

Employee Empowerment in Automobile sector – A corporate Overview

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Abstract

Employee Empowerment is a concept that examines three organizational perspectives: that of the leader, that of the employee, and that of the organization, Empowerment can be defined as creating an environment where others are equipped and encouraged to make decisions in autonomous ways and to feel that they are in control of the outcomes for which they have accepted responsibility. Employees must feel that they have the support of their superiors to make empowered decisions. The perception of being supported is the opposite of fear. The fear of reprimand or sanctions--because a decision didn't work out--will kill any further efforts to become empowered. The idea of support highlights the difference between delegating and empowering. Delegating simply means assigning a task to someone. Empowering means that, with the responsibility, comes the freedom to choose the means of accomplishing that task. It is a "two-way interactive relationship". It means moving from being a "boss" to becoming a "coach." It does, however, mean that the objective is clearly understood. Implementation of empowerment programs seems to be the biggest challenge organizations face. The popular press often writes about "failed" empowerment efforts. What has become evident to me is that there are some speed bumps on the road to empowerment; often these so called failures are only rough patches which will be overcome. However, it is also evident that the implementation often takes years, especially if the organization has a bureaucratic culture. It also seems that empowerment implementation efforts are often haphazard.

Key Words; Empowerment, Freedom, Superior, Responsibility, Challenge

Introduction:

Employee empowerment is a term used to express the ways in which non-managerial staff can make autonomous decisions without consulting a boss/manager. These self-willed decisions can be small or large depending upon the degree of power with which the company wishes to invest employees. Employee empowerment can begin with training and converting a whole company to an empowerment model. Conversely it may merely mean giving employees the ability to make some decisions on their own.

For employee empowerment to work successfully, the management team must be truly committed to allowing employees to make decisions. They may wish to define the scope of decisions made. Building decision-making teams is often one of the models used in employee empowerment, because it allows for managers and workers to contribute ideas toward directing the company. Autocratic managers, who are micromanagers, tend not to be able to utilize employee empowerment. These types of managers tend to oversee all aspects of other's work and usually will not give up control. A manager dedicated to employee empowerment must be willing to give up control of some aspects of work production. When employees feel as though they have choice and can make direct decisions, this does often lead to a greater feeling of self-worth. In a model where power is closely tied to sense of self, having some power is a valuable thing. An employee who does not feel constantly watched and criticized is more likely to consider work as a positive environment, rather than a negative one.

Literature Review:

S. Thamizhmanii, S. Hasan. April 2010.

This paper discusses the issues of employee's **empowerment**, their training needs, suggestions and other issues related to it. Total quality management (TQM) is a management technique adopted by the most manufacturing organizations. TQM in general is viewed as organization set up which will help to manufacture products at lowest cost by the following various management techniques through continuous improvement. Employee empowerment is providing decision making powers to a team or an individual.

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Designed to examine the role of **empowerment** of the relationship between perceived over qualification of employees and attitudes of job satisfaction, performance and intention to remain.. The results showed that over qualification was negatively related to job satisfaction and intentions to remain, and positively related to performance. As hypothesized, empowerment moderated the relationship by ameliorating the negative effects of perceived over qualification on job satisfaction, intentions to remain. Empowerment did not affect the positive relationship over qualification with job performance.

Research Design:

Research is a systematic inquiry whose objective is to provide information to solve managerial problems.

There are three types of research – Exploratory, descriptive and analytical

A descriptive study tries to discover answers to the questions who, what, when, where and sometimes how. The researcher attempts to describe a subject often by creating a profile of a group of problems, people or events. Such studies may involve the collection of data and the creation of a distribution of the number of times the researcher observes a single event or characteristics. (Known as research variables). The descriptive study is popular in business research because of its versatility across disciplines.

Research type used in this project was descriptive study, since the data was collected from respondents through questionnaire so as to determine their opinion of the recruitment process in the organization.

Sample area:

Ford Automobile, Chennai.

Sample Size:

The sample size was 110 employees of the organization from the population of 550 employees.

Sampling Design:

The sampling design selected for the study is convenient sampling wherein the population elements are selected for inclusion in the sample based on the ease of access.

Research Instrument:

The instrument used for collecting the data was a structured questionnaire.

Data collection method:

Primary data are collected by the researcher for the purpose of the research work immediately at hand. It provides a firsthand account of information. The information is more reliable. In this study, primary data was collected through structured questionnaire.

Secondary data are the data that have already been collected for some other purpose, perhaps processed and subsequently stored. In this study, the secondary data was collected through company newsletters, websites, magazines etc.

Tools used:

The tools used for the study are as follows percentage analysis and the statistical tools used in the study are chi-square test and weighted average.

Inferences

Most of the respondents (36%) are in the age group of 31-40.

Most (29%) of the respondents have an experience of less than 5 years.

Most of the respondents (48%) agree that there exists clarity in their work goals and means of achieving it are left to the individuals.

Majority of the respondents (62%) agree that they have significant autonomy in determining how they do their job.

Majority (63%) of the respondents agree that they have access to information that they need to make good decisions.

33% of the respondents have agree and 33% are found to respond neutrally to the statement that higher management shares information with people at all levels.

CHI-SQUARE TEST 1:

CHI SQUARE TEST BETWEEN AGE AND THE PERCEPTION ABOUT THE EXTENT OF CAREER ADVANCEMENT:

H0 : There is no significant relationship between age and the perception about the extent of career advancement

H1 : There is a significant relationship between age and the perception about the extent of career advancement.

AGE * career advancement Cross tabulation

Count

		career advancement					Total
		strongly disagree	disagree	neutral	Agree	strongly agree	
AGE	20-30	2	6	7	19	3	37
	31-40	1	5	13	18	3	40
	41-50	1	6	10	7	2	26
	51-60	1	1	2	2	1	7
Total		5	18	32	46	9	110

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.202(a)	12	.769
Likelihood Ratio	7.922	12	.791
Linear-by-Linear Association	1.336	1	.248
N of Valid Cases	110		

INFERENCE:

Since $0.769 > 0.05$, H_0 is accepted i.e., there is no significant relationship between age and the perception about the extent of career advancement.

CHI-SQUARE TEST 2:

CHI SQUARE TEST BETWEEN EXPERIENCE AND THE PERCEPTION ABOUT THE EXTENT OF INFORMATION SHARING FROM HIGHER MANAGEMENT:

H_0 : There is no significant relationship between experience and the perception about the extent of information sharing from higher management.

H_1 : There is a significant relationship between experience and the perception about the extent of information sharing from higher management

EXPERIENCE * information sharing from management

		information sharing from management					
		Strongly disagree	disagree	neutral	Agree	strongly agree	Total
EXPERIE	<5	2	6	11	10	3	32
N	5-10	1	4	10	7	1	23
	11-15	1	2	3	6	1	13
	16-20	1	4	5	8	1	19
	>20	3	7	7	5	1	23
Total		8	23	36	36	7	110

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.314(a)	16	.967
Likelihood Ratio	7.031	16	.973
Linear-by-Linear Association	1.553	1	.213
N of Valid Cases	110		

INFERENCE:

Since $0.967 > 0.05$, H_0 is accepted ie., there is no significant relationship between experience and the perception about the extent of information sharing from the higher management.

CHI-SQUARE TEST OF THE IMPACT OF EMPOWERMENT:

INCREASED JOB SATISFACTION:

H_0 : The opinion about the job satisfaction level is not the same among the respondents.

H1 : The opinion about the job satisfaction level is the same among the respondents .

increased job satisfaction

	Observed N	Expected N	Residual
YES	63	36.7	26.3
NO IDEA	36	36.7	-.7
NO	11	36.7	-25.7
Total	110		

Test Statistics

	increased job satisfaction
Chi-Square(a)	36.891
Df	2
Asymp. Sig.	.000

FINDINGS:

- Most (36%) of the respondents are in the age group of 31-40.
- Most (29%) of the respondents have an experience of less than 5 years.
- Most (48%) of the respondents agree that there exists clarity in their work goals and means of achieving it are left to the individuals.
- Majority (62%) of the respondents agree that they have significant autonomy in determining how they do their job.
- Most (45%) of the respondents agree that employee’s ideas and opinions are sought when change is considered.
- Majority (65%) of the respondents gave neutral opinion regarding the power distance.

- Majority (81%) of the respondents found their loyalty towards their organization has increased because of existing empowerment.
- Majority (75%) of the respondents agree that their commitment towards the work goals is in a higher level because of the existing empowerment.
- Majority (70%) of the respondents agreed on increase in their frequency in taking up challenging jobs because of empowerment.
- Majority (54%) of the respondents agree that their level of motivation has increased because of empowerment.

STATISTICAL FINDINGS:

- The chi square test shows that there exists no significant relationship between age and the perception about the extent of career advancement.
- The chi square test shows that there exists no significant relationship between experience and the perception about the extent of information sharing from the higher management.
- The chi square test shows that there exists no significant relationship between experience and the perception about the extent of acceptance of employee's ideas and suggestions during changes.
- The weighted average shows that the opinion about the employee being projected as an important person lies between neutral and agree.
- The weighted average shows that the opinion about the information sharing from higher management lies under the category neutral.

SUGGESTIONS:

- Superior – subordinate relationship should be enhanced.
- Mentoring should be encouraged.
- Career advancements should be discussed frequently.
- Open discussion forums must be set up to enhance empowerment.
- Open communication should be encouraged.
- The transparency in the organization must be made better.
- Adequate training and motivation programs must be arranged for employees to enhance their participation in decision making.

Conclusion:

Thus the article brought out the views of the employees of the organization towards employee empowerment. The study also brings out the factors that influences the perception of the empowerment by the employees and the impact that the empowerment in the organization has resulted in according to the employees' point of view. The knowledge about the factors thus helped in giving out the suggestions to enhance the empowerment in the organization.

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