CHAPTER - VIII
CONCLUSION
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8.1 Summary

In the post liberalization, privatization, globalization (LPG) era and technological changes, today's manpower of any organization has been treated as an important asset towards delivering of value. The important HR measures like employee empowerment and employee engagement are gaining importance towards optimum utilization of human resource. In the 21st century, many companies and research firms see empowerment and engagement as a powerful source of sustainable competitive advantage. For organizational excellence, employee empowerment and engagement is the mantra of success to achieve organizational goals and vision. Both empowerment and engagement of employees are the winning formula for making organizational excellence. Organizations today are increasingly dependent on knowledge creation and human development for their optimal and sustainable growth. To meet the challenges resulting from global competitiveness, they need to demonstrate world class performance, reexamine the drivers of organizational performance through empowerment and engagement drives. Human capital is a key, distinctly different from other assets of the firms. It consists of employee's skills, competencies, commitment, motivation and loyalty, problem solving capability, innovation, knowledge and attitude. The human capital, if developed and nurtured appropriately by the organization also drives the organization towards developing other assets or capabilities necessary for the organizational growth and development in recent times.

The pressure for survival of the business units of the external business environment has made compulsion before an organization to think about the utmost utilization of existing human resources. So competitive environment requires for strategic changes to be made for excellence of resource through well developed human resource strategies for training and retraining for proper performance management system and feedback mechanism, employee empowerment and involvement, small group participation, teamwork, multi-skilling of employees, individual recognition and commitment, adequate wage and salary structure, employee reward system, interpersonal relations, labour management, cooperation, healthy industrial relations scenario, etc. for existence of the organization in the world of competition. Definitely these measures are contributing a lot for effective utilization of human resource in order to achieve the ultimate goal in the competitive environment.
Proper attention on people management refers to the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. It involves all of the activities that are implemented by an organization to influence the human behaviour is an effort to implement the strategic needs of business. So better people management has focused on the strategic role that HR can play in enhancing organizational effectiveness through the impact of HRM practices on individual-level outcomes such as task performance, absenteeism and turnover. It has often been said that the most important asset of any business is its employees. Indeed, people and the management of people are increasingly seen as key elements of competitive advantage. The importance of people management as a critical source of competitive advantage has been highlighted because of the increasingly competitive global marketplace facing organizations, and the ease with which other sources of competitive advantage such as technology, manufacturing processes, structure, and business strategy, can easily be acquired or imitated. Organizations are therefore seeking to understand how their human resources can be managed for survival and sustainability.

Employee empowerment has a significant relationship with degree of engagement. Empowerment recognizes that individuals usually are competent in what they do. It affects the quality of human decisions by establishing authority for employees within their workplaces. The absence of fear eliminates negative motivation. It appears that the leadership, inclusion of these points within an organization’s code of conduct would provide for a stronger link between the culture, the code of conduct and leaders ethics and values and would build employee engagement. The determinants of employee empowerment and engagement connote a healthy working atmosphere that reflects on the social impact created by the organization. Employees would enjoy considerable attention in terms of the determinants being addressed. Special focus and effort are required specifically on the factors like, working-environment and team and co-worker relationship as they have shown a significantly higher impact on employee engagement and hence employee performance. Evidently, there is no easy way to empower and engage employees, but there are methods that can increase the degree of empowerment and engagement levels. In addition, organizations are relating the importance of encouraging two-way communication that is seen as a key driver of empowerment and engagement. It is also vital that organizations recognize and celebrate success at individual, team and organizational levels.
In an environment of people empowerment, employees are able to fully participate as partners, they take initiative, work in teams as well as individually, and have the authority to make strategic decisions. Management’s job from this perspective is to create a culture of participation by providing a compelling mission, a structure that emphasizes flexibility and autonomy, rewards for participation and a lack of punishment for risk taking, as well as ongoing involvement programmes and support for the integration of employees’ work and family lives. It is important from a corporate perspective that the managers must provide positive feedback, information, resources, supportive policies, and a stress-minimized working environment. The empowering organizations have a wide span of control which leads to more autonomy for the employee. Empowered employees feel that their organization provides them socio-political support, that they have greater access to information and resources than in traditional organizations, and that their work climate is participatory. The employees often think of empowerment in terms of self-empowerment. Empowerment from this perspective is a meaningful act of building, developing, and increasing power through cooperating, sharing, and working together to make the vision become true. In general empowerment means managing organizations for collaborative environment where workers have a voice and creates the culture of self engagement.

Liberalization of the Indian economy has been followed by restructuring, economic transition to an open market, and increased competition. Subsequently the corporations have been profound changes in all functions of organizations due to such competitive pressure. General needs among the managerial cadre have changed macro as well as micro HRM activities. Indian Industry also realized that technology, IT infrastructure, large scale operations and capital are no more an entry criteria and competitive tools to any organizations. The competitive edge will come from a company’s ability to innovate, create and use the entrepreneurial energies of its people. These energies will be utilized only when they are empowered and engaged.

In the present competitive environment, engagement of the employees is a pivotal mechanism for nurturing a high performance culture to drive the organization towards success. EE is about building a truly great relationship with the workforce. Any organization that embraces fine management philosophy, recognition of employees’ talent, potential and is committed to providing enriching professional experiences are bound to succeed. The employee
is one of the key assets of an organization and today's employee in the organization is treated more than an employee. So empowerment and engagement are directly linked with the company's growth and development and contribute towards the core competencies of a successful organization by retaining its key talents.

Employee engagement as a key to the retention of talent is an area in which the lead has been taken by practitioners. Effective talent management policies and practices demonstrate commitment to human capital, resulting in more engaged employees and lower turnover. Consequently, employee engagement has a substantial impact on employee productivity and talent retention. Employee engagement, in fact, can make or break the bottom line. Employees' feelings with respect to the existing practices may lead towards psychological well-being involves feeling good. More recent work in the area of positive psychology also supports the idea of purpose and positive emotion, as the key ingredients of psychological wellbeing. The key drivers which are enhancing the degree of engagement of the employees are: safe work environment, challenging work, workplace relationships, teamwork, career development, compensation and benefits, proper recognition and rewards, and organizational culture. Engaged employees are also more likely to have a high-quality relationship with their employer leading them to also have more positive attitudes and intended to stay longer in the organization.

Therefore, the prime motivation behind this study is to make an analysis of the specific, critical and innovative measures taken by the management of NALCO towards effective empowerment, engagement and retention of human capital. The study is based on empirical data, to know the impact of empowerment and engagement strategies for the retention and optimum utilization of human capital towards organization survival and sustainability.

The study has explored the five key facilitators of employee empowerment and about the key drivers of employee engagement as experienced by the NALCO in the prevailing competitive environment through an in-depth empirical study based on secondary and primary data, which yields some valuable knowledge towards integration of empowerment and engagement strategies with retention of human resource. A theoretical model has proposed based on the hypothesized issues which finds it essential for the organization to come up with the strategic initiatives towards people management, job characteristics, self-managed teams,
employee involvement, sharing of information, safe work environment, challenging work; workplace relationships, teamwork, career development, compensation and benefits, recognition and rewards, and organizational culture and climate for empowerment, engagement and retention of the human capital. Thus, these strategic HRM practices as implemented by the NALCO in the true sense helped the organization to channelize individual and group efforts towards individual satisfaction and organizational prosperity by creating the sense of being empowered and actively engaged.

The research work has made three distinct contributions. First, the formulation of a hypothetical research model that uniquely integrate the various aspects of empowerment and engagement of people, which needs to be considered for managing retention of people in the highly competitive business environment as human resource is an important element of competitive advantage. The objective was to ask practitioners to look beyond machines for increasing the probability of the organization's success by giving proper attention on existing human resource. Although a number of studies have investigated a variety of factors as important triggers to retain people by giving a thrust on their empowerment and engagement, but a 'whole system' approach towards this has been surprisingly absent for consideration. These factors have been analysed in bit and pieces in previous researches, making it difficult to elucidate the concept holistically. The researcher empirically validated the proposed model and the findings are reflected in a more structured manner.

Second, the study contributes to find the facilitators of empowerment, key drivers of engagement and individual and combined impact of empowerment and engagement on retention of employees based on the existing literatures by examining and confirming the propositions which ultimately lead to successful talent retention. The findings are congruent with the past researches pointing to a positive association between empowerment, engagement and retention. The results of the study support the notion that well crafted measures for empowerment and engagement leads to successful employee retention. Third, the study is unique in explicating through the case study that organizations must align HR strategy with the business strategy for active empowerment, engagement and retention of human resources. Moreover, all the proposed hypotheses were tested and found to be valid which reveals that proper emphasis on all the focused areas mentioned above definitely develop an environment characterised by empowered and engaged people with a high degree of interest to stay longer and organisation become
promising to achieve all success in the process. This study will definitely throw some light to others for further research and other organizations to adopt the outcomes of the study.

8.2 Recommendations

During the study, the researcher has identified some aspects of strategic empowerment and engagement initiatives towards retention of key talents of NALCO, which are in need of special care and attention to be given by the management towards the very success and gaining of competitive advantage in the present business environment. Based on the findings of the study in mind, the following recommendations are given for the formulation and implementation of strategic HRM initiatives continuously.

- The management of NALCO has to give proper attention on the issues relating to managing people and meaningful job such as: attention to employees perceptions and needs, mentoring of employees, regular feedback and support to be given by the superiors, and opportunity for individual growth will deliver better results through the process of empowerment.

- During the study it has been found that the respondents were not satisfied with the specific issues relating to self-managed teams and these are: sometimes absence of joint goal setting, lack of support and encouragement to each other by the team members, lack of autonomy with respect to assigned task, and less emphasis on solving problems jointly. Hence, it can be recommended that these sensitive issues must be given due consideration to avoid dissatisfaction of the employees.

- The respondents are not happy with some aspects of employee involvement, information sharing and safe work environment as these are quite helpful for enhancing the level of empowerment of employees. Proper emphasis must be given by the organisation on communication of the vision and mission, support from the management, superior subordinate interaction, adoption of innovative mechanisms for employee communication, and healthy and hygienic workplace.

- The jobs must be made more challenging, so that the employees will get more satisfaction and engaged with their assigned jobs.

- Timely and proper attention must give on career development, compensation and benefits, and recognition and reward mechanism to have a better feeling about the employer which can derive individual engagement and longer affiliation with the organization.

8.3 Implications of the Study
The present study provides a theoretical framework with a valid research model and empirical results for empowerment, engagement and retention of people to make the organization more vibrant and visible. This study has important implications which can benefit both the organizations of the manufacturing sector and the practitioners for effective handling of the human resource in a more challenging and meaningful way.

- The findings suggest that an organization become successful in achieving it's the objectives through building of the work environment, which focuses on the specific facilitators of employee empowerment. However, to reap the full benefits of empowerment, firms must focus on people issues, meaningful jobs, development of team spirit, involvement of employees, and appropriate mechanisms for sharing of information.

- Second, the drivers of engagement such as safe work environment, assignment of challenging jobs, workplace relationships, encouragement of teamwork, emphasis on career development, adequate compensation and benefits, recognition and rewards, and building of unique organizational culture and climate are the significant predictors of positive engagement of people with respect to the assigned jobs. Hence, the practicing managers who intend to encourage for engagement of individuals must be focused and promote these among the minds of the employees for meaningful superior-subordinate interaction.

- Furthermore, adequate and timely interventions relating to empowerment and engagement must have a positive relationship with the retention of an employee. This can be accomplished if the managers put in place empowerment and engagement strategies which are aimed at enhancing employee satisfaction, motivation, and retention.

8.4 Limitations of the Study

No study in the world is without its limitations. Hence, certain limitations for the researcher to complete this study were:

- As a case study approach in the public sector, the generalizability of the results may not be applicable in private sector organizations.
- The size of the sample was also a limiting factor.
- It was very difficult to cover all the departments of the SBUs of NALCO.
- Scarcity of time before the researcher was a major limitation of this study.
- Difficulties were faced by the researcher to meet the respondents due to their busy schedule.
• As some of the respondents faced difficulties in understanding the questionnaire (due to their low educational background), more time was spent on clarification of the questions for their understanding.

• Some of the respondents (executives and non-executives) shown their unwillingness to spend their time in filling the questionnaire.

• Collection of data from the respondents could not always be feasible during the working hours; hence, they have consulted at their residential quarters, which was another problem for the researcher.

In spite of these limitations, the study was undertaken with too much care and due effort was given for completion of this study.

8.4 Conclusion

Due to economic liberalization the giant multinationals and private sectors are very much interested to take up their industrial undertakings in India. In the competitive environment, the most competitive organization has become prominently visible since introduction of new economic policy. The compulsion to be competitive has made an organization to think about the effectiveness and utmost utilization of existing human resource for their survival and growth. So the competitive environment requires for strategic changes to be made for excellence of resource through well developed strategies for empowerment and engagement of individuals.

The 21st century organisations must have to transform into a living organization, where performance, innovation, creativity and social responsibility go hand in hand. The organizations need to create and sustain a peaceful work environment where every employee can contribute to the organization in assigned area of work with full freedom and dignity and without fear. Involvement of employees in the transformation process gives rise to the perceptible up-liftment in the aspirations of the employees, to move beyond the comfort zone to achieving peak in the performance. Therefore, the organization must timely formulate and implement empowerment and engagement policies carefully, for retention of the employees and energize them into visible positive action for ensuring the future.

Real challenges before the organization should be understood and the front line as well as the functional executives should be impressed upon how they can utilize their experience to act
as catalysts in the process of strategy formulation and implementation. In order to channelize the latent potential of the employees and convert their capabilities into more focused performance, it was imperative that the employees were empowered and enabled them as the drivers of organizational success. As disinvestment is knocking the door of NALCO, the corporate leaders were seriously thinking about to escape from this situation by enhancing the productivity and profitability of the organization. In order to achieve the corporate objectives, the NALCO management has taken the necessary steps and effective care for tapping and retaining of existing human resource by formulating and implementing HRM strategies successfully.

8.6 Scope for Future Research

The present study examined empirically the impact of facilitators of empowerment and the key drivers of engagement on retention of talents. During the present research it was not possible to cover all aspects of human resource management along with the coverage of industries of all sectors. Hence, for the future researchers, there are ample opportunities and gaps to carry out further research.

- There are many other dimensions of empowerment and engagement of employees can be explored and attempts to be made to establish the relationship between them. The possible outcomes of employee empowerment and engagement can be many fold and these are: individual creativity and innovation, creation of enabling environment towards knowledge management, better quality of work life, and employee relations. Thus, it can be assumed that further research can also be carried out on these less explored dimensions.

- The study also can be broadly extended to the industrial units of public sector like services, pharmaceuticals, power, petrochemicals, telecommunication, insurance, heavy engineering, electronics, information technology, automobiles, etc., and it can be further extended to private sector organizations too so as to get more generalized outcomes.