the incapacity or disablement of employees.

It embodies medical facility to the workmen. Many important Social Security Schemes had been introduced in our country before independence. The urgency of such Schemes has been more badly felt after World War II. Social security to the workers of an industry was the motive. Social security measures adopted in any country can be said to be dependent upon a number of factors viz. Population, economic resources, standard of living, availability of technical experts and development of industry. The workmen’s compensation Act, through was ready to give social assistance but was incapable of giving social insurance. The Employees State Insurance Act was first of such measures adopted in India to provide for social insurance to the labourers. Many other fields of social insurance like health and unemployment are still left untouched.

Changes introduced by the Factories Act, 1948 – The following changes were made by the Factories Act, 1948:

1. The definition of the term ‘Factory’ was widened to cover all industrial establishments (where power was used-10 workers and where not used-20 workers).
2. The distinction between seasonal and non-seasonal factories was abolished.
(3) Under the Act of 1948 the State Govt. yet can apply this Act to any other establishment also. The only exception is an establishment where the work is done solely by the members of a family.

(4) Chapter III of the Act of 1934 was split into three parts, covering health, safety aspect and covering welfare of employees. The Act specifies very clearly the minimum requirements under three heads stated above.

(5) The basic provisions of the old Act relating to health, safety and welfare are applicable to every work place.

(6) The minimum age of the admission of children to employment has been raised from 12 to 14 years and the minimum permissible daily hours of work of children were reduced from five to four and a half hours.

In our country bonus was for the first time granted to the employees in textile industry in July, 1917 which is known as ‘war bonus’ because an increase in wages was allowed owing to war conditions. The question of payment of bonus had been one of the main causes of industrial disputes during post-independence days. In K.S. Balan and others v. State of Kerala and another, a public sector employer was paying ex-gratia payment to its highly paid employees who were not entitled to get bonus. On Government disapproving such payment the Board of Directors passed a resolution stopping payment in future and seeking to recover the amount, already paid. The employees challenged the said resolution. The petitioners have no case that the claim was linked with profit or production or connected with any festival. It was held that the claim of petitioners that the payment has become an implied condition of service cannot be accepted.

Even the absence of a woman labour due to pregnancy will be counted as presence and wages will be continuously earned. Even after delivery. She will be entitled for maternity leave with wages. Moreover, some provisions of more intervals during work have been provided for the care and welfare of her baby. This Act has changed the status of a victim lady into a lady of free Country. Provisions of penalty have been incorporated for erring employer so that the Act can be enforced properly.

There was a good deal of disparity in the various schemes for the payment of gratuity. The Supreme Court had made efforts to regulate through judicial decision by laying down principles for grant of gratuity. Salient features of the Act:

It is retirement benefit.
Entitlement on serving as unblemished conduct.
Gratuity is fixed as per last pay drawn.
It is not a pension.

A concrete step has been taken through the Declaration about the rights of a child in 1959. The Preamble of the Declaration expresses concern of the International Community for child welfare. The child by due to his physical and mental immaturity requires special safeguard, care. National Governments all over the world have Principles of the above Declaration.

After going through each and every aspect, it is assessed that yet there are many methods of resolution of disputes such as mediation, conciliation, arbitration but adjudication has its special importance. Whenever any dispute is not solved amicably then it is the only method remains with the authorities to adopt the method of adjudication. But in using this method, many legislations are to be taken in help because there legislations provide guidelines of resolving disputes. In other words these legislations provide limits of both parties.

The industrial Dispute Act is a progressive measure of social legislation aiming at the amelioration of the conditions of workmen in industry.

The I.D. Act has many definitions, out of which most important definitions are produced here which are relevant and necessary do discuss here.

Section 6 – Court of Inquiry – if any matter is referred to a Court by the Appropriate Government, it shall inquire and make a report within a period of 6 months from inquiry. Section 6(1) points out that “occasion arises” the Appropriate Government may constitute a Court of Inquiry.

The scope of an adjudication proceeding is mentioned in Section 10(4). Where an order making the reference of any industrial dispute to any authorities as mentioned in this section had been made and wherein the points of dispute for adjudication are specified the adjudication shall be confined only to those points and the matters incidental thereto.

Strike means to stop the work of establishment to bring pressure upon those who depend on the sale or use of the products of work. Ludwig Teller opines that the word ‘Strike’ in its broad significance has reference to a dispute between an employer and his worker, in the course of which there is a concerted suspension of
employment. Because it is an expensive weapon the strike is generally labour’s last resort in connection with industrial controversies’.

Before strike, notice of strike before 6 weeks is not necessary where there is already a lock-out in existence. Notice may be given by the Trade Union or representatives of the workmen elected to do so. A notice of strike shall not be effective after 6 weeks from the date it is given. So, the strike must be commenced within that period.

Thus strike can take place only when 14 days have passed but before 6 weeks have expired after giving such notice. This minimum period of fourteen days after notice within which workmen are prohibited to go on strike is prescribed with a view to give some time to the employer to look into the charter of demands of the workmen and also to give time to the labour department of the Government to intervene so as to avoid strike by finding out some compromise formula. Neither the employee is restrained from going on minimum conditions before striking or locking out are required to be fulfilled, otherwise the stoppage of work in a public utility concern may result in inconvenience to the society. Therefore these safeguards were necessary to be provided by the Legislature.

The Act was again amended on 6th June, 1961 and two new Section 25-FF and 25-FFF were substituted for old Section 25-FF. By this amendment provision was made for compensation for retrenchment of workmen on transfer of a business or on closing down of an industrial concern. These two sub-sections have again been amended in 1964. These amendments have curtailed the common law rights of the employer and he has now been burdened to pay compensation in cases of lay-off, retrenchment and bona fide transfer or closure of the undertaking.

Executive – Executive denotes the body to whom of management of a Trade Union is entrusted. By what name the managing body is known, is immaterial. Thus the only requirement for any body to be executive under this clause is that it must discharge the duty responsible of Trade Union. Where the executive committee of the Union constituted for management of the Union, and execution of its policy resolved to espouse the cause of an individual employee it was held that the objects of the committee are wide enough to cover this resolution.

It is not necessary that a dispute supported by all or majority of the workmen but it should have the support of substantial section of workmen of the establishment. It is not the arithmetical majority of the workmen but the substantiality
of their number taking up the cause, which is to be considered. It does not matter that
the dispute is not raised by a majority of the workmen. An industrial dispute may be
raised by a group of workmen who may not represent all or even the majority of
workmen, and if such dispute comes before Industrial Tribunal and an award is made,
it binds all parties governed by the award.

It is the primary object of an association which determines its nature. A
society consisted of authors, publishers and other owners of copyright and was
formed for the protection of copyright in music and songs. There were also certain
rules which could be regarded as imposing certain restrictions on the trade of the
individual music publishers who became members of the association. The society was
declare already by the House of Lords as not a Trade Union because the principal
object of the society was the protection of the copyright. It was further held that to
come within the statutory definition, restrictive conditions imposed must be in respect
of trade or business in general and imposition of such conditions on particulars
members of a trade or business will not suffice.

Section 18 (1) In this sub-section emphasis is on the word only which
means the protection is a little and a registered union, its members or office bearers
shall be liable for any act not covered by this clause. There shall be no immunity if
threats, violence or other illegal means are employed.

It was held in Ram Singh and others v. M/s Ashoka Iron Foundary and
others, restraining the workmen not to indulge in unfair labour practice is a case of civil
nature. Therefore, where the court has barred the workmen from holding meeting, dharna
and interfering in the rights of a company, such a restraint does not curtail the just trade
union activities of the workers. It cannot be construed as unjust and the workmen are at
liberty to carry on legitimate trade union activities peacefully.

Terms and conditions regarding employment negotiated on the part of
employees may take two forms. First negotiation may be done individually which is
called individual bargaining or it may be done collectively through their unions or
association. The latter is know as collective bargaining. But as we have discussed in the
beginning individual bargaining does not serve the interest of labourers because of
weaker bargaining power of workers. Therefore, the latter is preferred. This can be done
by organising a trade union and doing bargaining on behalf of the workers. The
agreement arrived at between the employers and trade union has a regulative effect. It
imposes limitations on the employer’s freedom of action in their relations with all
their employees covered by the agreement i.e. not only those who are member of trade union but others as well. These limits are accompanied by various sanctions including the power of labourers collectively to withhold their labour. The process is collective because the bargaining is done collectively on behalf of the employees represented by their bargaining agent generally know as union or association.

Forms of collective bargaining – The process of collective agreements normally takes one or the other of the forms, namely, negotiation, mediation and arbitration, voluntary or compulsory.

Negotiation is the process of setting the differences by face to face round table talks between the representatives of the employees and employers. In case of failure of the negotiating machinery to resolve the difference by mutual discussion and understand a third party intervention to secure settlement of labour disputes by way of mediation if often resorted to. The mediator functions not as a judge, but assists the parties in dispute to reach an agreement by persuading them to resume or continue their bargaining efforts.

The second essential and important condition is that the trade unions must be stable and strong. The more the organisations or unions or workers are strong the more effective role they will be able to play at the bargaining table. The more industrialised a country is, the more strong will be the trade union. In developing countries also the strength of trade unions widely varies. The unionisation of trade union in a country has an important impact on the growth and development of collective bargaining. Strong and stable trade unions help in the success of collective bargaining and weak union or union that suffers from intra union rivalries hinder the progress of collective bargaining because they do not find themselves in a position to take a firm stand on the talking table. For example, in our own country (i.e. India) which too is a developing country where right to form associations has been admitted as fundamental rights under Constitution of India, proliferation of small organisations is clearly visible which is evident from the fact that at the end of 1983 there were more than 38000 registered trade unions. The multiplicity of small trade unions not only hinders proper growth of collective bargaining but creates many other problems as well for the employers and the state.

Now in addition to wages and hours of works it has become a forum for discussing matters such as job security vocational training, retirement benefits and
unemployment insurance, improvement of productivity and criteria and procedure for dismissals.

Besides the matters to be raised by trade unions and the order of priority to those matters would be changing with changing economic conditions and the expectations of the working class. This kind of change is already evident in many developed countries. In these countries the emphasis is on better working environment, elimination of health hazards and lessening of accident risks and many such other problems that may arise with the changing society.

Many aspect were discussed and it is found that providing of economic security to the employees creates trust in the minds of the employees towards the employer and it is humanitarian approach also. But on the otherside if economic security is not created for the employees it creates disinterest in the minds of employees which cannot tag the hearts of employees with the establishments. Industrial relations are affected due to this factor also because economic factor is always treated as most sensitive factor.

It was held that in Schedule item no. 10 of part I belong to employment in any ‘mica works’ are different, it would not be reasonable to read ‘mica mines’ in the expression ‘mica works’. Thus ‘mica mines’ is not included in the schedule and as the inclusion of an employment in the schedule is a condition precedent for issuing any notification by the appropriate Government the notification fixing minimum wages is ultra virus.

In Ahmedabad Panjrapole Sanstha v. Miscellaneous Mazdoor Sabha and other, the petitioner Sanstha is engaged in the activity of taking care for sick and lame cattle and the maintain them. The Sanstha has other objects such as raising of cattle improving the breed, caring for the cattle, to run a dairy farm in order to supply good milk and ghee in the interest of public and to grow grass to cut it or have it cut and to buy or sell the same. It has lands in different villages and it earns rental and other income and also agricultural income besides income earned by sale of wood, wool, manure etc. it has its branch at Vastrapur where cattle are put for treatment. It was decided that considering the activities of the Panjrapole Sanstha, it is a ‘commercial establishment’ attracting minimum Wages Act. The Vastrapur branch of Sanstha is not a separate establishment and the fact that the other branches have not demanded minimum wage will not affect the right of the workmen.
In Prerna Sahyog v. Authority Under Minimum Wages Act and others, on receiving a complaint refusal to give wages, the Authorities under Act, 1948 directed the payment of eight times of wages as compensation. The Apex Court decided that the amount of compensation was too more and hence it was reduced to equivalent of wages awarded to the workman.

In Baboo Husain v. N.P. Nopany, the petitioner was employed as boiler attendant and he had to keep himself available during all the three shifts. It was held that when a serious responsibility is cast on the employee and he has by and large, to remain on or about the premises of the employer throughout and make himself available to meet the demands which can or may arise the employee cannot properly attend to any of his private work or leave the premises or consider himself free to do what he likes as if he were off duty. Such an employee would be considered as being on duty even if he may not actually be working.

It was further held that payment of Wages Act is regulatory. Section 7 & 9 of the Act provides the circumstances under which and the extent to which deduction can be made. It is only when the employer has right to make deduction, resort should be had to the Act to ascertain the extent to which the deduction can be made. No deduction exceeding the limit provided by the Act is permissible even if the contract so provides. There cannot be any contract contrary to or in terms wider than the import of Sections 7 and 9 of the Act. Therefore wage deduction cannot be made (See Sec. 7(2) of the Act) if there is no such power to the employer under the terms of contract.

The plea of res Judicata was taken by respondent. Rejecting this contention the High Court observed that the Act of 1936 concerns with deducted or delayed wages only and Labour Court has not entertained other claims which were not covered by this Act. Hence the claim for other benefits under the Industrial Disputes Act is not barred by res judicata.

In Maharashtra Veej Mandal Kamgar Sangh v. Maharashtra State Electricity Board and others, it was held that Income Tax Officer is the competent authority to determine the correct amount of depreciation allowable as per Income Tax Act but under right to appeal or revision from his order. Therefore when correctness of orders if not challenged that the correct amount of depreciation is other than that allowed by the I.T.O., one fails to see why that amount should not be regarded as correct. Therefore the Tribunal would be correct in accepting the amount.
of depreciation allowed by ITO in calculating the allowable surplus under the Payment of Bonus Act.

In Corporation Employees, Co-operative Bank Ltd. v. Co-operative Bank employees Union, a co-operative society was carrying on banking business. Section 2(8) defines a banking company as including any Co-operative Bank Item 2 Schedule III applied to an employer which is a banking company and item 4 applied to an employer which is a co-operative society. In this case co-operative bank being a banking company item 2 of Schedule III is specifically applicable and not the mere general category of co-operative society specified in item 4.

The Act is with welfare object as it provides a economic reward in lieu of rendering of service with no blemish. This reward is given to a retired workman in the form of gratuity which will help a workman in his future life.

The High Court held that as per notification circulated under S.I. (3) (c) of the Acts the Act covers educational institutions. Therefore the petitioners cannot escape from the applicability of the Act and they cannot avoid the liability to pay gratuity to their teachers under the Act. It has been statutorily declared by the Legislature that teacher is an employee and so he has certainly a right of gratuity.

In Dorab Pirojsha Siganporia v. The President and Appellate Authority of Industrial Tribunal, Bombay, the question for determination was whether a firm of solicitors is a commercial establishment for the applicability of the Act. In this case a firm of solicitor was dissolved in August 1977 and the staff employed was taken over by a new firm. The staff taken by the new firm claimed gratuity. Following the ratio in the case of R.S. Deshpande and another v. Municipal Corporation of Greater Bombay, it was held that the office of an advocate is not a commercial establishment. The definition of commercial establishment as per the Amending Act No. 64 of 1977 was already been struck down in the case of Narendra Kesharichand Faladi and another v. State of Maharashtra, is so far as the amendment related to establishment of legal practitioners. Therefore, the pre-amendment definition has to be applied and the

same does not include an advocate or solicitor’s office. When the staff of a firm is taken over consequent upon the dissolution of the earlier firm and employees are continued by the new firm only the management has changed without affecting the terms and condition of service of employees. Consequently the Payment of Gratuity Act has no application to such office.
Similarly, in Eastern Motors Pvt. Ltd. v. State of Assam, an employee who was doing mainly clerical work such as typing, keeping of accounts, correspondence and was also doing some managerial work such as operating bank account and taking legal actions against defaulter was held an employee as per Section 2(e) because managerial work was only incidental as against his substantive clerical work.

4.2 OTHER ASPECTS
4.2.1 INDUSTRIAL RELATIONS AND HUMAN RESOURCES DEVELOPMENT

Concept of HRD

Now to understand what is Human Resources Development (HRD). We must look at the words Human, Resource and Development in a judicious and disconnected form. To be Human means to be a source to one self, to be Resource means to be of use to others and Development means increasing our ability as human beings. Thus HRD in organisational context, may be defined as a systematic planned and continued process by which employees are helped to acquire and sharpen their present or expected future roles. In a better manner, with focus on the attainment of both the organisational and personal goals. HRD helps people develop their self confidence, initiative, creativity, self-reliance and problem solving skills. Thus it enables people to get best out of themselves and their lives, so that they become more effective resource to themselves and to the organisation.

HRD not only develops competence but also commitment. It helps people to change their behaviour for the better. It discovers and makes best use of their inner potential for their own as well as organisational benefits. Through HRD programmes corporate and individual objectives are melted into one.

There develops an organisational culture, in which interpersonal relations, teamwork and collaboration among sub-units are strong and contribute to professional well-being, motivation and pride of the employees.

There is not only increase in production, profit and growth of the organisation but the employees are also a lot more contented and developed. There is a symbiotic relationships as much as organisation grows with the employees as they grow with the employees as they grow with the organisation. There is a congruence between the individual and organisational goals with the result that productivity is maximum and there is a win-win situation, both for the employees as well as for the management.
That is to say both the employees and the organisation are beneficiaries; neither at the
cost of the other.

**THE DECISIVE FACTOR:**

Various resources, all starting with the English ‘Alphabet M’ are necessary
for the functioning of an organisation. There are money, men, material, motive power
(energy) and minutes (time). But the human factor is the decisive factor. All business
operations can be reduced to three words people, products and profits. Even in
dictionary, people come first man is the king pin in the whole scheme of
organisational activity. The greater productivity of other resources depends on the
greater productivity of manpower. Man has his hands from planing to production and
marketing of goods. Materials may be purchased at the most competitive rates,
machines may be worked at maximum speed, but the output can be maximized only
when the employees work willingly. The most modern equipment and technology
may be available to the organisation but if the human resources are not geared to
utilising them effectively, massive investments would be of no use.

Unless the human resource gives his best, the productivity will be low even
with modern equipment and improved techniques of production. What matters is not
the machine, be it a lathe or plough or pen, but man that uses it. A machine by itself
cannot produce any product. If workers are motivated and excited, output will rise
higher with the same types of materials and machines. There is no doubt that the
technological and material factors do frequently play a large part in the operation of a
business, yet in the ultimate analysis, it is on the quality of people, the opportunities
they get to develop and utilise their skill and the manner in which they are managed
and supervised at their work, that the performance of the organisation depends.

As without head no human being can exist, so without human resources no
organisation can survive be it operation of a coal mine, running or railways or even a
wayside dhaba. The progress of an establishment depends upon the quality of services
of its human resources.

In ‘Agricultural Age’ the controlling factor was land, in ‘industrial age’ it was
the financial capital and now in the ‘information age’ it is the human intelligence.

Despite the sophistication of our machinery, the subtlety of planing, advancement of
technology, and computerisation, the human element occupies and would continue to
occupy the primary position in the industry. No computer, howsoever advanced it
might be, can be a substitute for developed human resources, devoted to duty and the
objectives of the organisation. On the other hand, with the introduction of modern
costly and automated machines, the importance of the human factor has further
increased, as modern automatic plants require highly trained and skilled men to
maintain and handle them.

UNIQUENESS OF HUMAN FACTOR

Human factor is unique in the sense that:

1. Manpower is the pivot of all other resources and converts other resources to
productive resources. Nothing has any value unless human efforts make it so.
Gold, coal and oil have no value in the ground. Human resources have to get
these material resources out of the ground, make them usable and transport
them to those who wish to use them. It is the man who employs other
resources and on whom the utilisation of other resources depends.

2. Employees are ‘active’ or ‘live’ assets which operate the passive or dead
assets of the organisation to obtain the desired results. Even if two competitive
companies possess equal amount of dead assets, one company surpasses the
other because the live assets are more energetic, optimistic and efficient.

3. Human resource is the only resource which is capable of enlargement and
appreciates with time. Man can increase his value throughout his life and
develop to an amazing extent. All other resources undergo the process of
depreciation. A machine’s maximum value reaches the day it starts
production and it depreciates with time.

4. People are assets which can do be replaced over night. These are long term
fixed deposits. While capital and technology can be bought, human resource
has to be nurtured.

5. Human resources adds to value, while other resources add to the cost.
Medicine is a poison in the hands of a fool and a poison becomes medicine in
the hand of a wise men.

6. Other resources can be better utilised or worse utilised but they can never have
an output greater than the sum. By exploiting the unrealised potential of
human resource, one can achieve spectacular increase in productivity.

7. Human beings differ in their mental abilities, interests, feelings and
aspirations. Therefore every employee has to be handled in a special way as
individual differences lead to individual perceptions, attitudes and behaviour.

NEGLECT OF HUMAN FACTOR
Though the human resource has the decisive competitive edge in organizational growth, yet man has been the most neglected and least understood in the realm of economic activity. The organisations remain concerned mostly with technical and financial matters. Emphasis is placed on preventive and other types of plant maintenance on renewal and renovation of the find assets and also on improvement in production technology. But only a little attention is given to the growth motivation and development of manpower. At present, in most of the organisations, results are being achieved only with a fraction of human talent. The rest remains dormant or less effective. No part of our productive resources operates at lower efficiency than the human resources. There is massive under utilisation and under development of the work force.

**NEED FOR HRD**

Human resource as such in not a resource but becomes a resource only if trained, developed and allocated to productive work. Man is not a ready made factor. If not developed and maintained, he becomes a liability and a headache. The basic presumption of HRD is that people are neither problems or headaches, to be avoided nor costs to be cut, but are potential assets. HRD aims to draw out the best from human beings and to devise ways in which they can be effectively organised for maximum contribution to the goals of the organisation. Therefore we have to allow and help each and every employee to rise to his full creative potential and contribute his best. HRD gets best out of the potential of the workers, to which there is no limit. There is always room for improvement in every job. In fact, it is the biggest room in the house. Every human being has potential to do remarkable things. Man is like a seed though if looks small, yet it has the capacity tremendous enough to become as vast and big as a tree. But if you keep seed in pocket, it will not germinate. And, if you put it in a frying pan and roast it on fire it cannot germinate.

**SHOP FLOOR WORKERS**

Organisations spend a lot of time and money on the training of managers and supervisors ignoring the workers. As we are forced by the law of gravity to construct buildings by starting at the bottom, similarly development has to commence at the grass root level. HRD programmes will not work unless the foundation has been properly laid. Many shop floor workers are drop out from schools, having not got much chance to receive basic formal education and consequently they feel handicapped in their vocational growth and personal development. HRD programmes
expose them to new ideas, stir their ambition, sustain technical education and period them to change for the better. Moreover, they also get an impression that their development. This leads to their identification with the success of the organisation and in this success they would see the attainment of their personal goals.

**CONTINUOUS PROCESS:**

Development starts when a person is born and continues till he breathes his last i.e. from womb to tomb. It is a long term process, which is never finished. Even the learned person must continue to learn, as there is nothing like over learning. Even the brightest flame dies, if there is no oxygen. Knowledge is a perishable commodity. It is not machinery that becomes obsolete, as one has also to guard obsolescence of mind. Brain power becomes obsolete faster than equipment. Nowadays technological changes are taking place at a breath taking speed. To-day’s knowledge gets obsolete tomorrow. Therefore training has to be a continuous activity i.e. from recruitment (covering even pre-recruitment steps) to retirement. For instance, one day training programme for the benefit of those due for retirement, say in the net six months or so can be organised. This pre-retirement training programme can take care on interalia, ageing physical and mental health and investment of retrial benefits. Due to increasing technological changes and emergence of new management concepts, even the people who stay in the same kind of job, one training will not be enough for a whole life. There is therefore also a need for refresher courses for all kinds and levels of personnel.

**TRAINING AND DEVELOPMENT**

There is a mistaken notion that HRD is just a sophisticated name for training. Though training is an important component of HRD, yet it is confined to improving the specific skills of motor or mechanical nature. On the other hand HRD is very wide in scope and also includes recruitment, reward systems, counselling, communication, delegation, job rotation, bipartite forums and appraisal of both present and potential performance. HRD takes charge of whole man in the workman, including his skills, knowledge, perceptions and attitudes not only while at work but also in his family and social life. That is to say, while training is more or less concerned with ‘hands’, development relates to total personality of human beings, comprising all the virtues of the body, mind and soul.

**SELECTION**
Selection of the employees is the most important step in the HRD programmes. If people are not right, machinery worth lakhs of rupees gets reduced to proverbial white elephant. Development will not help much if initial selection if faulty. Therefore selection of employees should be a state. Employee should not be picked up at random or by the toss of coin or the so-called walk in interviews. Due time should be spent to select a person for the job on the basis of job analysis and with the help of sophisticated selection tests, which are available these days. The aim is to synchronise the assets of the individual with the requirements of the job. Fortunately, so far the labour laws and the trade unions do not compel the managements to employ only such and such a person.

Organisations can grow and prosper only through the competencies, efforts and attitudes of their employees. The contribution of employees in an organisation is reflected in the time and effort the management puts in selecting them. Developing them and sustaining their motivation. We can have healthy industrial relations through human resource development and creating mutual trust and confidence. Investment in HRD cannot succeed unless the top management is committed to make the programme work. Support of the top management percolates towards the shop floor level, through the line management. Developing initiated by top management, but achievement of its goals depends entirely on the line managers.

4.2.2 PARTICIPATORY MANAGEMENT SOLVES UNREST

The origin of the idea of workers participation in management in India can be traced to report of the Royal Commission on Labour (1931), which recommended the setting up of joint consultative bodies. The industrial Disputes Act, 1947, formally placed the idea in the form of works committees.

The acceptance of socialistic pattern of society as the overall goal of planning in 1954 stressed the need and importance of workers participation. The industrial policy resolution 1956 also stressed the importance of joint consultation between workers and managements. The Second Five years plan sought to translate the spirit of the Industrial policy resolution into labour policy. The Government of India sent a study team to study different schemes of workers participation in some European countries. The recommendations of the Team were considered and approved by the 15th Indian Labour Conference in 1957. The Government then introduced the scheme of workers participation in Management in 1958. It was a voluntary scheme.
The scheme of workers participation as envisaged did not work well as there were certain misgivings in the minds of both the partners.

In 1970, the Government of India introduced another scheme in banking industry. The scheme provided for the appointment of one Director representing employees on the Board of Directors. In 1971, this scheme was extended to select public sector undertaking on voluntary basis.

In the year 1975, the Government of India introduced a new scheme of workers participation in industry at shop floor and plant levels. The scheme was made applicable only to manufacturing and mining units in the public, private and cooperative sectors, as well as those run departmentally, employing 500 or more workers.

Another scheme of workers participation was introduced in 1977, in commercial and service organisations in the public sector, which have large scale public dealings with a view to render better customer service.

In the year 1976, the Article 43-A was inserted as one of the Directive Principles of State policy in the Constitution of India. Article 43A states that the State shall take steps by suitable legislation or in any other way to secure participation of workers in the management of undertaking, establishments or other organisations engaged in any industry.

**1983 SCHEME**

Government reviewed the working of the above schemes. In the light of this review and experience gained so far, Government decided to introduce a new comprehensive scheme of workers participation in Central Public sector undertakings. For this purpose the 1983 scheme has been drawn up-

The scheme will be applicable to all central/public sector undertaking except these undertakings which are given specific exemption from the operation of the scheme by the Administrative Ministry/department concerned in consultation with the Department of Labour, taking into account the nature of the undertaking, the products it is manufacturing etc.

Any undertaking of the Central Government, which is run departmentally, however, will be excluded from this new scheme.

The representation of the workers at the shop floor and plant levels would cover different categories of workers such as skilled and unskilled, technical and non-technical. Managerial personal would be excluded but supervisory categories such as
foreman, chargeman etc. would be covered. Both the workers and the management will get equal representation at the shop floor and plant level forums. The participating arrangement may cover following functions at different levels:

a) Shop level – production facilities, storage facilities in a shop material economy, operational problems wastage control, hazards, safety. Problems quality improvement, cleanliness, monthly targets and production schedules, cost reduction programmes, formulation and implementation of work system, design, group working, welfare measures related particularly to the shop.

b) Plant level - Operational areas: (i) Evolution of productivity schemes taking into account the local conditions, (ii) planning implementation, fulfilment and review of monthly targets and schedules, (iii) materials supply and its shortfall, (iv) storage and inventories (v) housekeeping (vi) improvement in productivity in general and in critical areas in particulars.

(vii) Encouragement to and consideration of suggestions, (viii) Quality and technological improvements, (ix) Machine utilisation knowledge and development of new products, (x) Operational performance figures, (xi) Matters not resolved at the shop level or concerning more than one shop,


c) Board Level: At the Board level, workers representatives will participates in all the functions of the Board. One of the special functions assigned to
the Board would be reviewing to the work of the shop and plant level participating forums.

Working of the forums: at the shop floor and the plant levels, participating forums will attempt to arrive at a decision by consensus but where no mutually acceptable consensus emerges, they will refer the matter to the next higher forum.

Modification of the functions of the Forums: The scope of the functions can be modified by mutual consensus between the workers and the management.

Monitoring of the Scheme: A time bound programme for implementation of the scheme within one year will be drawn by the administrative Ministries.

Departments concerned the progress of the working of the scheme in individual undertakings will be reviews quarterly. In order to monitor the implementation of the scheme and also to review its working from time to time and to suggest remedial measures, tripartite machinery will be set up in the department of labour.

No legislation would be undertaken immediately to give any legislative backing to the scheme. Such a step would, however, be considered after adequate experience has been gained in the working of the scheme.

The changing trends:

Industrial relations in India after independence developed on the background of the policy of economic planning for development. The public policy on industrial relations aimed at securing a fair deal for the workers and peace in industry so that planned targets of production might be attained with minimum interruption due to work stoppers. The Government played a dominant role not only as a major employer but also as an active third party in the field of industrial relations. The major reason behind government intervention in labour management relations was the belief that it would help to minimise conflict. The government enacted various labour laws and provided machinery for settlement of industrial disputes. It put restrictions on strikes and lockouts and assumed power to refer any dispute to compulsory adjudication.

4.2.3 DISCIPLINE IN INDUSTRY

Discipline in life is a key to success. Discipline means orderly behaviour of individuals towards desired goal of the group. Big battles were won not by
numerically superior army but by the one that had better discipline soldiers who had a high morale, a more intense motivation to win and had the benefit of effective leadership, popular imagination marvelled at such achievements. In the industry discipline may be described as the willing cooperation and observance of the rules and regulations of the organisation. It is essential a democratic way of life. It implies absence of chaos, irregularity and confusion in the behaviour of workers. Discipline is a positive concept in as much as that the absence of indiscipline does not imply a state of discipline. Most of the executive see discipline primarily as a mean to enforce external demand for responsible behaviour and they do not place any reliance or spontaneous self discipline. Instead they expect orderly behaviour to depend primarily on fear of penalties hence they exercise discipline as a punishment. But this is a negative approach which should be abandoned by the executive to secure good human relation in the industry. Smooth and effective functioning demands a high degree of coordination among various elements which form an integral part of the organisation. Manpower can be used effectively only if there is discipline in the industry. Maintenance of discipline is prerequisite for attainment of maximum productivity not only of worker but of entire nation. Self discipline is the highest form of discipline and management efforts should be to encourage this.

The basic pre-requisites of discipline in the industry are as under:

The goal of the organisation should be clearly defined and also specify the standard expected of the workman specific and clear rules and regulations should be laid down in consultation with the worker. Such rules and regulations should be communicated to and must be understood to and must be understood in the same terms. Why those who enforce the rules and those who have obey such rules. The enforcement authority must be specified. The procedure for appeal by aggrieved party should be known. The rules of conduct must contain provision for investigation and settlement of grievance arising out of and during the grievance arising out of and during the course of employment. The discipline policy should lay greater emphasis on the prevention of the breach of discipline. These principals will help in maintaining discipline in the organisation.

A code of discipline was prepared and made operative from June, 1958. It has been made applicable to both public and private sector units. The main features of the code of discipline are as under-
It prohibit strike and lock out without prior notice and also intimidation, victimisation and adoption of go slow tactics by workers. Unilateral action can not be taken by either party in the matter of industrial relation. All dispute are to be settled through existing machinery provided for this purpose by the Government. Workload can only be increased with prior agreement with the workers.

The employers will provide all facilities for the unfettered growth of trade union. Strict and immediate action will be taken against those officers who provoke indiscipline amongst the workers. The worker will not be involved in the trade union activities during the working hours. The worker will implement their part of awards and settlement at once and would take action against those office bearers of the union who have violated code of discipline. The union will discourage negligence of duties, Careless operation, damage to property, insubordination and disturbance in normal productive activities. They will also discourage unfair labour practices and will not engage in rowdy demonstration.

The code of discipline contains three sets of the principles – one set applies to both management and union which make obligatory upon both to comply with existing machinery for settlement of disputes. The second set consists of obligations to be observed by management which lays down that management should not raise the workload unless agreed upon otherwise and management should settle grievances immediately and implement settlement of awards and also grievances in all genuine cases. The unions are to be recognised as per Act of the Trade Union.

The 3rd sets of principles consist of obligations of the union which says that union should not encourage physical coercion or rowdyism and violent act in the demonstration. No union activities are to be held during the working hours and in the working premises. Settlement and award should be implemented promptly and office bearer and workers will remain in discipline. The code of discipline in a major step in establishing orderly atmosphere in industrial unit and help in avoiding dispute and stoppage of work. So implementation of prerequisite of discipline and code of discipline will help in bringing harmonious relations amongst the worker and management which will further help in increasing production and income of the organisation which is in the interest of the nation, workers and management.

4.2.4 CREATING ORGANISATIONAL CULTURE

Culture can be inferred from what people say, do, perceive and think within an organisational setting. In involves the learning process, transmitting knowledge,
beliefs and pattern of behaviour over a period of time, which means that an organisation culture is fairly stable and progressive, if there exists a positive culture. As it relates to organisations, culture is the general pattern of behaviour, shared beliefs and values that all members in organisation have in common. It often sets tone for the company and establishes implied rules for the way people should behave and act accordingly.

As a matter of fact, value statements, slogans of the company, philosophy and principle statements, and the logo all give a general idea of a particular company’s culture and on what is stand for. The value statement of General Electric is “Progress is our most important product”, says how progress forms the culture climate in organisation. The AT &T is proud of its own value statement, “Universal Service”. The L&T philosophy stands on “building the nation through leadership”, which goes to say that, we build leadership at each state in all employees, because we are aiming at building the nation and that this is only possible if we have progressive culture.

Another corporate which has excelled because of progressive and positive culture is the Infosy. The Chief, Mr. Narayana Murthy has created such a culture that, he received the business man award, and this was only because of the growth and development of Infosy with a nurtured culture. The culture that exists and works at Infosy, which everyone is proud at organisation, is: Dream we all dream of excellence, think we all think of excellence and deliver we all deliver excellence. A foundation of excellence culture is what has made Infosy India’s first largest Software development centre. The most admired corporate house in India, the TATA culture depict democratic and stands on “Team Work Always Works”, and find adequate time and resources in doing so. The TATA’s are top and remain to be top only because of prevailing culture in all their factories, work shop and developmental centres.

Eicher, which is also well know Group has a corporate recruitment philosophy which clearly states that “No relatives of Eicher employees will be recruited only on reasons that they are serving”. The Business India’s Annual Business man of the year, 1998 was given to a person who stood on firm belief that: “I respect and admire the vision, deep commitment of all my people in my organisation”, and in doing so. I will see that everyone sets his own vision in development of organisation and all such necessary facilities will be provided in pursuit of such vision realisation. The following six factors needs to be taken care off:
1. **Climate of Trust:**

   Empowerment works only if there is mutual trust and a progressive climate all through organisation, since, very many work-activities have to be undertaken with confidential work, each has to join hands in doing so and is possible with a climate of mutual trust. When an employee opines on certain improvements at work-place, the matter is taken and implemented only because of trust they have in thinking that the said proposal is for the benefit and growth of organisation and that in the interest of whole organisational development that such action has been taken. At any point, doubt or back-biting or unnecessary question are avoided.

2. **Culture of Mutuality:**

   Whenever the work or assignment is taken, it is under mutual co-operation and co-ordination of all concerned that such work is undertaken Mutuality is how to go about in organisational development such as: a) how to plan, b) how to have a strategy, c) who should do what and when, and the line are areas with mutually undertaken. While, an worker, sharing his experience opines: everyone is involved in such experiment what differs is the percentage and every one has a role to participate and each is given equal opportunity to express oneself.

3. **Freedom of Expression:**

   Learning organisation believe in freedom of expressing the ideas, opinions and views. Open forums, open house and written communication forms the platform to express oneself in the interest of organisation. All such opinions are kept for free discussion. Each such opinion and contribution is put on notice board and the reasons for such action justified. Whenever a decision needs to be taken, the lowest level of participation is telling what you will do and one of highest level is where everybody makes decision together. Expressing the feeling, listening to comments, the dialogue between everyone before such actions are taken is the system followed.

4. **Unite we Stand:**

   The saying: Team work always works, and the philosophy: Unite we stand, divide we fall", is the building principle which works in the organisation. Groups are formed by workers only of their own choice and codes of conduct are prepared. Each work is done in consultation with all group members and that group decision stands better upon individuals. Indeed, for all such judgements, consensus is the guiding principle and philosophy, which says that, together we achieve by joining hands. A through educational training programme is undertaken before such practice.
5. **Transparency in Communication:**

Transparency at all levels as far as communication is concerned has been practiced and this has helped to greater extent in binding each together. While sharing the experience with an shop floor employee: In this organisation, even the gate keeper knows where and with whom is that the CEO having business meeting. Each know who is doing what and such activities are communicated to everyone. The basic idea behind this system is to remove unnecessary dough and suspicion. Even, criticism is a way of life and healthy criticisms are awarded in the belief that such criticism are for personality and self improvement.

6. **Circular Shaped:**

The organisation is circular in shape and no such hierarchy exists. Each are divided only on basis of their work and job self help and less dependency forms the code. There are no room boys, peons. If then CEO wants tea or water, the same procured by him only and no such assistance is provided for such activities. As far as possible, each work is done by oneself and only in cases where it is required, assistance is provided. And sharing at dinning room is concerned, each is looked equality and whatever may be the position of person, he has to stand in line till his turn of getting the food. There are no separate dinning halls and tables for executives. A common hall is shared and as the CEO puts it ‘we are binded by our work-relationship and as far as you do good and upto date work, you are respected’. The work of the work half done is never carried at dinning place.

**A system approach: workable culture**

Culture building is a continuous process and if the stairs have to clean and swept, it should be done from the top, so is the development and nurturing of culture. The experiment of culture building in present organisation is unique and starts from top and percolating dawn the organisation. Since, it is learning organisation, there is always a constant search for better ways, order and discipline, a will to grow and develop organisation, and a sense of organisation progress, which is above all community and self. The system has developed and what is required now is to further streamline is still effective for constant growth and progress. The experience sharing by CEO, what he puts; ‘now we stand at top in all aspect of production, QC, better financial management, better marketing name and above all, the dedicated and committed labour force that is working at our organisation, and for all this to happen
the element of progressive culture developed and nurtured over the years played an important role in setting high standards.

4.2.5 DEALING WITH EMPLOYEES

Human resource management aims to increase the overall effectiveness of the organisation by encouraging the participation and involvement of its members. Commitment to what the organisation wants to do is the most important. There are two sides in most of the organisation – management and workers. There is a gap and means have to be found to bridge the gap. Because employees feel that as individual they will not have the power to protect their interests in this bridge including exercise, they get together in trade unions with which management has to deal.

Whether or not union exist, however, it is highly desirable for the management to develop other methods of dealing with employees collectively, in order to get them involved through various from of participation. Unfortunately, relationships with union often involve confrontations, other means must therefore be found of encouraging mutuality i.e. working together in the interest of all. Handling people collectively means dealing with trade union of staff association. Unions have to be managed like everything else in an organisation. Management normally gets the union it deserves. If it handles them boldly-too tough or too week- the results for the organisation can be disastrous.

THE ROLE OF TRADE UNION

If there are strong unions in the organisation they can have these objectives:

(i) To secure improved terms and conditions of employment for their members and to have maximum degree of job security to enjoy these terms and conditions.

(ii) To obtain an improved status for the worker in his work.

(iii) To increase the extent to which unions can exercise democratic control over decision that affects their interest by power sharing at the national corporate and plant level.

(iv) To give strength to the bargaining power of the workers.

It can be said that the role of a union is simply to provide a highly organised and continues form of expression for workers interest which would exist every where. Conflicts of interest are inherent in working relationship and unions can contribute to their solution by bringing issued out into open and jointly defining with employers procedures for dealing with them.
NEGOTIATING WITH UNIONS

Negotiating with unions can be a sort of war game in which both sides are pitting their wits against one another and bringing the high guns into play in shape of sanctions or threats of sanctions to get what they want. There are some negotiation conventions which help to determine how negotiations should take place.

NEGOTIATING CONVENTIONS

The following conventions should be usually accepted by the responsible trade unions and the management:

(i) Whatever happens during the bargaining both parties are using the bargaining process is hope of coming to a settlement.

(ii) Off-the-record discussions are mutually beneficial as a mean of probing attitudes and intentions and smoothing the way to a settlement but they should not be referred to specially in formal bargaining sessions unless both sides agree in advance.

(iii) Each side should normally be prepared to move from its original position.

(iv) It is normal although not inevitable. For the negotiations to proceed by alternate offers and counter-offers from each side which lead steadily towards a settlement.

(v) Concessions, once made, cannot be withdrawn.

(vi) Third parties should not be brought in until both parties are agreed that no further progress would be made without them.

(vii) The final agreement should mean exactly what it says. There should be no trickery and the terms agreed should be implemented with amendment.

(viii) Final settlement should be framed in such a way as to reduce the extent to which opponent loses credibility.

NEGOTIATING TECHNIQUES AND TACTICS

The following are the techniques and tactics one should use when negotiating:

Prepare for negotiation by defining maximum you would want to concede and an opening offer which will leave you enough room for reaching in your target. At the same time assess what union is likely to ask for and to expect. Prepare also your replies to the points the union representatives are likely to make.

Opening tactics: these should be-

Open realistically and move moderately.
Challenge you opponent’s position as it stands. Do not destroy his ability to move.

Explore attitudes ask questions observe behaviour and above all, listen in order to assess you opponent’s strengths and weakness, his tactics and the extent to which he may be bluffing.

Make no concession of any kind at this stage.

Do not too much, be non committal about proposals and explanations.

Bargaining- begin with main bargaining phase during which your marrow the gap between the initial position and try to persuade you opponent that your case is sufficiently strong to force him to close at a less advantageous point that he planned.

Tactics should be to:

Always make conditional proposal, if you will do this, I will consider doing that.

Don’t make one sided concessions, wherever possible, trade off against a concession from the other party-if I concede a aspect then I expect you to concede x aspect.

Negotiate on the whole package, do not allow you opponent to pitch you off item by item.

Closing – when and how you close is a matter of judgement and depends on your assessment of the strength of your opponent’s case and his determination to see it through. These can be the closing techniques.

Making a concession from the packages. The concession can be offered more positively then in bargaining stage; if you agree to settle on issue a I will concede issue b.

Doing a deal splitting the differences bringing something new such as extending the settlement time-scale agreeing to make back-payments making a join declaration of the intention to do something in future for instance introducing the concept of productivity bonus.

Summarising what has happened to date emphasizing the concessions that have been made and the extent to which you have moved and stating that you have reached you final position.
Applying pressure through a threat of the dire consequences that will follow if you offer is not accepted.

Giving you opponents to choice between two courses of action.
Do not make final offer unless you meant it.

These simple points will positively help in handing people collectively in an efficient manner which will enhance good will in the mind of workers.

4.2.6 CONFLICTING VIEW OF MANAGEMENT

The term conflict may mean different things to different persons. It is generally referred to a psychological state of mind where a person cannot decide the behaviour this way or that way. When people seriously engage themselves in weighing pros and cons of the possible behaviour but still feel themselves unable to take decision either way and they are in the state of wavering mind is a situation known as conflict. In simple words we can say that conflict is the sense of breakdown in the standard mechanism of decision-making.

Mary Parker Failet is of the opinion that conflicts occurs when people are not able to choose among the available course of action. Each conflict is made up of a series of inter-locking conflict episodes. There may be conflict between two individuals indicating that they have conflicting perceptions values and goals. Conflicts may arise due to many factors such as Economic, Social and psychological, but psychological factors contribute predominantly. Conflicts may also arise due to lack of consideration i.e. monetary compensation, lack of appreciation misunderstanding or bad handling of situations and problems. There are four basic kinds of issues on which generally conflicts arises a) Facts, b) Goals, c) Methods, d) Values.

Richard Woodman has mentioned four basic conflict situations existing in an organisation. A. Vertical Conflict – A very common type of conflict between a supervisor and a subordinate, b. Horizontal conflicts – it takes place between persons or groups operating at the same level in the hierarchy. C. line and staff conflict – it occurs when line and staff officers happen to disagree over issues on their working relationships. d. Role Conflicts – It arises because of personal characteristics like emotional sensitivity, flexibility and rigidity in one’s personality.

Louis R. Pondy is of this opinion that there may be give stages in the conflicts. A. Latent Conflict – It is a initial stage where conflict is not apparent as it has not
taken a clear-cut shapes. It is only in subconscious mind. It may arise due to competition for scarce sources, communication barriers and Role Ambiguities. B. Perceived Conflict – **It arises due to parties misunderstanding of each other’s true position.** Such a conflict may be resolved by improving communication between the parties. C. Felt Conflict – Personalisation of conflict may lead to felt conflict like inconsistent demands of efficient organisation and individual growth creates anxieties within the individual, individual need to vent these anxieties in order to maintain equilibrium. D. Manifest Conflicts – it is represented by varieties of conflictful behaviour such as open aggression, apathy, sabotage and complete withdrawal. E. Conflict Aftermath – The aftermath of a conflict may have either positive or negative her percussion or the organisation depends on how the conflict is resolved.

**How to mange conflict**

Management of conflict has assumed great, importance because it influences the human relation at work. Lakhs of peoples almost every day return home from in despair, depressed and disgusted with their job problems. Because of differences in their minds and other’s people minds. They always feel uneasy and unhappy. The psychological hangover of the tension and conflict generated at work place continues even beyond the hours of work. Then one has to face conflict in his social and personal life. This prolonged conflicts and tensions and upon employee’s mental and physical health and effects the roots of efficiency and productivity.

Kenneth Thomas has given the following strategies for handling the conflicts: A- Avoidance – Under this strategy the manager closes his eyes and pretends that conflict does not exist. It is assumed that such a conflict would soon be eliminated as the issue involved is of a trivial nature. B- Re-organisation of groups – A manager can prevent the occurrence of many differences by organisation of groups. People having similar attitude, state of mind, temperament and likes and dislikes are put in the same group. C- Dominance or Repression of differences – it means forcing the conflicting parties to accept a solution devised by a higher level manager. This strategy does not offer much room for participates to air their grievances. D- Diffusion of conflicts – It is a diplomatic plea which avoids resolving conflict issues. This strategy plays down differences among the conflicting parties and highlights the similarities and areas of agreement. E- Containment of conflict – Under this the manager allows some conflicts to surface and is resolved by bargaining. Under compromise or bargaining two groups exchange concessions until a compromise solution is reached. F-
Confrontation into conflicts – when a Manager is aware that differences exist among the members of the group, he may try to create an arena in which conflicting parties may fight it out. This approach may be followed when the parties to the conflict follow a rigid stand and are ready to find tactics to win over other. 

G- Conflict stimulation – The strategy of conflict stimulation involves communication under which a manager can give threatening messages to the group so as to increase conflict level. But such types of messages or rumours would be planted intelligently so that conflict is stimulated and head is generated among the people. Conflict stimulation can also be introduced by bringing new employees to a group or in an organisation whose back grounds values, attitudes differed from those present members. This will disturb exist group enquiries, New opinion and innovative ideas will be developed by the group and a healthy equilibrium will restore in the group. Even to bring conflict stimulation the management can re-design work, alter rules and regulations. Increase interdependence between groups and make structural changes to disrupt the status quo. This will stimulate conflict and the members will get activated to bright the desired adjustment.

4.2.7 MANAGING CHANGE

Change is painful and yet needful change originates from vitality and is positive and necessary sign of growth and progress. In these days changes seems to be faster than in the past. It is further faster with the higher level of education, communication and in industry. It is related to automation, communication and in industry. It is related to automation, obsolescence, competition, new technologies, computerisation, and information technology and liberalisation of economy.

People resist change because it is easier to do what you are doing them to learn something new. We resist change because it is difficult for just to understand easily the new situation and to become accustomed to that. The word change produces emotional reactions. To many people change is quite threatening.

Changes are a part of life and provide opportunity for growth. An important suspect of management is the identification and need of change. It is necessary to be clear about the kind of changes required to ensure organisation growth to meet future challenges. It is the leadership that play a catalytic role in managing change. The quality of top management is vital to promote an environment of creativity and innovativeness. An effective leader has to be dynamic. Foresighted, innovative, ready to take calculated risks, sacrifice for the sake or organisation and its people and set
personal example of dedication and hard work. Excellent results can be achieved by creating the right culture through bold and honest leadership.

**HOW TO OVERCOME RESISTANCE TO CHANGE**

An efficient management should concentrate on reducing resistance by these techniques:

a) **Financial Incentives:** An individual may resist change under the fear of being out of job or losing special privileges. If the management is able to convince its members that their fears are groundless and assuring him that he would not be cut of job and his earning will not reduced.

b) **Through an effective communication:** Two way communication systems provides on effective feed back and an opportunity for suggestion and criticism. It promotes an effective worker’s participation and delegation of authority and helps in releasing worker’s resentment, it will and emotions and make change possible.

c) **By group decision making:** It helps in introducing changes and enhances their sense of belongingness and a complete control over the situation and environment. It is an effort to unfreeze the fixed and formed attitude.

d) **Through collective bargaining:** Management does not lose anything when it informs the union well in advance to the changes and shows a willingness to negotiate collective bargaining is a technique of regulating management and labour relations which helps in introducing change in the organisation.

Actually what employees resist is usually not technical changes but social changes the change in their human relationships that generally accompanies technical innovations in these days the real changes is to manage the software of change i.e. human resources and not the hardware comprising of technology, systems and procedures etc.

**How to introduce change**

Changes can be introduce by two approaches (1) To bring about an immediate change known as ‘Earthquake Approach’ which is quite common but is should not be brought about because it may lead to destroying harmonious relationships. Curtail
employed participation and damage morale. The second approach is to bring change on a continuing basis which is brought over an extended period of time through employee’s participation and consultation and it is considered as a desirable and a healthy approach. The change can only be acceptable:

1. When the employee must understand the reasons for change.
2. When he is convinced that the change is going to be good for him.
3. If there is workers participation, consultation and full management support.

Once the organisational change has been identified, the next step for the leader is to identify change agents. Any change starts with a handful of people—the change agents—who constantly perceive a different and possible a better way of doing things. These change agents are those people who understand and can carry it through the organisation.

4.2.8 TOTAL QUALITY MANAGEMENT IS BENEFICIAL

In the ninth annual world congress on total quality management held in Mumbai, Dr. Madhav Mehra, president of the institute of Director (IOD), stressed on the need for the quality fraternity to amend its paradigms. There are no ultimate solutions: while the ‘do it right first time’ dictum might have worked for blue collar workers involved in mass production, it is no longer applicable today. Today’s worker is required to use his brain and knowledge.

‘Nothing of substance is ever done right first time. We must learn to reward failures – in fact, treat them as a badge of honour. Wealth in the new regime will not spring from technology that stems from the micro-chip, but from innovations that come from the human brain. Not by perfecting know, but imperfectly seizing the unknown.” says Mehra.

It is human resources that lead to software and hardware. While the 20th century is ending on a note that gives priority to quality, by giving importance to customers, it also brings in to play human vagaries.

“When asked what total quality is most will answer ISO 9000 or quality control. Very few will actually say ‘People’. It is a great pity that people think of implementing sophisticated IQM systems in their organisation, but don’t pause to think of the human angle” points out PADMASHREE recipient Lila Poonawallah, former MD of ALFA Laval.
“Earlier, it was autocracy all the way” continues Poonawallah, “Management practices hinged around dependency, whatever the boss said, happened. While this inculcated a sense of discipline, and often shortened the lead time for decision making, it also deprived the organisation of sharing new ideas and diverse opinions, thus effectively stunting initiative and innovation.”

Around 10-15 years ago, there were flashes of brilliance from star performers but the collective performance was often disappointing. Any system that promotes individual excellence at the cost of collective achievement is bound to deliver only partial results.

The 1990s, however brought with them a new global order that of interdependence. Total quality is attained when all people in an organisation work in tandem and align their goals to the organisational goals. Thus, total quality is possible when organisational missions become personal mission for each member of the company. The crucial point being that every member, especially from the so-called middle and lower levels, has to be committed to the total quality goals.

The quality circles concepts involves 4-8 people coming together voluntarily to brainstorm, identify and analyse work-related problems. A world class total quality circle excellence centre is now being established in Pune.

Total quality management consists of continuous process improvement activities involving every one in an organisation, i.e. managers and workers, in a totally integrated effort towards improving performance at every level.

The main focus of TQM is increased customer/user satisfaction through fundamental management technique and disciplined approach focused on continuous process improvement. TQM combines a participative philosophy of management with emphasis on statistical techniques and employee involvement (through communication) in the improvement of the quality of products and services to increase the productivity of the organisation, TQM helps in problem solving and moves the organisation from defect detection to defect prevention. It involved everyone in the organisation from top management to the lowest position.

Those who do a job know it best, therefore suggestions to improve the quality of a particular process should come from employees and management who can work together to reach the mutual goal of continuous improvement. An effort must be made to define and view quality from the customer perspective. Exceeding customer’s expectations assures meeting all the definitions of quality.
CULTURAL CHANGE

TQM culture can be described as thus:
- It not separates the responsibility for quality and production.
- Employees work along with the management to improve processes (participative philosophy)
- The inputs of process are controlled.
- The emphasis is on doing things right first time and every time.
- Assigning responsibility for quality at all levels.

Changing culture takes time and effort. The management needs to develop a definition for quality, a mission statement and a quality policy statement for delivery to each employee.

Without top management commitment, TQM implementation is an impossible task. Commitment begins by placing quality at the top of every agenda and the implementation is top-down i.e. top, middle, lower management and finally employees. ‘How Good?’ must precede “How Much?” and “How Many?”.

Management commitment to customer satisfaction and acquisition of new skills and perspectives and essential. This propounds that statistical analysis must become the basis in place of opinions and feelings.

The commitment of the chief executive of the organisation is vital. He or she sets the tone for the whole effort by becoming visible in their support for TQM.

Leader attributes qualities of a good leader are creation of interest and challenge in work: skills and abilities of everyone must be helped to improve. Cooperation with preceding and following stages and creation of trust and radiation of bonhomie are needed. One acts as coach and counsel, not a judge.

**Uses data and statistical calculations are made to guage one’s own**

performance and of the people working, besides listening and learning without passing judgement. It is not wise to expect perfection. One should inspire the work force and depend upon goodwill, while commanding respect.

GOOD MANAGEMENT V/S BAD MANAGEMENT

Good management is the art of making problems so interesting and the solution so constructive that every one gets to work and deal with them.

Bad management on the other hand presents problems in such a way that people avoid them, put them into Menlo form, delegate them, or simply toss them in the circular file.
Good problems energise. Bad problems enervate.

**Team work**

In a teamwork concept, people will have different views and argue to have their way at all costs, but care has to be taken to avoid such situations and to see things from the other person’s point of view.

Quality teams must be set up at all the levels of an organisation in order to encourage brainstorming which helps creative thinking and the generation of ideas for problem solving through innovative and alternative solutions.

**Prevention**

Be a fire preventer not fire fighter, should be the motto of an organisation implementing the TQM concept. Problem prevention definitely scores over problem-detection; ways must be found to prevent problems from occurring in the first place.

**Continuous improvement**

Improvement in quality and productivity is a continue cycle in TQM, and this can be done by measuring success and keeping on improving.

Variations in systems and processes can be of two types, special cause and common cause. Special causes of variation occur due to special or unique circumstances and these contribute sporadically to the variability of the process output. These special causes can be eliminated by timely receipt of data by using early warning indicators. Immediately search for the cause and find out what was different on that occasion as compared to other occasions.

Common causes of variation are typically due to a large number of random sources of variation, and these regularly contribute to the variability of process output. The total variability has a non-systematic random looking appearance. These can be reduced by interacting with a lot of people, including employees, identifying problems using the Pareto Analysis and investigating cause and effect relations.

Rewards and recognition are essential to encourage participation by all employees in TQM. Monetary awards should be discouraged.

TQM implementation involves establishment of TQM as an objective and accept responsibility; must overcome the obstacles, all employees in the organisation must pursue this end and the people, time, money and effort, must be dedicated over a long period of time.
Employees are to be assured of the management’s commitment in the form of actions and not mere words.

A quality environment has to be created by launching behavioural change, building skills through training and communication and ensuring timely actions to sustain the effort.

4.3 GLOBALISATION & INDUSTRIAL RELATIONS

India is passing through a very crucial phase of its history. The entire country is under the spell of globalization and there is hardly any individual, group, sector or section which is not touched by it. Implications of globalization on various facets of society have been discussed and debated at umpteen conferences, seminars, symposia, workshops organized by varied interest groups. The Ministry of Labour has also been seized of the matter. Globalisation: its impact on Indian industry, labour and economy as an agenda item was discussed at the 37th session of the standing labour committee held on 14th Feb. 2001. The 37th session of the Indian Labour Conference held on 18-19 May, 2001 also took up for consideration the ‘impact of globalization on Indian industry, labour and employment’ as one of the themes for detailed discussion.

Although, there was no consensus in these deliberations on the precise fall out of globalization, the critical consciousness of the nation, has been churned towards recognizing the utmost importance and urgency of addressing this vital issue.

INDUSTRIAL RELATIONS

The accelerated growth during the nineties is generally attributed to new economic policy pursued by the Government in the context of globalize economic order. However, a climate of harmonious industrial relations conducive to higher investment and growth cannot be considered less significant. For this, both the management and the workers deserve special appreciation. A review of data on work stoppages arising out of industrial disputes reveals a significant improvement in industrial relations scenario in the nineties as compared to the eighties. The number of industrial disputes i.e. strikes and lockouts have shown not only a declining trend but also a steep fall; the number having dipped from 1825 in 1990 to 555 in 2001. The total number of strikes and lockouts has also show a declining trend both in public and private sector, the most pronounced being in public sector where the number dropped drastically from 628 in 1990 to 112 in 2001. the private sector too has witnessed a perceptible drop in industrial disputers from 1197 in 1990 to 443 in 2001.
The decline in the number of strikes is more conspicuous than the lockouts reflecting a sense of discipline and responsibility among workers. The share of strikes is total work stoppages which was 80% in 1990 has slid to just 53% in 2001. The total number of strikes which was as high as 1459 in 1990 has come down to a low of 293 in 2001. The decline in the case of public sector units from 606 to just 87 is remarkable; the corresponding figures for private sector being 853 and 206 respectively.

The number of workers involved in these strikes and lockouts as also the loss of maydays therefrom have also generally followed a similar declining trend as the number of strikes and lockouts.

EMPLOYMENT SCENARIO

Assessment of employment and unemployment situation is made through the labour force surveys conducted by the National Sample Survey Organisation from time to time. Last such survey was carried out in 1999-2000. The results of the surveys indicate that during the period of 1993-94 to 1999-2000, the labour force has increased from 38.2 crore to 40.6 crore i.e. by around 1.03% per annum against the employment moving up from 37.4 crore to 39.7 crore exhibiting a growth of 0.98% per annum. This marks a substantial declaration in comparison to their growth of 2.37 percent and 2.23 percent respectively during 1987-1988 to 1993-94. As a result, the picture of open unemployment as observed during 1993-94 (7.5 million) has not substantially gone up during the year 1999-2000 being of the order of only 9 million. The most significant departure in the trend in the growth of employment is at the spectral level. The entire growth during 1993-94 to 1999-2000 has come about through growth in the unorganized sector where employment has gone up from 34.6 crore to 36.9 crore whereas the employment in the organized sector has remained stagnant at 2.8 Crore. The debilitating state of organized sector employment although it constitutes only 7 percent of the total employment, is a matter of concern. There is no empirical enquiry to assess the factors causing this unusual phenomenon. It is, however, generally believed that Globalisation has impacted on employment especially in the organized sector. An opinion is often expressed that obsolete labour laws are also party responsible for the tardy growth in organized sector employment.
Further, the results of the NSSO surveys also show that a large number of workers are living below the poverty line. This indicates that the productivity as well as income level of the workers working in various industrial areas are very poor and require a substantial step up. This possibly is due to the new entrants being pushed into the labour market in the unorganized sector which at present is not able to absorb them. Excess supply of labour is resulting in low productivity, low wages and poor social security. Keeping this in view, the concept of decent work aiming at high quality employment by raising productivity and income level is being advocated in various fora including the international labour Organisation.

**Strategy to meet the challenges**

Even though it has not been possible to segregate the precise impact of globalisation on economy due to the complexity of multi-variety inter-linkages and there is a need for concurrent empirical enquiry, we have to devise our response on the basis of indicative leads. As agreed to at the last ILC session, globalisation has to be taken as a universally accepted irreversible event. The response has to be such as to meet the challenges of international competition through improvement in productivity and efficiency and at the same time ensure industrial harmony, employment augmentation and reasonable labour standards in terms of welfare, health, safety and sanitary conditions. Striking a delicate balance between growth of economy and generation of employment would require requisite degree of cooperation between the social partners, viz. employers’ and employees’ organizations with the Government playing the role of a facilitator. With a view to have a focused attention, it is intended to confine the discussion on strategy to meet the challenges of globalisation on the employment. Some of the strategies adopted to generate higher employment are outlined below.

(i) **Plan Strategies:**

7.2 employment as a subject has not been assigned to any particular Ministry and the work is coordinated by the Planning Commission which tries to attain the objective of employment growth though Plan Schemes administered by various Ministers. The approach to Tenth Plan focuses on providing gainful high quality employment to the additions to the labour force and it is listed as one of the monitorable objectives for the 10th plan lays emphasis of rapid growth of those sectors.
which are likely to create high quality employment opportunities and deal with the policy constraints which discourage growth of employment. Particular attention would be paid to the policy environment influencing a wide range of economic activities which have a large employment potential. The Planning Commission has taken special initiative in this regard by setting up two Expert Committee.

(a) **Task Force**

Planning Commission set up the Task Force on Employment Opportunities under the Chairmanship of Dr. M.S. Ahluwalia, the then member, Planning Commission, in January 1999 with a view to examine the existing employment and unemployment situation in the country and to suggest strategies of employment generation for achieving the target of providing employment opportunities to 10 Crore people over the next ten year (one Crore per year). The task force has already submitted its report and suggested various sectors with sufficient potential for employment generation. The task force has recommended intervention in five major areas as under:

- Accelerating the rate of Growth of GDP, with a particular emphasis on sectors likely to ensure the spread of income to the low-income segments of the labour force.

- Pursuing appropriate sectoral policies in individual sectors which are particularly important for employment generation. These sector level polices must be broadly consistent with the overall objective of accelerating GDP growth.

- Implementing focused special programmes for creating additional employment on enhancing income generation from existing activities aimed at helping vulnerable groups that may not be sufficiently benefited by the more general growth promoting polices.

- Pursuing suitable polices for education and skill development, which would upgrade the quality of the labour force and make it capable of supporting a growth process which generates high quality jobs.

- Ensuring that the policy and legal environment governing the labour market encourages labour absorption especially in the organized sector.
The emphasis of the task focus is on accelerating the pace of economic growth with focus on services sectors as the primary sector, namely, agriculture did not hold promise. The Task Force has also stressed on the reforms in labour market.

(b) Special Group

Subsequently, the planning commission constituted a special group under the Chairmanship of Dr. S.P. Gupta, Member, Planning Commission to suggest strategies and programmes in the tenth plan for creating gainful employment opportunities for one crore people per year during each year of the tenth plan. The Group has submitted its report and recommended that the employment strategy for future to meet the plan’s employment goals is to encourage the use of labour intensive and capital saving technology is general and to rejuvenate the growth of the unorganized sector in particular, which at present contributes 92 percent of the country’s employment and enjoys more than 10 times labour intensity per unit of production. However, the unorganized sector needs to be made more productive to sustain itself against the domestic and international competition by proper choice of programmes and policies compatible with India’s economic reforms and the WTO rules. The activities where there is a major potential of large new job opportunities are agriculture including social forestry, animal husbandry, fishing, horticulture and related areas and small and medium industries, construction, tourism, information technology, financial sector, education and health. A major portion of these activities is in the unorganized sector. This sector also includes a large number of self employed and artisans.

The recommendations of the above two Expert Committee would form the basis of future strategy and programme for employment generation in the country.

(ii) Skill Building and Training:

As has already been indicated, our focus needs to be more on the unorganized sector, as distinct from the capital intensive corporate sector, since this is the sector that is identified as the main job giver in future and also where viability is at stake under global competition. The answer is therefore, to increase the productivity of the labour in this sector and to make it attractive to improve its job quality. World employment report while depicting the global situation has also indicated that in the present context of globalisation:
Demand of unskilled/under-skilled labour has declined.  
Demand for skilled labour has increased.  
Increase in demand for multi skills.

Given the present situation where hardly 5% of the labour force in the age group 20-24 has skills acquired through formal training, the large scale revamping of the skill development and training are of prime concern. The need in the present context, therefore, is:

(a) Investment in skill development and training.  
(b) Effective increase in educational and skill level of workers.  
(c) Modernization of training system.  
(d) Effective cooperation of all partners.

It is also conceded that with the present economic scenario, large-scale investment by Government in the formal training system may not be possible. Skill Development Fund, therefore, deserves consideration for skill building. The skill acquired through the informal means will have to play a prominent role in the years to come. It may, therefore, be desirable to develop a proper testing and certification system for such skill acquired through informal means.

(iii) Relationsation of manpower and safety net:

The restructuring exercise in the Central Public Sector Undertakings usually involves financial and manpower rationalization. However, the interests of the workers have been kept in mind while framing any revival package. The intention has been to maintain the workforce wherever possible. In situations demanding reduction in workforce, the government has tried to protect the interest of workers to the utmost possible. The government has introduced the scheme for counseling retraining and redeployment of rationalized employees of the Central Public Sector Undertaking from the year 2001-02. The thrust of the present scheme is on self-employment of the rationalized employees. In order have wide coverage of the scheme and its proper implementation at the national level, nodal agencies have been selected from different sectors of the scheme needs to be enlarged to cover rationalized employees of state PSUs as well as the corporate bodies and the cost of the programme be proportionately shared by them.
That globalisation is now a reality has come to be reckoned by the country. The Government has introduced a series of far-reaching economic reforms in trade, industrial, external, financial and public sectors. These reforms have shown positive results in terms of higher economic growth.

A whole gamut of leadership crises is evident in most organizations and business. From all areas of your society and from at large we hear about crises of ineffective structures and relationship in the face of these challenges, we are called to rethink and renew relationship in our organizations and our way of managing and developing human resources. From all these paradigm shift is needed not only to cope with there present situation, but also to know how one has to march in order to stay at the top of business in the year to come. Because of the nature of rapid global change, the business of tomorrow would be entirely different, workplace more challenging and the work force looking for newer way of dealing with workplace issue. Indeed, how to make profits on one hand and develop energetic and passionate employee resources on the other hand will be the trust are most looked for in all spheres of work-life. Management researchers (Eichen 1989, Gates 1995, Lawler 1995, Mellinger 1998) say that the way we handle an employee and the way we develop our human resources will often bring dilemmas during their workday. Days and time again, managing human resources has not remained same as was before (Lawer & Bown 1995). Employee involvement, high commitment work culture, self managed terms. However theories have been rewritten and new models developed because of rapid fast changes and global competition in business. To catch up with pace of all these rapid development and to survive in present competitive world, the very approach towards human resource development and its management has to be seen differently, treated separately and worked out scientifically. The very question one needs to answer is do present theories address the required managed of human resources in present context.

Indeed, in pursuit of continuous excellence and staying top while running successful business, organisation adopts various innovative ways. The strategy should match international standards, the production line-up should be apt, good, scientific and systematic, the financial aspect maintained in line with profits and the product moving line the ladder. If all these are managed properly and systematically, the organisation can resist in the present business. At the same time, the most important
aspect for any organisation to excel globally is the development and management of its human resources. Human resource development & management is of utmost crucial area and weather the organisation wants to be at number one or two, or weather considered to be fortune 500 or first 250 or top 10 global organisation depends on how its human resources is taken care off. The changing times have focused the importance for human resource management with different innovative styles and approaches, and model companies have been innovative and follow outstanding practice because if the organisation aspires to fundamental changes, it must change the fundamentals. But for fundamental change, organizational ethos is important. That is why Japan & Japanese managements are remembered for their unique way of managing and developing organisation and human resources through management ethos. The workplace practices such as open line of communication, crystal clear objectives, transparent culture, shared ethical value, discipline, scope for creative work, leadership at all levels, focus on growth equal code of conduct to all, open appraisal system, high level of trust and faith, avoiding tall promises and over doing things are the areas one need to continuously practice all times, at all places and by everyone in the organisation. The present buzzword in developing and managing the human resources is empowerment, empowering employees and employee ownership culture.

EMPOWERMENT: A NEW TOOL IN HR

Gurus daily preach the need for empowering the workforce. Literature on empowerment now abounds. Most fortune companies practice this to larger extent, are Indian Organisation doing? Indeed, empowerment is to invest power and vest full authority to everyone in the organisation. Empowerment, is getting employees to do what needs to be done rather than doing what they are told, and that, it is the transfer and acceptance of power to lowest appropriate level in order to create an opportunity for maximum initiativeness, responsibility, commitment, and thus, helping the right people at right levels make right decisions for the right reasons. Argyris (1998) defines Empowerment involves a creative act that frees a person, a group, an organisation, and even a total system to behave in new ways. Another way of looking at Employee empowerment is sharing responsibility and power equally at all levels in the organisation and helping people to develop, enabling them to innovate, take initiatives and make independent decisions to satisfy the needs and wants, thus,
reaching desired the goals & objectives. Another way to see empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information as a process resulting in individual employees autonomy, accountability to perform their jobs in a way, which provides them with a sense of ownership and fulfillment while achieving shared organizational goals. On the other hand, empowerment is sharing equally the decision making power among all. While empowerment is an holistic approach, it is an advanced approach towards human resource development and management, where everyone is involved at different stages of organizational development process and at the same time making each responsible & accountable for their actions. It is way of handling employees very delicately by sharing equally all the resources, material, information and confidential issues.

Each organisation is managed differently depending on its size and the composition of personnel, the style of leadership, management ethos adopted and the way polices and programme are drawn up. Culture plays an important factor in such organizational practices and if empowerment is a success and practices extensively in west, its birth stilt needs to be seen in Indian context on larger scale due to varied reasons. The culture, the thinking, maturity level, attitudes and management employee relationships are stilt to be questioned in Indian context because of the very composition of workforce. The Industrial society, dominated much by labour unions, still with a strong attitude and thinking that we are paid to work and to greater extent by the management side too that you are paid very idea of practicing employee empowerment in organisation is hardly taught off. An entire mind-set stift is what matters because organisation does not grow by themselves. If the organisations in present scenario have to excel and run the business successfully, then they have to be developed, nurtured and continuously directed towards excellence and growth. In this process, they need to adopt new ways of MR development & management. Human Resources is seen as an great asset (Info-sys, Wipro, Eicher, Tata, HLL) and for an organisation to excel in present century, management needs to adopt new ways of developing its human resources. Empowerment and empowering employees at work place is the answer. Empowered employees would change the very face of the
organisation, while running the business in the turbulent times (Hewlett Study). Then the questions that has to be addressed are: a) What then are empowerment angles; b) How is it worked out; and c) Are post gains far reaching, so that you can create a high performance workforce and an winning organisation. Then, how empowerment is seen as an answer to most organisations in present century and how different it is white practicing, per se.

LESSONS FROM PRACTICING ORGANISATION: DEMYSTIFYING EMPOWERMENT

The company has been following most innovative practices in the development and management of human resources. As one worker puts it, we all dream of excellence, we all think of excellence and we all deliver excellence. Excellence is a way of life and all strive in achieving towards it. The unique practices that are followed in this organisation are:

REFINED ORGANIZATIONAL CULTURE:

Everything in the process of organizational development starts with the practices (Bagali 2000). Culture edifies the values, belief and thinking aspect of the organizational practice and the principles it stands for. As the CEO puts it, if empowerment and employee ownership is owned in this organisation, is only because of prevailing work culture that has been created in this organisation. The first task was to create the climate of progressive culture, because workplace is combination of many facets of each individual thinking and perceptions. Refined culture is not just a matter of thinking, but should continuously be practiced by all. While everyone in an organisation will share the organisation’s culture, not all will do so to the same degree. There can be a dominant culture, but also a number of subculture. This is how not just culture but shared refined culture matters. This is pivotal because, all practices in empowering employees rest on the concept of culture. A few initial culture development areas are a climate of trust, of mutuality, freedom of expression, creating non-phobia environment, total transparent approach, developing shared values, no mind set, creative approach as a norm in organisation, honesty and truthful respected and value each shown to human being, allowed risk taking at no time, play with weakness of other employee, health criticism for larger benefit, trust the action of others without dough, discouraged grape-wine attitude, common rooms are shared,
objective approach, created a climate as to organization is above than individual, culture of non-ego feeling are the areas focused. As an officer states, these are important factors and the roots for success of empowerment on wider canvas. Culture helps to create organisation, but a refined culture helps you to create a health work force and healthy organisation.

**Holographic structure:**

This can be seen in two ways. There are no designated positions in practice, but on papers there is a hierarchy for legal purpose. Otherwise, each one is a manager and each a CEO. Each one has the right to work in the entire department and each one does their work on his own. There are no messengers, peons or any sub-ordinate assistant. Everyone is a self made man and performs all the jobs, required by him. A unique feature of this organisation is a ‘no bell’ culture. Even for going to lunch or for the shift start and end of the shift time, employees know the time and work accordingly and not because call belt is given, you need to perform particular work. You need to perform a particular job, you ay use any place, as long as the work fulfills its designated objectives. There is no red-tapism and if any individual wants to meet CEO or any other official, he can approach straight without any bureaucratic procedure and formal permission. The culture of organisation is such that, there are no appointments to be taken before hand to meet any person because each meeting or talk is business & work focused. Personal & professional relations are crystal clear. This is something unique practice which is requires a high level of thinking and much maturity in the workforce. Employees here are not fancy in their positions, designations and tile names, per se. as one employee puts it, by virtue of being after a flat management, it becomes easy for us to improve on the job and teal because each has an opportunity to see and learn from everyone without any bearers and restrictions. On the contrary, work gets done quickly & decisions are fast to greater degree, exact.

**Shared common relationship**

Yes, there are have designated places, but this is only for the person’s who are from outside as visitors, because they sometimes don’t know what is where in the organisation. If at all one is separated from another, this is done only on the basis of the job one needs to perform at a particular place on a particular machine. There are
no designated places assigned. They do not have any room boys, letter to deliver, separate dinning rooms, no separate water or tea arrangements or difference in the food prepared and separate queues for anyone. If (as CEO) need anything, I have to fetch it myself. The dinning hall commonly shared and as all line up, I too line up like anybody else, says CEO. As CEO further puts it.” We all are binded by our work relationship and you are respected to the extent you do good work. This also holds well as far as visitors are concerned and have all the liberty to move in organisation, workplace and interact for business dealings with any employee. A visitor is as good as a employee and can also use the machines, and stationary for work purpose. He can use the organisation resources, if he is working towards fulfilling the desired organisation goals.

A employee puts it otherwise, when asked how you feel, when you sit with CEO and eat food, the answer reflected matured thinking: “when you are dinning, it is difficult to understand how many CEO’s are there, because each is treated like a CEO by others and each is CEO in himself. Nor the person thinks that he should not be respected for being top man, nor one feels extra respect should be given. The work, work issues, or any issue of disturbing nature is left at workplace and dinning hall is to eat ones food. We don’t mix the two. Even one does not have difficulty of knowing what is there on one mind. This is how the organisations culture has been built over the period of time. As an officer says, the sharing culture is such that even anyone can use CEO’s chair provided he works to fulfill organisations objectives. This is responsible for the visible empowerment at work. While adds another employee, when the seat of CEO is used, one don’t develop that negative feeling of using it & making a negative angle. The culture is quite unique & issues ad talk tike quality, in time the work should be completed, anyone can help anyone are the prime issue focused much in the organisation. If such a process and practice exist, rest is seen secondary and hardly matters. Each individual has his own objective mission, but only after the organisation mission.

HR AS MOST VALUABLE ORGANIZATIONAL ASSET:

The CEO is as equal as any employee in the organisation and any employee is considered to have the same intrinsic worth as the CEO. Every employee is respected regardless of what his position in the organisation. If you are working and
contributing to the organisation, you are respected, but everyone is a contributor and hence everyone is respected and each here. Everyone is held with high esteem, dignity, persons work respected. As the CEO puts it, you must start by raising their self-esteem. Treat them as winners and they become winners, respect them and they will respect you & the work. Treat them as equal owners of the company and surely they will give the maximum best, with high quality work out-put. The path to towards respecting wasn’t easy, particularly for managers who were asked to change from authority figures to advisers, counselors and guides. Initially, it was very tough, but now if one looks back, you clearly see that people consider this as a nice place to work in. This also reflect in the correlation of people leaving the organisation figure too be nil. Infect, while doing so, as CEO further puts, greater emphasis was laid on the work done in the areas of dissipating EGO’S and the experience showed that with ego and status clash, empowering employee is impossible. On the other, education is prime and each one had to be educated in this direction. As an HR person puts it, initially, one should be told about all these practice through continuous education, otherwise, there might be misunderstandings and consequences would be serious and the objective will not be achieved (Bagali 2000). The respect not just stops at employee at one, instead, each family members and treated as equal members of the organisation.

NO SECRECY, EVERY ACTIVITY IS TRANSPARENT:

The practice of a totally transparent approach requires a high level of maturity on the part of employees working in the organisation; the organisation does not have a secrecy and confidential practice. These words are never on any policy, paper or any wall of the rooms. Such level of transparency is practiced that everybody knows what is going on in the organisation. Each policy, each mission statement, goals set, objectives, planning done, activity are transparent. As the CEO puts it, my room does not have any sign ‘knot and enter’, ‘no admission without permission’. Any one can come in at any time and discuss business plans or workplace issues with me. Infect, when I have guest from outside, any employee can come, sit down and discuss, if he has a point to make. He can even watch the discussions going on. Guest for me, are guest for all in organisation. If any guests come in my absence, any employee, if he feels can deal with hi, can sit and discuss our business plans, adds CEO. As one employee puts it, being transparent also means accepting the consequences, failures
and risks. If people are afraid of risks, nothing new will happen. This is how an employee ownership culture is build-up and each one sees himself as an owner of the organisation.

A step further, adds the CEO, on business tour, that all the details tour, place of meeting, person to meet, is put on notice board. Each employee known where CEO is, what is the am doing, and infect, what the business deal is and worth of it. This is how one could create a positive thinking and remove unnecessary suspicion and dough. This is same with each in the organisation. Even the bank and company accounts are transparent a practice of open book philosophy. Accounts, bank-balance are kept open for everyone to see the financial position, to understand the financial effects of their jobs and allow to equally share in the through frequent bonuses and profit sharing. Infect, employees prepare the quantum of profit sharing and management role is to pay, without any cross-examining, adds financial person. The trust level is high and everyone has to follow such a system, if one is in the process of creating a high performance workforce.

TRANSPARENT FLOW OF INFORMATION:

Knowing things know an entire organisation. Communication among alt is clear, open, transparent so that each employee known alt the activities of the organisation. The out come of meeting & discussion, further plans are kept open and everyone had the right to know and it is every person’s duty to communicate. Intact, transparency in communication and information sharing is a way of life in the organisation adds an employee. The basic idea is to remove unnecessary doubts and suspicions. To cite an example, the CEO says that, even a watchman tells others where the CEO is, what is he doing and what was the outcome of the meeting. Indeed, the visiting guest, the business deal and its worth are known to a person like watchman, show we value each person in the organisation and do not restrict the information only to a few. On the contrary, the trust level is high because without

faith, one can't practice open and transparent communication. Otherwise, the confidence among all is note worthy, while following such system. As the person who is concerned with MR says, the company has found newer ways for openly communicating and concrete ways to show employees that management is totally transparent in information sharing and this is paying off. When the employees know
every affair in the organisation, say HR person, their feelings are positive towards the organisation and they put more energy into their work. This is how empowering employees should be undertaken. Similarly, if any employee has an idea, he can share it with any other without the management’s formal say. Another way how the communication processes worked out is the liberty each has in communicating to all about the excellent work done by each and the credit they have achieved. Everyone can put up on ‘notice board’ the achievements done and can tell it openly to all. They even can arrange for a formal function, which usually is done and the achievements communicated. This is how ownership culture is instituted in each person and each person’s feelings towards the organisation that is belongs to all. Financial statements, expenditure, budget, future plans failures, and achievements all are kept open for one to see.

EMPLOYEES DECIDE ORGANIZATIONAL ACTIONS:

Participation and empowerment go hand in hand, and if one is creating a healthy workplace and organisation, one has to practice participation of employees at all echelons in organisation. Participation is a way of life and work in the organisation. Everyone has the freedom to form committees and can formulate their own plans, strategy and program towards organizational development. The management has no role to play, but to keep trace of the progress & the necessary help that has to be given. Every matter like the number of members to be in a committee, the responsibility, the functions, and its area of work are decided by the employees only. Each work by the committee is communicated to all through a display of information. Today, as the CEO puts it, since each employee takes part with full responsibility, productivity is high and turnover is almost nil. What is still more remarkable is the high level of satisfaction of each employee on the job. The satisfaction level of all employees on job is high and this reflects in the productivity, quality output, no disputes and no labour problems and above all, achievements are always more than expected. In the words of CEO, one must create a conductive work environment. In doing so, one need to follow a very different approach towards human resources development and management, which will lead to a total participative approach. Initially it was the management that took all the initiatives but, now things have changed and from organizational strategy preparation, writing out the mission of the organizational, the code of conduct, goal setting, value statement, and
discipline area are now prepared & looked by employees only. As an employee proudly value statement, discipline area are now prepared & looked by employees only. On the contrary, the trust level is high because without faith, one can’t practice open and transparent communication, otherwise, the confidence among all is noteworthy. While following such system. As the person who in concerned with MR says, the company has found newer ways for openly communicating and concrete ways to show employees that management is totally transparent in information sharing and this is paying off. When the employees know every affair in the organisation, says HR person, their feelings are positive towards the organisation and they pour more energy into their work. This is how empowering employees should be undertaken. Similarly, if any employee has an idea, he can share it with any other without anyone’s formal permission. He can straight implement it without the management’s formal say.

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TEAMS ACHIEVE BETTER:

Teamwork constitutes an important element in organizational development and success of empowerment practice (Bobbs 1993; Hoerr 1998; Bagali 2000 & 2001). All in the organisation believe that people achieves more together and thus has the philosophy that teamwork always works. While constituting teams, the composition is very important and each person is free to join the team of his choice. As the CEO rightly puts it, while people choose their terms, it is always ensured that they take account of the nature of work and their skills. Each is crystal clear while working in teams and each team is made accountable for its actions. Even the functioning of teams is transparent and an employee says, each mission or goal of team if put upon notice board and communicated to all, so that each knows what is going on and suggestions and improvements are welcomed. Team also working is a part of daily work here and since there is total transparency and open communications, lessons from other teams are always shared. As discussed, all other members in organisation use the outcome of team's innovative ideas. One can see as many as 500 components prepared (manufactured) in organisation, which itself is a great achievement reflecting teamwork. All team members decide the functioning, work, responsibility that the team should do. They even decide the code of conduct and discipline issues. Management role is to keep trace of the work done & giving necessary support.

PEOPLE ARE TRUSTED:

Trust and faith forms the basis of most activities in building long lasting human relations. The CEO asserts that trust in human beings is the key to all
activities. Thus, clocks were thrown out long ago. And this was the great work done in the organisation by putting high level of trust in all. CEO personally believes that

**unless you have trust and faith in your employees, you can’t expect big returns and**

create a healthy workplace. Trust is a way of work behaviour and there are many instance and systems indicting this. When an employee wants to take a day off, they do not follow any paper procedure of applying for a leave. The group decides on it (in some case dept does), and even I as CEO an not aware of such leave taken by an employee. The groups are given full authority to act at such times. The CEO need to know such leave only because for the legal requirement. The extra work is distributed amongst the group members so that things continue as before and work is carried. The trust level is high here because nobody doubts or spies and questions the absence. The

**movement the person says, he needs a day off, the straight answer is always ‘yes’,**

puts an employee. An employee, when asked what he feels about the system simply responded, I am been trusted here, so is the case with all, what also you require to

**work in an organisation like this.”** This is how the organisation works and the opinion

from all-most many employees were similar in line. I believe in other actions, and no one doubts it. To cite another instance, where an employee, who proudly likes the system of empowerment culture that exist in the organisation, says everyone can use organisation resources, while all believe in it. Each can use the system, as does the CEO. No resources are reserved for a particular person or restricted for few. CEO is as good as an employee and any employee worth CEO. There is no dough provoking and on other hand, each use the resources need based. No one feels to take disadvantage of the system, adds an employee. As a executive puts it, in the organisation, over a period of time, the system has been developed such that each person duty is to see that how it is further strengthened by adding new practices. Everyone feels he owns the organisation and works with all his full strength and faith.

Another angle of such culture is seen when a failure takes place. No individual is then blamed but the whole group takes the responsibility. Making victims out of the situation is not the culture of the organisation, as one puts it. There is such work culture of trust and togetherness that accountability is always with alt. when asked, how one could develop such a climate, an employee, who is proud to work. In such a **climate says, ‘our primary objective is not a make our living, instead, we have come here to develop and live with the organization. When management treats us a bosses**
and owners, nothing makes us to think small’. We do have dissatisfaction feelings at times, but not at the cost of the organisation. To add, the CEO has never ever locked the doors of the organisation. Inspite of being CEO, he comes as any other employee & leaves the place back. Never-ever, in a single time, has the CEO come back to check the status of the organisation & work ones he is out of the work. The whole organisation with machinery worth crores is taken care by a single watchman shows the trust level & faith kept on each person. This is a practice followed years ago.

**EACH IS DECISION MAKER:**

The CEO asserts that, if we have been able to create such a workplace. It is only because each are clear about the concepts of objectivity and subjectivity in dealing with all matters at the work-place. Decision-making is always based on issue and not on personnel factors & relationships. Each is given a say in deciding the issue under consideration and no one is favored because of the position, per se. one employee said. I always am caution because of the full freedom given here in deciding matter concerning the organisation, which makes us to be careful. All can decide on the future course of action and policies are to be formulated. The greater advantage and satisfaction what on feels it, each employees can write about his career planning and decide on next step, which always happens at the same time. The management allows each to decide his career path and pass it to management for further action. Such path is not cross checked and questions the validity. If a matter concerns the work, there is no need for permission from the management and one can act independently and decide the course of action. Further, posting them at appropriate places makes each decision known to all. One can see it, opinion on it and if any changes are required, they are welcomed with high spirit. As another employee puts it, we feel happy in taking quality decisions because there is no suspicion or cross checking. Each believes in others action and hardly anyone asks the question ‘why’.

Decision making process reflects industrial democracy existence in the organisation, while all are decision makers. Decision-making reflects industrial democracy and in the organisation, all are decision makers. As an officer puts it, you have greater freedom to think and decide, and greater freedom to discuss with everyone without uneasiness. This helps to get the best from each employee, and put together in building the organisation.
DIFFUSE GOSSIPS:

A single gossip any time by an the employee or for that matter anyone in the organisation, has to pay for the job. An organisation can develop to great heights only if the thinking is of high standards and for this, the attitudes and perceptions of the employees must be of a high standard. While organisation gives all the facilities, resources and if the thinking of workforce doesn’t match on high scales, it is difficult for an organisation to excel. Developing a refined culture is what matters and organisation holds high value for individuals and gossips simply is not entertained. No one is allowed to play with the weakness of other employee and no employee is ruled out based on this. Weather big or small, contributing more or less, officer or employee, everyone is a member and each is a contributor. Even no person is respected and honored just because of quantum of his return contribution. The absence of gossip makes everybody feel secure. When each one is responsible and accountable, no grape vine is possible. At the same time, fun and humor are very high in organisation, which are healthy and positive. If you are aiming at a high quality work-force, there must be fun in the organisation and in this course; the tendency to gossip gets diffused. This is a good work done in this area because gossip not only kills the spirit but even also damages the morale & motivation of employees. It also encourages groups of no use and diminishes the creative interest of the person. One thing is of sure, that gossips are of no use at any time & prevention is an ounce better then cure.

TRANSPARENT FEEDBACK:

Open feedback is crucial for organisation to develop and for feedback to be success one must be writing to give it without fear. However there must also exist an atmosphere and a system in which employees don’t feel fear of giving it. The CEO rightly says there secret is the willingness created among the entire employee in the organisation to give open feedback where everyone from top to bottom can speak his mind without the fear of retaliation in ones and professional life. He further adds, the process in this area was not easy and one doesn’t get instant reactions while empowering the employees for opens feedback. As one employee proudly claims that there is no organisation in this region, where the employees can openly critics the top boss’s action, if the need arises. This is an organisation, where one can freely and
healthy criticize the system, if it needs to be done. All fed backs are taken and discussed at all levels and no feedback is dis-merited on the basis that it is given by a particular employee. Management sees each feedback as an improvement area and a teaming process. When required to now weather giving open feedback is falling in bad books of management, one employee states that he was the person who was chosen as ‘Best Feedback Employee’, giving feedback as to how and why the company should invest in yoga and gymnastics in the organisation. Within days, he was named for best feedback, as a result of which there are separate gymnastic costing Rs. 20-23 Lakhs, something incredible, and anywhere else. On the contrary also rejected feedbacks are given due credit and the reasons, per se. adds an executive; feedbacks are also a part of debate organisation-wide. It one sees the feedback given over a period of time, majority of them are implemented, tested and worked out successfully. Few are to be take up in due course of time. Very minimal feedbacks are rejected outright.

A VISIBLE EMPOWERMENT:

Empowerment is not only sharing responsibility and giving power, but includes other systems, which forms the vital part of empowerment process as seen in the study. A macro observation on the system leaves the impression that, this style of functioning in the Indian context is something unique and truly note-worthy. The common thinking in Indian Labour Community that we are paid to work, shows how difficult it is to develop and employee empowerment system and ownership culture. When asked how it was possible to create such a system resulting in a high performing work-force, the CEO replied that if such culture has been developed, it is because a whole organisation-wide system created and continuously worked over the years. The other reasons why one finds visible empowerment is because of the common shared values each employee has clear about organisation existence and everyone is responsible for their action & accountable for the end results. If empowerment has to be success, a whole organisation wide system suffice the work fore has to be created and for this, continuous efforts have to be made, which the organisation has been working in this direction.

The experiment is a long journey, but the implications are also far reaching. A highly motivated & committed work force, creative and innovative approaches at
work-place, seeking outright responsibility, professionally handle the job, ability in take independent decisions, satisfied life reflecting in employee behaviour, low turnover (absolute nil for several years), less absenteeism, strong quality service, disciplined work-force, high confidence, open discussion where the prime out come of such Empowerment practice. Other gains of empowerment practices clearly visible in organisation include improvements in quality of workers life, working life and no industrial problem as far as strikes and peace is concerned. As HR executive rightly puts it, we have several committees and councils set up by the employees, but none in the area of industrial relations such as a dispute settlement and grievance handling committee cause never employees have taught to have one like this, by virtue of healthy climate that prevails. Nor maydays or man-hours are lost due to disturbance in industrial peace. Empowerment is not just sharing responsibility and power, but creating a workplace from here every one can go back with a big smile on their face each day. At the same time, productivity is high and a good impression created among customers. With such a system retaining customers while adding new customers in large number are the macro benefits through empowered employees.

CONCLUSION:

The organisation is in the process of creating global systems that serve the mission and vision, and incredible things happen, and this is how empowerment and empowering employees has been created at workplace in the organisation. The other principle reason why the organisation has been able to create such an empowerment climate is the leader and the leadership. Because is the drum major leading the band or just waling in front of it? Signifies the success of the system. Quite true how important it is to have a leader, for the organisation to excel had been clearly demonstrated in the organisation. The leader with the vision & mission can turn the very face of organisation and great strides can be achieved as has been in the organisation under the preview of the study. The leader who motivates, inspires and make one realize is the true leader and the leadership that reflects in the organisation,

_**adds CEO. Without employees’ realization of the organisation existence, one can**_ practice empowering employees. The success in the organisation also depends on how employee traits and characteristics are, and the traits which are necessary and found in employees of the organisation for success in practicing empowerment are: assertiveness, self motivated, transparent approach, tenacity character, growth
oriented attitude, less egoism, extravert nature, open communicator, team working ability, dedicated, willing to take risk, openness to new ideas, result oriented, participative, seeks challenges, drive for perfection, ethical approach, high values, desire for quality and excellence, committed, honest in all business dealings and above all enjoy the work done.

It should also be noted that, empowerment and empowering employee is an holist approach and all the systems, practices, people, leadership, culture, ethos, management, policies, principles should together join hands in working at it. If one element in this whole system is missing, empowerment can hardly be practiced and organizational development will be defective. Today employees at every level expect to be treated as valued members of their organisation. They seek responsibility and look for independent decisions in affairs of organisation. They also seek power for better organizational deeds. What matters is how much empowerment is too much. It also depends on how employees seek to be empowered because of the belief that some do not want such power on their side. But one thing is clear, at this particular time in history, with thousands of our major organisation facing global challenges and some even unable to cope in managing to the extent needed.