
Analyzing the Impact Of Employee Empowerment is a Task Consolidation for Effective Organisation Development

Abstract

This article examines the Impact of Employee empowerment as a Task consolidation for Effective Organisation Development through the relationship between managerial trust and employee empowerment. As a result, many top management leadership and employee empowerment strategies and practices have been suggested in the management literature. However, Employee Empowerment not only creates an impact in (TQM), This paper examines Employee empowerment trends and developments in Indian Organisations and how much is essential for modern organisational development. Organisational change can substantially impact on team members' sense of freedom and ability to contribute. It is important for managers to be aware of the ways of promoting empowerment and how these can be integrated into the change process; the organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways.

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Introduction

Empowerment is the process of enabling or authorizing an individual to think, behaves, take action, and control work and decision making in autonomous ways. It is the state of feeling self-empowered to take control of one's own destiny. It is not something that can be delegated or somebody can bestow because it comes from Individual and self-direction The basic purpose of empowerment is lost in majority of organization because employees expect it as a delegation process instead of a initiating and ongoing process in which an individual enabling himself to take action and control work and decision making in autonomous ways which comes from the individual.

The organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways. The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways.

Differentiating empowerment with employee involvement and participativemanagement. These terms are sometimes used interchangeably but they differ a lot and connote different meaning. Since empowerment in itself is a macro approach and participative management and employee's involvement are a part of this approach.



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Empowerment refers to a state of mind as well as a result of position, policies, and practices or as defined by Bowan and Lawler it is a process of sharing with front-line employees four organizational ingredients knowledge, information, power and reward which makes the complete process of empowerment a success or as defined by Menon it was defined as a cognitive state of perceived control, perceived competence and goal internalization.

In the, mechanistic approach managers and researchers believed that empowerment was about delegating decision making within a set of clear boundaries. Delegate responsibility and Hold people accountable for results. In the, organic approach to empowerment researchers and managers believed that it empowerment was about risk taking, growth, and change understanding the needs of the employees model empowered behavior for the employees build teams to encourage cooperative behavior; encourage intelligent risk taking; and trust people to perform.

Empowered employees are, after all, more innovative, creative, and resourceful. They are free from the shackles of management, so they are happy and motivated at work and willing to take on new responsibilities.

Employee involvement means that every employee in an organization is valuable and is having worth and is having involvement in running the business empowerment means that management recognizes his ability and provide employees with authority and tools required to continuously improve the process.

Definition: Employee Empowerment

Empowerment is the process of enabling or authorizing an individual to think, behaves, take action, and control work and decision making in autonomous ways. It is the state of feeling self-empowered to take control of one's own destiny.

When thinking about empowerment in human relations terms, try to avoid thinking of it as something that one individual does for another. This is one of the problems organizations have experienced with the concept of empowerment. People think that "someone," usually the manager, has to bestow empowerment on the people who report to him.

Consequently, the reporting staff members "wait" for the bestowing of empowerment, and the manager asks why people won't act in empowered ways. This led to a general unhappiness, mostly undeserved, with the concept of empowerment in many organizations.

Think of empowerment, instead, as the process of an individual enabling himself to take action and control work and decision making in autonomous ways. Empowerment comes from the individual.

The organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways. The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways.

Employee involvement and participative management are often used to mean empowerment. They are not really interchangeable.

The term empowerment is used to denote the enhanced involvement of employees in organisational processes and decision-making. Though some proponents of empowerment see it as a manifestation of democratic ideals, most support the idea as a means of promoting employee well-being, and more especially as a way of harnessing the knowledge and abilities of employees as a whole to promote performance.

Some have argued that we are now in the 'empowerment era', and that "No vision, no strategy, can be achieved without able and empowered employees". Nonetheless, the evidence is that empowerment is pursued seriously by only a minority of enterprises, and is less common than other modern management initiatives such as inventory control, quality management, team work, and supply chain partnering.

What are the Main Types and Forms of Empowerment?

Empowerment as a management practice is of two main types. Direct forms involve the delegation of added responsibility to individuals or teams for the execution and management of their tasks. Indirect forms of empowerment encompass participation in decision-making bodies.

Examples of direct forms of empowerment thus include job enrichment and self-managing work teams (see 'What is Work Design'), and many aspects of total quality management or continuous improvement. Instances of indirect forms include representation on bodies ranging from quality circles to management boards. Most empowerment initiatives are direct rather than indirect. Direct forms of empowerment are also an integral part of many current approaches to human resource management (see 'What is a High Performance Work System?')

Does Empowerment Affect Well-being?

Interest in empowerment first arose soon after the turn of the 20th Century, largely in response to the development of Tayloristic approaches to work design which promoted job simplification. That involved breaking more complex work down into a sequence of simpler tasks to be conducted by different employees, resulting in narrowly defined jobs characterised by limited skill requirements and little autonomy or responsibility. In other words, job simplification is a form of disempowerment.

Early research confirmed that such simplified jobs led to boring and repetitive work which was not only dissatisfying but was also associated with poor employee well-being more generally. It also fostered poor industrial relations. Studies since have shown consistently that enhancing empowerment, through job enrichment, the implementation of self-managing work teams or in other ways, improves job attitudes and employee wellbeing. Nonetheless, simplified jobs remain common in the contemporary work place.

Does Empowerment Affect Performance?

A major reason why empowerment has not become more popular is that its effect on performance is not simple or clear cut. Indeed, the move to simplified jobs in the first instance, as exemplified by the development of the production line in the motor industry, brought substantial economic benefits. Thus moves in the opposite direction, giving employees broader and more responsible jobs and work roles, needs at least to be at no cost to performance and preferably to improve it.

Recent studies suggest that the economic benefits of empowerment can be as good, if not better, than those typically achieved through other common initiatives, such as total quality management, just-in-time or teamwork. Benefits occur for several reasons. In many cases there is a productivity benefit because empowerment means employees taking responsibility for support tasks such as administration and equipment management, thus reducing indirect costs. More importantly, it has been found that empowerment can improve employees' knowledge, competence and initiative, making them more effective in their work. Nevertheless, such benefits are not universal.

When is Empowerment Appropriate?

The variable relationship of empowerment with performance indicates that it is more appropriate under some circumstances than others. Available evidence suggests that when work requirements are predictable, systematic and regular, empowerment will be of limited value. However, where there is greater variability in work requirements - as a result, for example, of variations in materials, frequent changes in product or service design, the need to tailor work to individual customers, or unreliability in the supporting technology - empowerment can yield substantial gains. Empowerment leads to better responses to the unexpected.

It should also be recognised that following the empowerment route involves investing in the training and support of employees, so that they have the information and self-confidence to show initiative and make decisions about how best to complete their work. This means that empowerment is a more viable strategy for a stable workforce, where there is time for the returns in the investment in employees to materialise. For enterprises with high labour turnover empowerment may not be appropriate.

Designing and Implementing an Empowerment Initiative

Enterprises planning to empower their employees would be well advised to involve them in the design of new work practices and roles from the start. It is important to recognise that empowerment is more than expanded responsibility; it is a way of working that depends on mutual trust between those carrying out the work and those to whom they report. Involvement from the outset signals that trust.

Similarly, support from management is especially important in the early stages of an empowerment initiative. Newly empowered employees will make mistakes in meeting their new responsibilities. These need to be dealt with as learning opportunities rather than culpable errors.

Essentials before Implementing Empowerment Process

- 1) A company culture which would support a participative approach
- 2) Employee relations must be reasonably healthy
- 3) Acceptance of long term commitment
- 4) Willingness to provide sufficient company resources
- 5) Availability of Management attention
- 6) Voluntary Participation
- 7) Top management support
- 8) Facilitator guidance
- 9) Operational Support
- 10) Training

Techniques / Process for Employee's Empowerment

Certain questions for the management to understand are –How to involve the people? How can we use teams to improve? How to involve employees in quality improvement process?

Different techniques for employee's involvement include suggestion systems, team, focus groups, surveys, self – directed work groups, incentive program. Other methods involve –

- a) Giving responsibility to employees

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- b) Training employees to accept responsibility
 - c) Communicating and giving feedback
 - d) Giving reward and recognition
 - e) Process reengineering
 - f) Employees involvement
 - g) Total quality management

Steps in Employee's Empowerment

- 1) Clarity of the purpose, goals and objectives of empowerment
- 2) Willingness by employees and supervisors to accept responsibility
- 3) Communication and feedback to supervisors
- 4) Reward and recognition

For example CMD won Baldrige award in 1994 as ATR&T consumer communication services. They do it through 6 interconnect approaches

- a) Common bond
- b) Ask question
- c) Process management team
- d) Quality improvement team
- e) Corrective and preventive action system
- f) Communication

Basic Essential Ingredients

- a) Respect for individuals
- b) Dedication for customers
- c) Highest standards for integrity
- d) Innovation teamwork

Another successful strategy as used by Oral-B laboratories which follow this cycle **Looking > Seeing> Caring> Doing**

Management Perspective: The Employer's Angle

Since empowerment is a two way process and involves equal involvement of both employers perspective is very important .Since it is a development strategy following principles are necessary to be essential –

- a) Determine people value
- b) Share Leadership Vision
- c) Share Goals and Direction
- d) Trust People
- e) Provide Information for Decision Making
- f) Delegate Authority and Impact Opportunities, Not Just More Work
- g) Provide Frequent Feedback
- h) Solve Problems: Don't Pinpoint Problem People
- i) Help Employees Feel Rewarded and Recognized for Empowered Behavior to Learn and Ask Questions to Provide Guidance

- j) Building team work –It should be result oriented, customer focus, partnership development, continuous innovation, commitment

Benefits of Employee's Empowerment

- Development of interpersonal, analytical, and leadership skills
- Instilling a quality consciousness among all employees
- Higher quality product
- More effective use of resources
- More individual job satisfaction
- Improved two-way communications between employees and their management

Management should understand primary aim for the company, obstacles for employee's productivity, sources of employee's motivation and knowing the empowerment level of the employees.

Obstacle in Implementing Empowerment

- A) Negativism in reviewing employee's recommendation
- B) Fear is another negative emotion
- C) Failure to respond employee recommendation
- D) Unclear of the concept of empowerment
- E) Failure to provide strategic framework
- F) Clear understanding of training and feedback

Re fair and consistent helps to provide a level playing field for staff, promoting a healthy working environment in which empowerment can thrive.

Almost by default, we seem to operate in hierarchies: people above you make decisions; people below you carry them out. As this model works against initiative and empowerment, you may want to consider a flatter and less hierarchical structure.

What are some Guidelines for Effective Employee Empowerment?

● Select the right managers.	● Share authority instead of giving it up.
● Choose the right employees	● Encourage dissent.
● Provide training.	● Give it time.
● Offer guidance.	● Accept increased turnover.
● Hold everyone accountable.	● Share information.
● Build trust.	● Realize that empowerment has its limitations.
● Focus on relationships.	● Watch for mixed messages.
● Stress organizational values.	● Face your own ambivalence
● Transform mistakes into opportunities.	● Involve employees in decision-making.
● Reward and recognize.	● Be prepared for increased variation.

Principles of Employee Empowerment

1. Demonstrate That You Value People

Your regard for people shines through in all of your actions and words. Your facial expression, your body language, and your words express what you are thinking about the people who report to you. Your goal is to demonstrate your appreciation for each person's unique value. No matter how an employee is performing on his or her current task, your value for the employee as a human being should never falter and always be visible.

2. Share Leadership Vision

Help people feel that they are part of something bigger than themselves and their individual job. Do this by making sure they know and have access to the organization's overall mission, vision, and strategic plans.

3. Share Goals and Direction

the most important goals and direction for your group. Where possible, either make progress on goals measurable and observable, or ascertain that you have shared your picture of a positive outcome with the people responsible for accomplishing the results. If you share a picture and share meaning, you have agreed upon what constitutes a successful and acceptable deliverable. Empowered employees can then chart their course without close supervision.

4. Trust People

Trust the intentions of people to do the right thing, make the right decision, and make choices that, while maybe not exactly what you would decide, still work. When employees receive clear expectations from their manager, they relax and trust you. They focus their energy on accomplishing, not on wondering, worrying, and second-guessing.

5. Provide Information for Decision Making

Make certain that you have given people, or made sure that they have access to, all of the information they need to make thoughtful decisions.

6. Delegate Authority and Impact Opportunities, Not Just More Work

Don't just delegates the drudge work; delegate some of the fun stuff, too. You know, delegate the important meetings, the committee memberships that influence product development and decision making, and the projects that people and customers notice. The employee will grow and develop new skills. Your plate will be less full so you can concentrate on contribution. Your reporting staff will gratefully shine - and so will you.

7. Provide Frequent Feedback

Provide frequent feedback so that people know how they are doing. Sometimes, the purpose of feedback is reward and recognition as well as improvement coaching. People deserve your constructive feedback, too, so they can continue to develop their knowledge and skills.

8. Solve Problems: Don't Pinpoint Problem People

When a problem occurs, ask what is wrong with the work system that caused the people to fail, not what is wrong with the people. Worst case response to problems? Seek to identify and punish the guilty.

9. Listen to Learn and Ask Questions to Provide Guidance

Provide a space in which people will communicate by listening to them and asking them questions. Guide by asking questions, not by telling grown up people what to do. People generally know the right answers if they have the opportunity to produce them. When an employee brings you a problem to solve, ask, "what do you think you should do to solve this problem?" Or, ask, "What action steps do you recommend?" Employees can demonstrate what they know and grow in the

process. Eventually, you will feel comfortable telling the employee that he or she need not ask you about similar situations. You trust their judgment

10. Help Employees Feel Rewarded and Recognized for Empowered Behavior

When employees feel under-compensated, under-titled for the responsibilities they take on, under-noticed, under-praised, and under-appreciated, don't expect results from employee empowerment. The basic needs of employees must feel met for employees to give you their discretionary energy, that extra effort that people voluntarily invest in work. For successful employee empowerment, recognition plays a significant role.

Advantages

The principle of employee empowerment pertains to management allowing employees to make decisions that affect their jobs rather than having to clear everything with managers, according to the article "Employee Empowerment: Eliminate 'Us Versus Them'" published on the Thomas Net News Industry Market Trends website. Two of the key elements of employee empowerment are an efficient hiring system and constant training. There are several advantages to employee empowerment, ranging from monetary savings to better work relationships.

Cost Savings

Employees who perform their tasks on a daily basis have an intimate understanding of how their jobs are done. According to Chapter 18 of "The Reinventor's Field book" titled "Employee Empowerment," by empowering employees to determine their own work methods, companies can benefit from the years of experience each employee has. By allowing employees to suggest and make procedural changes that make their jobs more efficient, companies benefit by saving money.

Morale

Employees who are empowered in their jobs feel a stronger sense of responsibility concerning productivity. Putting employees in charge of their own results has a positive effect on morale. Empowered employees know that their ideas matter to the success of the company, so they tend to take a greater interest in creating a more efficient and profitable company. Higher morale means that employees take less scheduled time off and productivity increases. This all has a positive effect on the company bottom line.

Management-Employee Relationship

Employee empowerment can help strengthen the relationships between managers and employees, according to the article titled "Employee Empowerment: Management Giving Power to the People" published on the Thinking Managers website. Managers are seen as coaches and professionals with a direct interest in the success of their employees as opposed to those that dictate policy and give commands. Managers learn to rely on empowered employees, and employees learn to use their managers as resources for getting jobs done.

Direct Accountability

Empowering employees to make their own decisions means that employees have direct accountability for their jobs. This is advantageous for companies, because instead of harnessing managers with the responsibility for all decisions, employees pick up some of the decision-making slack. Thus, it is easier to pinpoint the exact sources of issues. Companies can offer specific employees training and any other information needed to correct errors as opposed to spending time and money training entire departments.

Gain Competitive Advantage

In a research journal published by Indiana University South Bend, Heloisa Fragosa discusses employee empowerment dos and don'ts, but also documents how many of the world's well-

known companies have incorporated employee empowerment programs. A short list of such corporations include: Sears, Roebuck and Co., Eastman Kodak, General Electric, Intel, Ford, Saturn, Harley-Davidson and Goodyear.

Having an employee empowerment program enables companies to keep up with a competitor or gain a competitive advantage. A census of manufacturers conducted in 2000 by the magazine Industry Week along with the PricewaterhouseCoopers consulting firm, found that international manufacturers were twice as likely to have at least 50 percent of its workforce participating in self-directed or empowered teams.

Respond Quickly to Business Problems

A 1998 study by international management consultant, trainer and author Dr. Connie Sitterly found that employees who are empowered make decisions that save companies money, time and, in some cases, prevent potential disputes. Decentralizing the decision-making process can improve the performance of support and service departments by giving customers more confidence in the process of being helped, especially since the empowered employee does not have to check with her supervisor to make minor decisions.

Better Job Satisfaction, Retention and Motivation

A resource for human resource professionals, describes employee empowerment as one of the factors behind increased employee education and training; lower absenteeism, and less conflict with administration and managers related to change because employees are able to participate in decision making. The Society of Human Resource Management found in a 2007 study of employee empowerment trends that there is a link between engagement and organizational performance, saying that “employees with the highest levels of commitment perform 20 percent better and are 87 percent less likely to leave the organization.”

Increased Productivity, Efficiency and Effectiveness

When managers are freed up to be coaches, mentors and advisers instead of management firemen who have to put out mini-situational fires, the company or organization benefits. “Teams Work,” a case study about the success of workplace teams in Sparks, Nevada, showed how the use of teams increased annual productivity by 55 percent and reduced costs by 5 percent each year during the 1990s. “Introducing teaming was vital in the conversion of the plant from a pet-food processing facility to a cereal-making plant,” the report said.

Empowering Employees

- Making employees feel like they have the power to make decisions is important to employee morale. Giving them good tools to work with to make those decisions will save you phone calls in the middle of the night.
- Every good employee wants to feel like he is responsible enough to make the right decisions to benefit the company. However, as a manager you must maintain focus on the primary goals of the company.
- Good clear work instructions, practices and procedures go a long way toward giving employees the guide lines they need to feel empowered in the workplace.
- Developing these policies and procedures is an integral part of any employee empowerment process. It is also very important as a manager that you maintain your authority while empowering your employees. Because, your empowerment efforts will be wasted if you lose your personal authority and the respect of your employees.

Quotations about Empowerment and Delegation

NEW: "Today many American corporations spend a great deal of money and time trying to increase the originality of their employees, hoping thereby to get a competitive edge in the marketplace. But such programs make no difference unless management also learns to recognize the valuable ideas among the many novel ones, and then finds ways of implementing them." — *Mihaly Csikszentmihalyi*

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it." — *Theodore Roosevelt*

"The great leaders are like the best conductors - they reach beyond the notes to reach the magic in the players." — *Blaine Lee*

"If there is any one axiom that I have tried to live up to in trying to become successful in business, it is the fact that I have tried to surround myself with associates that know more about business than I do. This policy has always been very successful and is still working for me." — *Monte L. Bean*

"Virtually every company will be going out and empowering their workers with a certain set of tools, and the big difference in how much value is received from that will be how much the company steps back and really thinks through their business processes, thinking through how their business can change, how their project management, their customer feedback, their planning cycles can be quite different than they ever were before." — *Bill Gates*

"Not many of us will be leaders; and even those who are leaders must also be followers much of the time. This is the crucial role. Followers judge leaders. Only if the leaders pass that test do they have any impact. The potential followers, if their judgment is poor, have judged themselves. If the leader takes his or her followers to the goal, to great achievements, it is because the followers were capable of that kind of response." — *Garry Wills in Certain Trumpets: The Nature of Leadership*

"Power can be taken, but not given. The process of the taking is empowerment in itself." — *Gloria Steinem*

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." — *General George Smith Patton, Jr.*

"An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success." — *Stephen Covey*

How to Develop an Employee Empowerment Plan

Employee empowerment adds value to not only the individual employee, but to your business as well. Employees who feel empowered to make the right decisions on their own will offer increased productivity and a high quality of work, according to ASQ.org.

- Prepare the employee's current performance metrics and compare their actual performance to the desired results. Identify the employee's strengths and weaknesses, and prepare a plan to help the employee improve upon his weaknesses. The plan needs to consist of actionable and measurable tasks.
- Schedule an appointment time with your employee and make sure the time allows full focus without interruptions for both of you. Have the employee give you a few meeting times that would be ideal for her, and schedule the meeting with one of those times.
- Meet with the employee during the set time. Go over employee results and talk about areas that need improvement. Ask the employee how he will achieve the said tasks.

This step is crucial. Employees will take ownership and feel empowered when they have created their own action plan. Ask open-ended questions that require thought and response from your employee. Offer suggestions to enhance the employee's plan. A good example of an open-ended question might be "How would you feel if you were able to make critical decisions on your own?" Or, "What impact would doing task ABC have on our team and the company?" Questions like these allow an open dialogue and foster a team environment. Build on the answers the employee provides and ask how he feels about your suggestions.

- Reiterate the employee's plan and ask if it sounds workable, or if anything needs to be added or omitted. This allows you get her commitment a second time, with her acknowledging her plan out loud. Also, set a time frame for the completion of the plan; or if the plan is an ongoing change such as the empowerment of decision-making, set a follow up meeting time. Ask the employee when she feels the follow up meeting should take place and set the time accordingly, for example two weeks from the initial planning session. The follow up meeting should entail coaching the employee through motivation and feedback.
- Monitor the employee's progress and offer encouragement and recognition along the way. Employees feel empowered when they are given room to correct their own deficiencies but still need to be monitored and mentored. Offer weekly progress sessions; this session should be short and informal. Your employee will respect you knowing you are invested in his success.
- Meet with the employee to review the outcome of her plan at the time designated in the first meeting. This time should include recognition of the employee's plan success, along with constructive suggestions for improvement. All meeting sessions need to remain positive to foster a friendly and empowering culture.

Employee Empowerment Challenges

Today's newsletter prompted my thoughts about employee empowerment, a strategy and value that I support. I've sought ideas for effective implementation my entire consulting career. In my core beliefs, when managers and employees experience the power of employee empowerment, they want to live that way, too. The challenge is in the details.

Many companies talk about employee empowerment as their desired relationship with their employees. But employee empowerment is much harder to carry out in the daily work environment. Not every employee can contribute to every decision and there is always a manager or director you report to who may have a different vision for a program or project.

Overall company decisions may influence your work area and even your daily tasks. The current economic situation may also infringe upon your feelings of empowerment as company leaders make decisions with which you disagree - or worse, without you - for the good of the overall company. It's a wonder to me sometimes, how any company gets empowerment right. These are some of the factors that make empowerment difficult:

- Managers need to release power to employees. This is hard when you're still responsible for the results - or maybe you just like being in charge and making all of the decisions. Some managers feel safer in charge.
- Employees miss deadlines, plan and work on pet projects and neglect the contribution you most need from them. Excuses and "not my faults" can drive you crazy.
- Boundaries of decision making are the biggest challenge. Where does my decision making leave off and yours begin? Unfortunately, rather than addressing this persistent issue in empowerment, most organizations navigate this problem hit-or-miss. This leaves employees

unwilling to make decisions, unempowered when their decisions are over-riden, and managers who ask, "Why won't the people who report to me act empowered?" Right.

Why Employee Empowerment is not just a fad

The "push" of increased competition and the "pull" of new opportunities, both very much driven by advanced technology, make full utilization of human resources necessary. Employees must be encouraged to take the initiative to decide, act and learn in "real time". This means embracing shared values as a guide to behaviour. "As speed, quality, and productivity become ever more important, corporations need people who can instinctively act the right way, without instructions, and who feel inspired to share their best ideas with their employers" (Tichy and Sherman, 1993, p. 195). This means letting go of some supervisory control to obtain a focus on results.

Why Employee Empowerment Fails

- **Managers pay lip service to employee empowerment, but do not really believe in its power**

As with all management and business buzz words, employee empowerment can seem like a "good" thing to do. After all, well-respected management books recommend that you empower employees.

When you empower employees, they grow their skills and your organization benefits from their empowerment. Right. Employees know when you are serious about employee empowerment and when you understand and walk your talk. Half-hearted or unbelievable employee empowerment efforts will fail.

- **Managers don't really understand what employee empowerment means**

They have a vague notion that employee empowerment means you start a few teams that address workplace employee morale or safety issues. You ask people what they think about something at a meeting. You allow employees to help plan the company picnic. Wrong. Employee empowerment is a philosophy or strategy that enables people to make decisions about their job.

- **Managers fail to establish boundaries for employee empowerment**

In your absence, what decisions can be made by staff members? What decisions can employees make day-by-day that they do not need to have permission or oversight to make? These boundaries must be defined or employee empowerment efforts fail.

- **Managers have defined the decision making authority and boundaries with staff, but then micromanage the work of employees**

This is usually because managers don't trust staff to make good decisions. Staff members know this and either craftily makes decisions on their own and hides their results or they come to you for everything because they don't know what they really can control.

One HR manager added ten days to the company hiring process because he required his signature at certain milestones in the process. The paperwork was buried on his desk for days, but staff did not proceed without his signature. His lack of trust made employee empowerment a joke. Do employees make mistakes? Certainly, but fooling them about their boundaries is worse.

- **Second guess the decisions of employees you have given the authority to make a decision**

You can help staff make good decisions by coaching, training, and providing necessary information. You can even model good decision making. But, what you cannot do, unless a serious complication will result, is undermine or change the decision you had empowered a staff person to make. Teach the employee to make a better decision next time. But don't undermine their faith in their personal competence and in your trust, support, and approbation. You discourage employee empowerment for the future.

Why Is Employee Empowerment a Common Cornerstone of Organizational Development & Change Programs?

While employee empowerment has come to be a somewhat overused term, it is critical to any organization committed to organizational development and change. Empowering employees leads to positive results for employees, their managers, and their organizations. Business leaders and human resources professionals generally agree that empowered employees exhibit a higher degree of loyalty, commitment, and productivity.

Empowered employees generate good ideas

Employees interacting with customers can provide important insight into management decisions and product and service innovations on a regular basis—if they're empowered to share those insights. Organizations interested in effective organizational development and change management programs regularly seek, acknowledge, and reward employee feedback.

Empowered employees provide better products and service

Empowered employees feel a strong sense of ownership for their companies. This ownership translates into a concern for providing better products and service. Organizational development and change programs that consider employee empowerment improve outcomes and service by empowering employees to take ownership of their jobs, and in the delivery of products and services to their customers.

Empowered employees are committed and loyal

Even in a tight economy, employers do not like high employee turnover; recruitment and training are expensive. During an organizational change, especially if stress and uncertainty are high, incorporating employee empowerment as a foundation of organizational development activities can help ensure employees remain committed and loyal.

Empowered employees are productive

When employees feel that they have a say in decisions that affect them and know that management is listening to their ideas and concerns, they work harder. Implementing organizational development and change management programs calls for incorporating ways to help employees feel empowered. This goes a long way toward increasing productivity.

Empowered employees spread the word

Word-of-mouth information raises awareness among potential employees. Incorporating employee empowerment in an organizational development and change program boosts employee pride in the company. The more empowered employees are, the more satisfied they are—and the more likely they will spread the word to others about how great the company is and why they like working there.

Conclusions

Paving a Better Path to Growth

In many organizations, it is the task of the CEO and other members of the senior management team to find the next big business opportunity, or even the next business process improvement. But in today's rapidly changing environment, ideas that "bubble up" are often more frequent and more impacting than those that come from the "top down." "You need to blend a thousand points of small improvements with the strategic changes. It's the power of employee empowerment, as a manager want to improve organisation development he must know how to implement employee empowerment in an effective manner, Organisation development consist various activities that may be helpful to organisation development but employee empowerment is a key intrinsic to motivate the employees while the motivation process is good simultaneously other development

activities like performance employee, employee involvement, quality output etc., automatically increased so employee empowerment is important process of every organisation.

Here my opinion is employee empowerment having so many advantages as well as it's having some disadvantage also it will be dependence upon the nature of the business, work culture, organisation culture so as a manager manger should realize these all those things while implementing this process, employee empowerment is play vital role in organisation development, In other words it's a tool for effective organisation development. When the employee empowerment process is done effectively by management organisation should achieve their task both organisation and Individual goals.

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