

# A STUDY ON EMPLOYEES EMPOWERMENT TOWARDS INNOVATION

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## INTRODUCTION

The overall performance of the organization is dependent on the power of the people who are collectively building the future of the organization. "To empower", means to enable, to allow or to permit, and can be conceived as both self-initiated and initiated by others. Empowerment is the process of enabling employees to set their own work related goals, to make decision and solve problems within their spheres of responsibility and authority. An important part of empowerment is the definition of spheres of responsibility and authority by management. Empowerment allows people, individually and in groups, to use their talents and knowledge to make decisions that affect their work.

## EMPLOYEE EMPOWERMENT

Employment empowerment is a technique adopted by the organizations to enable the employees to take independent decisions about the different aspects of their jobs. It liberates the employees from the coercive influence of their superiors. It enables them to plan and execute their own activities with complete responsibility for the performance and results. Thus, employee empowerment provides the employees more power to employ judgment and discretion in their job and contributes actively to the decision relating to their work, plant and environment. The primary objective of employee empowerment is to convert the simple organization into customer-driven one. Its goal is to improve employee satisfaction, motivation and productivity. It is also used as a strategy for increasing efficiency and gaining a competitive advantage in the business environment.

The empowerment of employees enables them to make quick decisions and respond promptly to the customers' needs and concerns, which eventually brings a competitive advantage to the organization. It also develops creative thinking, independent behavior, and greater responsibility among the employees. However, employee empowerment does not mean any abdication of responsibility on the part of the management.

## REVIEW OF LITERATURE

In order to implement employee empowerment the employees must be competent. Competency goes beyond developing job-task specific knowledge. Bowen and Lawler (1995) cite the importance of "training in which employees are familiarized with how their jobs fit into upstream and downstream activities." (p.80). "Employees must be properly trained. It does not make sense to empower employees to do things such as make decisions or approve or initiate action if they are not properly trained." (Gandz, 1990, p.76) Byham (1997) indicates that among the "Characteristics of an empowered organization" (p.25) are, "Empowering leadership/training. Job and technical skills/training, Innovation, Interpersonal and problem-solving skills/training Front-line customer service skills/training.... Empowering support groups/training." (p. 28-30).

Gandz (1990) indicates, "Technical training, Innovation in the Job, decision making skills, group process skills, all are required if empowerment is to be accepted and produce results." (p. 76).

Authors indicate the importance of training throughout the literature. Caudron (1995) indicates, "Once employees understand what needs to be done to improve the company, they must have all the skills and resources necessary to be able to accomplish those improvements." (p. 32). Kanter (1979) notes, "spreading power means educating people to this new definition of it." (p. 73) Ginnodo (1997) indicates, "Empowerment training is more than remedial; it prepares people for collaboration and higher level performance, and sends a message to employees: we're spending money on you because this is important to the organization's future." (p. 13). Ettore (1997) defines empowerment, "as employees having autonomous decision-making capabilities and acting as partners in the business, all with an eye to the bottom-line implications." (p. 1). One must then ask, "Where do employees get those decision-making capabilities and information about bottom line implications?" The answer, of course, is through training.

**METHODOLOGY**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The method adopted in collecting the data selection of the sample analysis and interpretation.

**OBJECTIVES OF THE STUDY**

- i) To find out the significant relationship between employees empowerment and their innovation in the work.
- ii) To find out the significant relationship between employees empowerment and organizational variables.

**DATA COLLECTION**

Primary data were used. Data pertaining to the areas identified in the study were collected by administering structured questionnaire to the respondents in the sample population. In order to register high response rate and to minimize errors the researcher has based on questionnaire.

**SAMPLING METHOD**

The random sampling method has been used for collecting the required data. Sample size taken for the study is 400 employees selected from the Public sectors in the state of Tamil Nadu.

**RESULTS AND DISCUSSION**

Measurement of Items

No	Factor	No of Variables	Scale	Source
1	Social Responsibility(DV)	12	5-point Likert Scale	AGBS (Private B-schools of Hyderabad city)
2	Environmental Responsibility(IDV)	11	5-point Likert Scale	AGBS (Private B-schools of Hyderabad city)
3	Financial Responsibility(IDV)	10	5-point Likert Scale	AGBS (Private B-schools of Hyderabad city)

Table-5

Correlations

	SR	ER	FR
Pearson Correlation r	1	0.949**	0.983**
Sig. (2-tailed)		.000	.000
N	206	206	206
Pearson Correlation r	0.949**	1	0.949**
Sig. (2-tailed)	.000		.000
N	206	206	206
Pearson Correlation r	0.983**	0.949**	1
Sig. (2-tailed)	.000	.000	

The above table shows correlation between organizational climate and motivation. Result shows that organizational climate is positively and significantly correlated with motivation (0.756). Therefore the stated hypothesis that there is a positive and significant relationship with organizational climate and motivation is accepted.

Table-1: Women - Work Participation

Country	Percentage
India	31.6
USA	45.0
U.K	43.0
Indonesia	40.0
Sri Lanka	45.0
Brazil	35.0

Source: World Bank Doing Business in India 2010.

The above table infers correlation between organizational culture and motivation. Result reveals that organizational culture is positively and significantly correlated with motivation (0.694). Therefore the stated hypothesis that there is a positive and significant relationship with organizational culture and motivation is accepted.

**CONCLUSION**

Empowerment is the oil that lubricates the exercise of learning. Talented and empowered human resources are becoming the prime ingredient of organizational success. Empowerment frequently results in greater commitment and cooperation; creative ideas and solutions; and greater ownership from employees. Creating an empowered workforce is a great way to increase organizational effectiveness and success. Empowerment works when employees are given the necessary resources, proper training and effectively managed. Then only the employees will be able to successfully perform and make effective decisions.

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