

Employee Empowerment through Effective Human Resources Practices

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Abstract

Employee empowerment plays an important role through Human Resource Practices. It is a new approach to Human Resource Development to improve productivity, quality and profitability of products and services. People having more opportunity for growth and mobility of work to have high aspiration and more committed to the organization.

Introduction

Today, employee empowerment plays an important role in Human Resources practices in Management organizations. Human Resources is a strategic asset of the organization and empowerment of employees is a approach in order to development. It increases productivity; improves quality and profitability of products and services of the organization. The concept of employee empowerment provides autonomy to the employees in making managerial decisions in day-to-day activities. Human Resources is the greatest asset and managing of these assets is an art of any organization. The employees hesitate to take responsibilities for the fear of additional pressure in their work in the form of empowerment.

On the other hand, many research studies stated that employees are not empowered, have a feel of frustration and think that they are low. The need for employees' empowerment in the organization arises due to employee make quick decision in the changing environment. They are in a position to motivate and retain their employees with trust, motivation, decision making and breaking the inner boundaries between management and employee. Empowering employees has become a theme of leadership practices to allow organizations to become more competitive.

The purpose of empowerment is to decentralize management and control throughout the organization. The effect is that it creates internal employee ownership of productivity, quality and the principles of the organization. Employee-empowerment can make decisions without consulting their bosses or managers in non-managerial staff members. It begins with training and converting a company to empowerment model. Generally, the concept of employee-empowerment allows employees to have input and control over their work and

share suggestions and ideas about their work in the organization. Employees are committed to share their ideas and as strong ambassadors for their organization.

Empowered employees are not only proud of their work but also more productive than their disempowered colleagues. They are more satisfied in business by making customers happier into greater profits. Empowering employees leads to organizational encouragement of entrepreneurial traits and employees to make decisions and to take control of their own destinies. It also leads to self-motivation, greater loyalty and extra effort for the organization.

The Empowerment in the business is that the benefits of empowerment exploitation of it weak and the insignificant. Any organization depends on the mainly on the quality of manpower. Human Resources is the most important and expensive is the most valuable asset of an organization. Qualified human resource creates organization strong and the employees in different groups in performing work together. Human Resource Management consists mainly on acquisition, development, motivation as well as maintenance of human resources. It mainly focuses on recruitment and providing direction for the people who work in the organization. Employee empowerment is one of the most effective techniques for increasing productivity in employee and to achieve organizational objectives. It is a process by which the capabilities of individuals and teams will be help to improve and performance improvement. On the contrary, employee empowerment is the development strategy and organizational prosperity. Employee empowerment has been as a management technique across all organization. Employee empowerment is very successful for the management structure and in the system to support the whole process. 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”. It is a critical tool which can be utilized to create a better environment to support of employees. Human Resource Management practices provide a platform for employee empowerment and increasing the leadership commitment quality. The work done by the Human Resource in Electrical Company is to bringing about power distribution among the people of Odisha. It also deals with power supply to more efficient and the investment needs of the sector.

Employee empowerment is a tool that organisation can use to promote employee trustworthiness and increase productivity. It also influences many areas such as pay, promotion, job design, job design, training opportunities and reporting relationships. Therefore, business can motivate by paying equitably, rewarding dedication, performance and creativity. The motivation may be required energies positive manners. Empowering is a mixture of all factors of the environment which leads to positive and negative effects.

The effective employee empowerment treats with dignity and respect when they work in the organization. It includes (a) fostering employees sense of well being (b) Demanding more than can be reasonably accomplished (c) expressing appreciation for a job well done; (d) showing concern for the personal needs of individual members of the group. Successful leaders acknowledge others within the organization and make decision when necessary. The employees are allowed for a greater stake in the organization. The organization holds employee accountable for product and services. Employee empowerment activities like self-

managed teams, total quality management and quality control circles are implemented with the objective increasing employee productivity and innovation (Lawler, 1992).

The importance of employee empowerment has being due to high competitive demands for lower costs, higher performance and more flexibility of the organization due to employee empowerment to enhance performance. Empowerment techniques and strategies which provide emotional support create a supportive and group atmosphere for effective strengthening self-efficacy beliefs. A feeling of psychological empowerment in the workplace is, according to Spreitzer (1997), related to a climate of participation, strong socio political support, access to information and resources, and little role ambiguity. Menon (1999) showed that empowerment is positively related to delegation and negatively related to centralization within the organization.

Employee empowerment is a complex management tool in the many years for effective performance, productivity and job satisfaction. In spite of progress in developing and testing the construct of employee empowerment in the last two decades, the theoretical perspectives in the literature, the managerial and psychological aspects of empowerment needs further impetus.

Approaches to Empowerment

There are various approaches to empowerment and they are as follows:

1. Help the employees for achieving job mastery: It can be done by giving proper training, coaching and guided experience.
2. Work environment: It creates appropriate opportunities for employees job promotion, reduce stress and tension in the work environment.
3. Objectives, responsibilities and authority in the organization: Employees are aware of their responsibilities and assigned duties to them.
4. Team work and Participation in the organization: The ideas and opinion of various employees are determined to improve and promote or organization affairs, delegation of authority to staff at various levels.
5. Communications: The employees are quickly access to the managers and supervisors for better transparency and clarity work with managers and supervisors. It increases levels of trust and show all ideas are welcome to be valued.

Conditions for Empowerment

To start economic activity some necessary conditions to be satisfied are necessary for implementing employee empowerment scheme. These are as follows:

1. Participation: Participation should be made to encourage employees to take initiative in the participative process. The bureaucratic hurdles, coming in the wake of must be removed. Employees should be imparted necessary for training and coaching to participate more effectively. Overall based on various theories employee participation is main core of democracy (Ghasemi, 2003). Scientific methods of training programmes ensure participation of employees.

2. **Innovation:** It allows employees to do things in various ways and manners. It leads to creative and innovative culture of doing things in an organization. New ideas and methods of decision making are encouraged by the management. Employees should be made realize the failure for stepping stones success.
3. **Information:** Good decisions depend upon the good information or data. Hence, employees must have free access to information which is rapidly available to them.
4. **Accountability:** There should be accountable for the employees in order to identify their black spots for punishment. It shows that tagging accountability with authority leads to better use of authority. Accountability in the work, share the responsibility for implementing fairness in organizational activities and rewards based on individual and team performance of employee's empowerment and productivity.
5. **Unions:** The history holds only institutions that have been able to induce a sense of empowerment to employees (FathiVajargah, 2004).
6. **Quality:** Total quality management is an inherent problem as the employees will be authorized to participate in decisions (Saki, 1998).

Factors Influencing Employee Empowerment

- (i) **Technology:** Computers and other scientific hi-tech tools affect human efforts. The employees are empowered themselves to perform high-end work.
- (ii) **Customers:** In the globalization period, customers empowering the employees by depending on them. It should make arrangements to support the employee for reward his / her work organization. Empowering customers through the Internet make their decisions and purchases without taking help from the employees. The organization should find better ways to serve for the customers to move to a competitors.
- (iii) **Work environment:** The working environment mainly depends upon the appropriate opportunities for employees job promotion, reduce tension and stress.
- (iv) **Optimization of processes and working methods:** There should be clear and transparent of workflow and information in the organization review of work and affairs simplification.
- (v) **Diagnosis and appreciation:** Appropriate distribution welfare facilities enable received salary and bonuses with the work they do which promote job promotion.
- (vi) **Trust, sincerity and honesty:** The working relationship between employees and managers and employees create a positive environment for which they work.
- (vii) **Job enrichment and promotion:** The technical and professional information of staff to increase the job content.

Empowerment of Human Resources

Empowerment has a general and approaches faced by the integrity of problem. There are different factors which influence the Human Resources like intrinsic motivation, understanding and commitment, job structure, sharing of resources and data transmission,

power or authority. During 1788 empowerment knew as delegating authority to the organization as an individual. Empowerment is a collection of systems, methods and measures to develop the capability and competence of individuals. To improve the increase productivity, organizational development, growth and prosperity depends on organisation's goals are used. On the other hand, empowerment not only gives power to employees but also provides adequate learning skills for development of employees. Some people feel empowerment gives granted authority of decision-making to employee to enhance their performance and plays a useful role in the organization. Empowerment model consists the following steps:

1. Job and Work Environment:

It consists in identifying and eliminating the conditions which cause the feeling of powerlessness in employees. It may include nature of jobs, organizational structure, organizational change, reward system.

2. Management Strategies:

It includes job enrichment, merit-based rewards, feedback systems, participation, and management strategies. Using efficient information resources help empowerment effective action in the above stage referred to it. The experience of workers through process of empowerment leads to the potency or efficacy of the subordinates.

Role of Human Resources Management in Employee Empowerment

The human resources is delegated to man, which is productive as well as most versatile. Human Resources constitute the most important and indispensable constituent in the economy. Hence, Human Resource constitutes a dominant importance in organizing of Human Resources. The Human factor comprises of knowledge, aptitude and innovative strength.

Management on human is a vital and privileged factor to survive and superior for human society. It emerged during the 1980s and began a new chapter in human resource management. In the international and national new era of changing in shape of social indicators, political, cultural, diverse work force increasing the dramatic changes in the nature of work force. It is the strategic approach to attract, development, management, motivation and commitment to achieve the organisation's key resource for the people who work in or for it. In recent years, empowerment is an important strategy for the development of the organization.

Empowerment gives to individuals to self-selection, accountability and participation in decision-making in the organization. The benefits derived empowerment includes:

- Independent functioning of the staff to improve quality and use of creative activities in the organization.
- Enriching of careers;
- Possibility of express detailed job description
- Strength of the employee to support of the team
- By creating intellectual capital which increases the organisation's competitiveness.
- Increase the independence of the decision-making

There are basically two approaches that govern empowerment approaches:

1. Empowerment means delegating and the power from top to bottom with clear boundaries and limits and also strict accountability which increases managerial control (Boula, 1994). This approach basically deals with senior management, has developed a clear vision and programs and specific tasks to achieve it in an organization. This will give information and resources needed to perform duties for employees and allows as needed for change and processes improvement. Mechanical approach means decision in a particular range (Abdollahi and Nave Ebrahim, 2006).
2. Organic approaches: This approach based from bottom to up and reduce control. It also carried out personal beliefs. Reflects the experiences or beliefs of employees about the organisation's role. Empowerment is not something by which the managers carryout to employees for the mindset of employees in the organization. The management can provide a required platform for empowerment of employees (Spritzer, 1995).

Conclusions:

Employee empowerment plays an important role in Human Resources practices in Management organizations. There are various approaches for employee empowerment which may include job mastery, work environment and team spirit among the organization. It is a process of information sharing, autonomy working across organisational boundaries. The principle of giving employees freedom, flexibility and power to make decisions by employee feeling energized, capable and determined to make the organization successful. Quality of work increases, employee satisfaction increases, collaboration increases, employee productivity rises and organizational costs decrease by the employee empowerment. Empowerment is the part of human resource management which influences organizational decisions; empowerment cannot be performed without a multidimensional process.

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