

Training of Trainers
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A Research Approach to Training - I

We have discussed the different training techniques. Basically we have talked about the, how to use the case studies in decision making, still how to make the business games, to make the use of the business games into the training programs. Now this is my one effort to share with you that is how to use the research approach in training. Because the trainers are many times, are the academicians and the trainers themselves are researchers also.

So basically when we talk about this particular function of this training, I would also like to connect it with the teaching also and also with the research also. So we have to see is during training program, conducting a training program, how we can club teaching, training and research. So this is a research approach is there and by which we can collect the data and with the data analysis we can make the results and discussions and we can publish the good papers in the reputed journals.


So how to do that? So first and foremost is that, that is the, we have to identify the topic; that is what should be the topic. And that topic may be related to the employee loyalty, like this here we are talking about the employee loyalty or it can be servant leadership.


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Use of Standard Scales in Training

A trainer must follow certain steps before, during and after in order to use effectively standard scales in training such as servant leadership, empowering leadership, motivation, job involvement, job satisfaction etc.

- Select topic on which training has to be conducted
- Search most acceptable standard scale
- Customize the scale as per the need of trainees
- Introduce the concept
- Collect the responses on standard scale
- Calculate the score of respondents
- Discuss the scores with respondents and suggest some strategies
- Send detail report to an organization

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Or it can be happiness that can be the one topic or the optimism that can be the another topic. So therefore in that case, in the research topics you will find that is the first we have to focus on what, what should be the, our topic of research, or it can be like this also. That is what is our topic of training? For example, our topic of training is managerial effectiveness.

And then we have to connect the research on managerial effectiveness that is how to be an effective manager. As soon as we decide the topic, then we have to think of the standard scales in the training, that is the how we can use the standard scale in training at that certain steps during and after in order to use effectively standard scales in training such as servant leadership as I mentioned, empowering leadership that is another, motivation, job involvement, job satisfaction, these are the certain topics are there.

So what is important is select the topic on which the training has to be conducted. So normally when we talk about the training programs, suppose we are talking about the what is requirement nowadays of the training? So I feel that is employee engagement and servant leadership and organizational citizenship behavior, change management these are the areas where the training is required to be provided to the employees so they can get more engaged at their workplace. They can be more committed and then they can perform their effectiveness, managerial effectiveness can be better.

So first is the selected topic that is the training is to be conducted. Or if the topic is given by the industry or the any client, and then can we incorporate the research in that? Yes, we can incorporate the research on basis of that particular topic also which is in demand. For example change management is there. So we can have these scales in the change management and then we can use that.

Like the one book is there of Professor Udai Pareek Sir's, that is about the instruments in H R D. So that book is having the number of scales. And there are so many other books also. But this book is by Professor Pareek, Professor Udai Pareek Sir is very, very popular. And there you will get the different scales. And then you can match that particular scale with the topic of the training. Such most acceptable standard scale.

Now how to identify that most acceptable standard scale? Normally those, like if the stalwarts like Professor Udai Pareek's, Doctor Upinder Dhar is there, and they have come out with the standard scales in India then definitely we can refer and adopt those scales directly.

Or we can refer, many times the researchers, their approach to the very highly recognized and reputed journals and then they find out the authors. And the authors must have used that scale. They take the permission from the author to use his scale and on that particular topic and then they go for that particular training.

So therefore that is also possible that is either you go by the particular author who is very highly reputed in India and you can make the use of that, or you can go for these, the international journals and refer those topics, papers and in the papers those scales are there. That can be also referred. So many times I have used for, to guide my P h D scholars and I used the scales of the Professor Upinder Dhar Sir and Professor Udai Pareek Sir's for the research scholars' research for their effective publications.

Now to customize the scales as per the need of the trainees, now this also I mentioned earlier also that is the, you have to see the demographic variables of the trainees. What is the educational level of the trainee? What is the designation or position level of the trainee in the management?

Or you can find out that is, what is the gender of the training is there? So what is the income level of the training is there? All demographic variables, whether it is the age or gender or the title or position is there or the level of, in the management is there. So all these demographic variables that we can consider at that time. When I will show you the scale that time I will also show you that is in the beginning itself, at the time of data collection this information is to be collected. Because why it is to be collected? That I will explain later. Then introduce the concept.

For example employee loyalty I going to talk about this, so therefore in that case that we will talk about the concept. Collect the responses on the standard scale, as I mentioned that is use the standard scale. And the difference between the scale and the questionnaire is that is in the questionnaire when it is, data is collected and then the questionnaire is been tested on the reliability and validity there could be Cronbach alpha value.

And normally acceptable Cronbach alpha is 0.7. So, therefore that questionnaire when it is getting the reliability and validity, so with that we will say it is a recognized one and then therefore it is becoming the scale. Calculate the score of respondents. How to calculate and how to enter the data? That is an art. Because when you have to interpret to the trainee that is

what is his strength, what is his weakness and that time we have to find out that is exactly how to enter the data.

And to enter that data, we calculate the score of respondents, our Excel sheet which I will be sharing with you, it will be very, very important. That is the, how you are making the columns and rows into that Excel sheet. What will be the headings in the columns? What will be the headings in the row?

So that is giving you the overall picture of the trainees and then those respondents and then you can go with the understanding and interpretation which will be helpful to them. That suppose in this employee loyalty where do they stand? Where they are required to improve? So therefore in that case all these interpretations and discussions that we can make during the training program.

Discuss the scores with the respondents and suggest some strategies, as I mentioned that is if you are, we are able to identify, I will show you, I will demonstrate you if you find that is there are the certain strategies which are going to be adopted on the basis of loyalty. If the loyalty is found low, can we increase the loyalty? Yes.

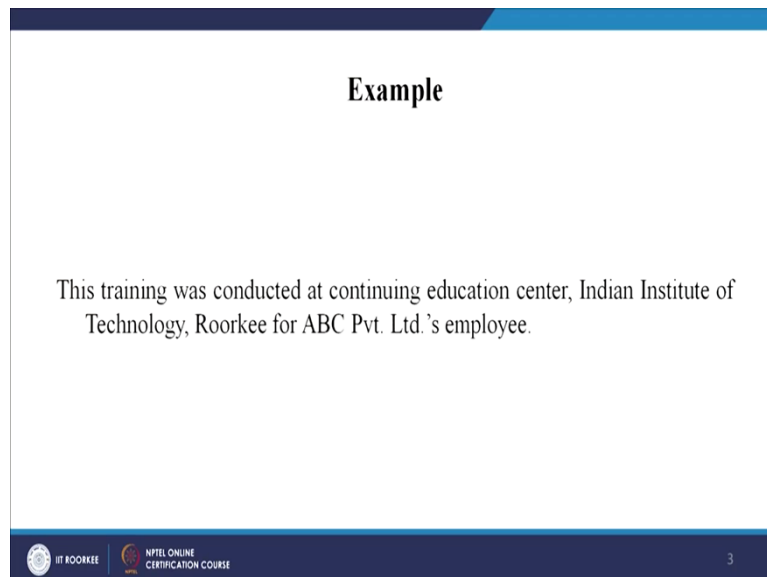
By identifying that why there is less response of the loyalty and we understand, that is because of these reasons the person is not loyal to me. And then if we provide those particular factors and dimensions then definitely the person will be loyal. Send detail report to an organization and therefore this can be used as a consultancy also.

For example employee engagement. In employee engagement when you are using the scale, you are making these particular interpretation, you are using the software, analyzing that then in that case definitely you can give a particular report to the organization that is the overall loyalty of the employees towards the organization, overall loyalty of the trainees towards their organization, what is, where do they stand? And that we can find out.

So therefore in that case, in the research approach these are becoming very, very important points that is select the topic on which the training has to be conducted. Search most acceptable standard scale, customize the scales as per the need of the trainees, introduce the concept, collect the responses on the same standard scale, calculate the score of respondents, discuss the scores with respondents and suggest some strategies, and send detailed report to an organization.

Or when we talk about this report this can be published as a paper also. So whenever we are having the heterogeneous group so there is not possibility to send any particular report to any particular organization. Then in that case we can go by the publication of the research papers also. Now we will take an example.

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So here we will take an example that is the training was conducted at the Continuing Education Center in Indian Institute of Technology Roorkee for A B C Private Limited employees. So this is the mock name for the purpose of the taking an example and therefore now I will proceed, that is how training is conducted in this particular, for A B C Private Limited and then this will be the homogenous group and how it is to be, can be used as a teaching, training, research and as a consultancy also, report making. Now what happens, that is the first step.

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Steps for using effectively standard scale :

- 1. Select topic on which training has to be conducted**

Training topic

There are two ways to select topic for training. **First**, topic can be decided by an organization and **second**, when an organization do not have any clue about the topic then we discuss with the executives and offer some topics which are relevant.

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That is, select the topic on which training has to be conducted. The training topic is; there are two ways to select topic for training. First, topic can be decided by an organization, what is their need, what is their demand. So there for many times it is change management, employee engagement, team building.

When organizations do not have any clue about the topic, then we discuss with the executives and offer some topics which are relevant. So therefore the pilot study, the pilot study becomes very, very important. That is the, when we do the pilot study then we offer some topics to the company that we have interacted with your executives and executives were talking about, that is they find difficulty in the case of the performance, so it will be based on performance.

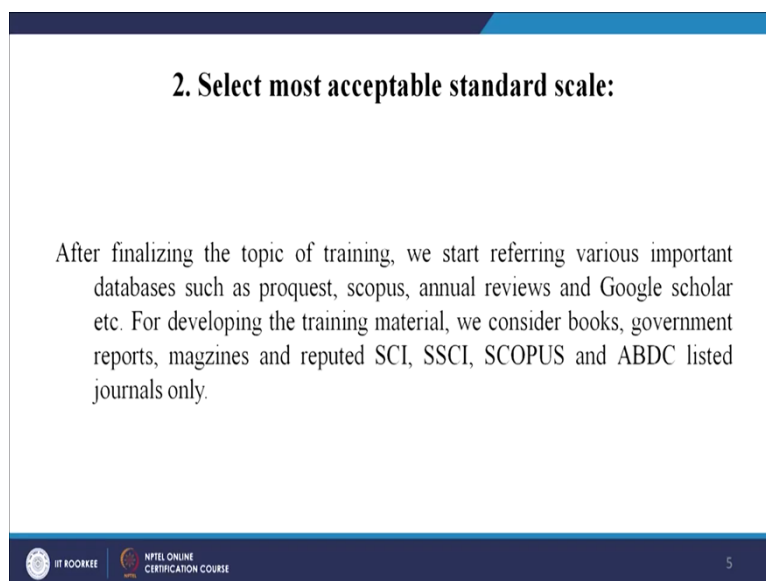
They find difficulty in the working with the other people in this organization that is the team building. So therefore we can go for the team building. Or they find the difficulty with the leader. Then we can talk about the leadership. And for the leader can be given that particular training program. So what is important is that whenever we are talking about a particular training program what we are supposed to do, we have to make a pilot study, a pilot survey in the organization, identify what is right, what is wrong, what we can do, where the things are required.

And then accordingly we can plan, that is the what is to be done in the case of the, this particular topic either on the base of the need of the organization or we ourselves on the basis

of the pilot study or pilot survey or on the basis of the current requirement, overall general requirement of the industries. For example interpersonal dynamics.

So because of the lack of interpersonal dynamics knowledge and the team building people are not able to deliver. And this is a common problem in many organizations. So we can propose that. Engagement, employee engagement so that is also another topic. Servant leadership as I mentioned or OCB, organizational citizenship behavior so these are the certain topics which we can suggest also. That is why you do not get the training program on this particular topic.

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2. Select most acceptable standard scale:

After finalizing the topic of training, we start referring various important databases such as proquest, scopus, annual reviews and Google scholar etc. For developing the training material, we consider books, government reports, magazines and reputed SCI, SSCI, SCOPUS and ABDC listed journals only.

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Now after finalizing the topic of training we start referring various important databases such as the ProQuest, Scopus, annual reviews and the Google scholar etc, for developing the training material we consider books, government reports, magazines and reputed SCI, SSCI, SCOPUS and ABDC listed journals only. So it becomes very important that is what is your, the database source is there.

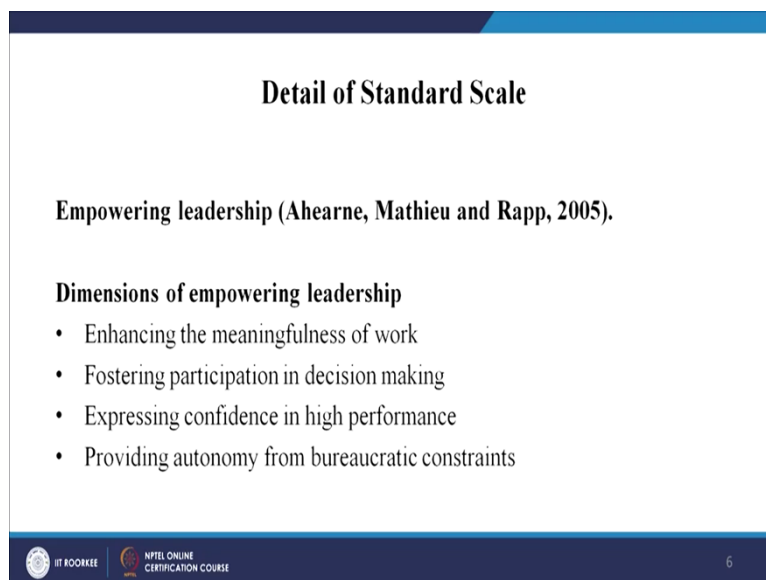
For example when we talk about the knowledge management. So we talk about the data; data into information, information into knowledge, knowledge into wisdom, wisdom into truth. This particular pyramid that we have to check. Similarly, when we are talking about the materials, study material or searching for the scale, then definitely we have to see the reputed journals. So normally what are those reputed journals? So reputed journals which are normally acceptable are the SCI or SSCI, Social Science, or the SCOPUS and the, or ABDC listed journals are there.

So therefore there are these standard journals. So if we are having those standard journals then definitely in that case we can take the, we have to refer the published papers, which papers have been published. On basis of those published papers then what we can do, we can identify that is the whether author has given the scale or not. What work he has published?

So suppose a, an author has worked on the employee loyalty. And he has published the paper. We can see the scale. We can identify that what is the dimensions he has considered? What variables he has considered? So whenever we are talking about the topic, topic means that is a variable. So we want to work on that particular variable. And when in the variable there are different dimensions. That is this particular variable will depend on the different dimensions. So that we will talk about whenever we will be coming to the next slides, we will talk about.

But what should be the source for referring the paper and these are the normally very, very recognized, very much recognized sources from where the research papers can be referred and from the research papers we can find out that is the what are different topics or the different research that we can carried on. So here I will talk about a particular scale and that is about the empowering leadership.

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Detail of Standard Scale

Empowering leadership (Ahearne, Mathieu and Rapp, 2005).

Dimensions of empowering leadership

- Enhancing the meaningfulness of work
- Fostering participation in decision making
- Expressing confidence in high performance
- Providing autonomy from bureaucratic constraints

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And we talk about empowering leadership then this is the particular author which has given this particular scale of Ahearne, Mathieu and Rapp in 2005.

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After finalizing the topic of training, we start referring various important databases such as proquest, scopus, annual reviews and Google scholar etc. For developing the training material, we consider books, government reports, magazines and reputed SCI, SSCI, SCOPUS and ABDC listed journals only.

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As I mentioned in the previous slide, right these databases

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2. Select most acceptable standard scale:

After finalizing the topic of training, we start referring various important databases such as proquest, scopus, annual reviews and Google scholar etc. For developing the training material, we consider books, government reports, magazines and reputed SCI, SSCI, SCOPUS and ABDC listed journals only.

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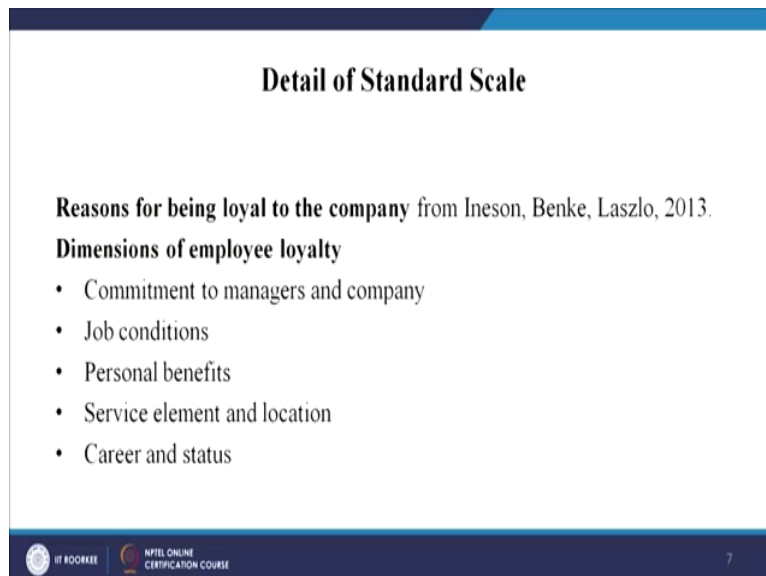
These databases will give the research papers of the different scales. So from there for example I have taken this particular empowering leadership and when we are talking about the empowering leadership so in leadership there are different dimensions itself. So when empowering leadership will have the sub dimensions what are those dimensions of empowering leadership by, according to these authors?

So this is to be taken into consideration that is the empowering leadership will be the variable, and this will be the author and in this scale these are the different dimensions are there. The first dimension is enhancing the meaningfulness of work. So that is the, whenever we are empowering the work somebody, leadership to somebody then definitely it should be having the enhancing the meaningfulness of work to that particular person.

Or fostering the participation in decision making. So therefore in that case it will be becoming more contributory towards the decision making process. Or expressing confidence in high performance. And therefore in that case it is also possible that is the employee in empowering leadership will express the more confidence. Or providing the autonomy from the bureaucratic constraints.

So therefore it is also possible, that is when we are empowering the leadership. So in the way we are providing the autonomy. And why? From the bureaucratic constraints; so that the organization can progress. If we are getting more entangled into the bureaucratic process then definitely they will require more time. And if the more time is required the success will be delayed. So to be more successful it is necessary to provide the autonomy from the bureaucratic constraints. That is to be provided.

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Detail of Standard Scale

Reasons for being loyal to the company from Ineson, Benke, Laszlo, 2013.

Dimensions of employee loyalty

- Commitment to managers and company
- Job conditions
- Personal benefits
- Service element and location
- Career and status

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Reasons for being loyal to the company from the Ineson, Benke, Laszlo, 2013, here is the dimensions of employee loyalty. So this is the, empowering leadership was the one and second is the employee loyalty. And therefore in that case we will talk about that is what are the different dimensions of the employee loyalty.

The first and foremost in the employee loyalty, and that is the commitment to managers and company. This is becoming very, very important, that is the how that these particular dimensions of the employee loyalty is the commitment towards the manager and the company.

So we will say, according to these authors, that is if there is a dimension of employee loyalty it means that there is a commitment to managers and company. This is the one dimension. The another dimension for the author is, by the author is, that is the job conditions. The conditions surrounding to an employee that will create the more and more employee loyalty.

If the job conditions are favorable, if the job conditions are supportive, so naturally employee will feel more loyal. And when employee feeling more loyal, so his work, his effectiveness that has to be enhanced. So therefore we have to create a great workplace, from the good workplace to a great workplace. How do we create that great workplace? And that is creating the better job conditions? When you create the better job conditions you are creating, that is a particular, the great workplace. For loyalty, the third dimension and that is about the personal benefits.


So therefore it becomes very, very important that is the what personal benefits an employee has to get by becoming loyal? Because unless and until there is no ROI, return on investment of what, of the loyalty? If the employee is providing the loyalty and in the return there is no personal benefit then employee will not like to continue his loyalty. So therefore personal benefits is also becoming a very, very important part in the loyalty.

Service elements and location, whatever the service elements are there and the location, like many people do not take the promotion because if they take the promotion it will be transferrable job. To avoid this, it becomes very important, that is the, they are ready to accept the change and challenge and therefore they are ready to shift their location. That becomes very, very important aspect in their loyalty.

The last but not the least is that is the dimension in the employee loyalty and that is about the career and status. So whenever we are talking about the career and status the employee loyalty, why employee is becoming loyal? So that he can get in return his career and then his status. So these are the rewards, basically. So therefore there should be certain rewards to be loyal.

And in the, according to this author the dimensions of employee loyalty are commitment to managers and company, job conditions, personal benefits, service elements and location and the career and status and these are becoming the part of the employee loyalty. Now you must have observed these, these scales. These are the scales from the foreign authors.

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Detail of Standard Scale

Empowering leadership (Ahearne, Mathieu and Rapp, 2005).

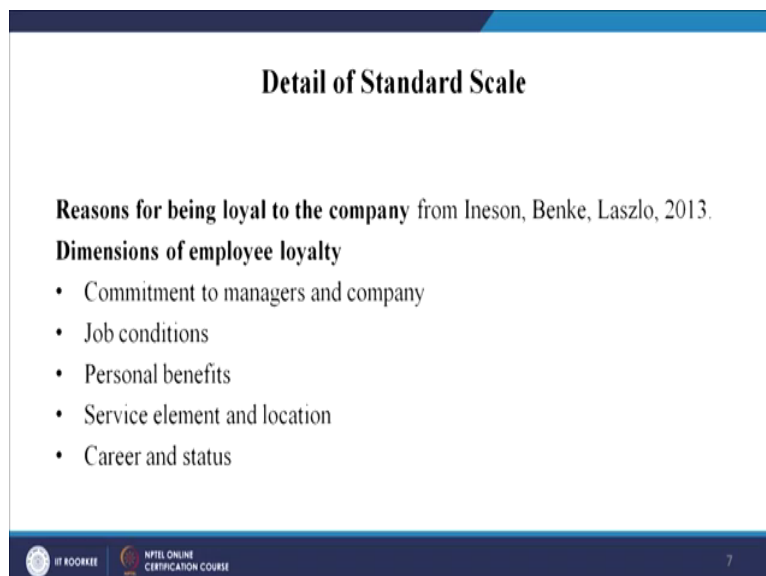
Dimensions of empowering leadership

- Enhancing the meaningfulness of work
- Fostering participation in decision making
- Expressing confidence in high performance
- Providing autonomy from bureaucratic constraints

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Now the question arises.

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Detail of Standard Scale

Reasons for being loyal to the company from Ineson, Benke, Laszlo, 2013.

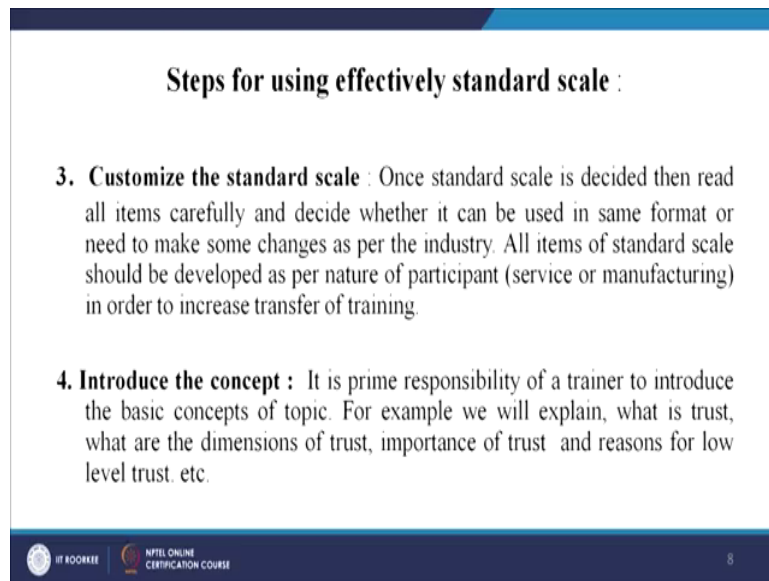
Dimensions of employee loyalty

- Commitment to managers and company
- Job conditions
- Personal benefits
- Service element and location
- Career and status

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Why we should use in India?

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Steps for using effectively standard scale :

- 3. Customize the standard scale :** Once standard scale is decided then read all items carefully and decide whether it can be used in same format or need to make some changes as per the industry. All items of standard scale should be developed as per nature of participant (service or manufacturing) in order to increase transfer of training.
- 4. Introduce the concept :** It is prime responsibility of a trainer to introduce the basic concepts of topic. For example we will explain, what is trust, what are the dimensions of trust, importance of trust and reasons for low level trust etc.

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And how to make the authentication of these scales? So we have to take, customize the standard scales. So once the standard scale is decided, like these particular scales are decided, then read all items carefully, items means statements. The statements given in the scale we have to read very, very carefully and decide whether it can be used in the same format or need to make changes as per the industry?

So all items may not be applicable in India. So person has to see, that is what items will be applicable in India? So what is to be done? All items of standard scale should be developed as per nature of participants. So services or manufacturing. So therefore there might be the trainees, they might be coming from the different industries. So some of them might be from the service industries and some of them might be from the manufacturing industries.

If they are coming from the service or manufacturing industries then it should be known that is the, we have to make the standard scale that has to be developed as per the, whether it is the service industry or it is a manufacturing industry is there.

So as a result of which what will happen? In order to increase the transfer of training so when we make the relevance? Relevance to the trainees, relevance to the participants on the basis of this particular type of service or manufacturing then definitely those employees, those trainees they will be feeling to connect, an emotional connect will be there about that particular training program.

So therefore whenever we are talking about the topic then it may be about the scale we have to customize it. Customization as per the needs of the trainees, that becomes very, very important. This is first aspect. Second aspect is of culture. What is important is whenever we are going for these types of these scales adoption we have to also see these scales are culture-free or culture-bounded. If they are culture-free it means that, that is same scale we can use in India, same scale we can use in U S A, same scale we can use in the Europe or Africa or any other continent.

But in the case, when we are talking about, that is scale is to be customized. So we are having the freedom that is certain items, statements means that we can change. We can take the responses, we can find out the reliability and validity and then we can continue or we can stop. Introduce the concept; it is prime responsibility of a trainer to introduce the basic concepts of the topic.

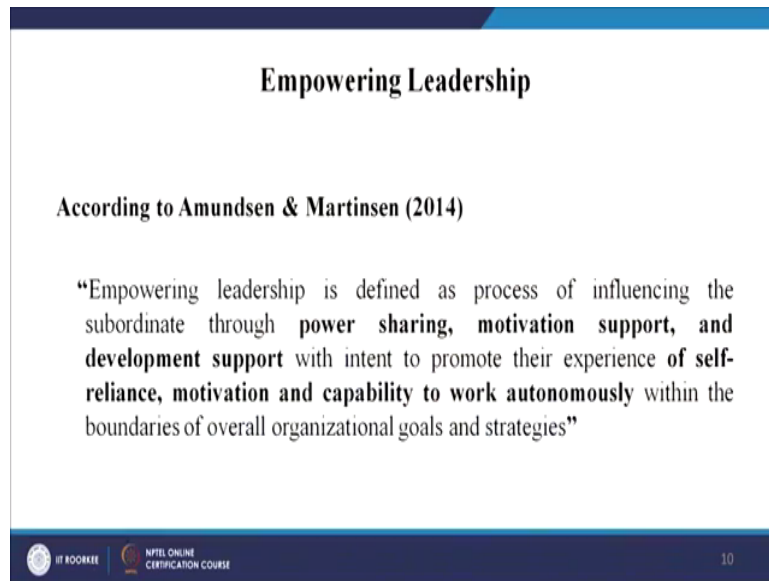
So here we are talking about the employee loyalty and empowering leadership. Then definitely it is the trainer's responsibility to introduce the basic concepts about that particular topic that is what is the employee loyalty and what is the employer, this empowering leadership. So for example we will explain what is trust. What are the dimensions of trust, importance of trust and the reasons for the low level trust etc?

Suppose we are working on the trust, forgiveness or happiness, then definitely we will talk about what is the trust is there. And what are the different dimensions of the trust are there, right, and the importance of the trust is there. So these are the certain dimensions which we will be talking about while introducing that particular concept.

So how to start? So in the beginning in the training program this is related to the preparation. So what preparation we have done? We have identified the topic, we have identified the scales from the very, very reliable sources and reputed and recognized sources. We have identified the items in the scales. We have done the pilot study. We have tried to identify whether these items are relevant or not relevant and accordingly we are taking that particular decision.

That is, here we find that is the E s, we have gone through this particular style and we have got adopted, those the concepts of the empowering leadership and employee loyalty. That example we are going to take.


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Empowering Leadership

According to Amundsen & Martinsen (2014)

“Empowering leadership is defined as process of influencing the subordinate through **power sharing, motivation support, and development support** with intent to promote their experience of **self-reliance, motivation and capability to work autonomously** within the boundaries of overall organizational goals and strategies”

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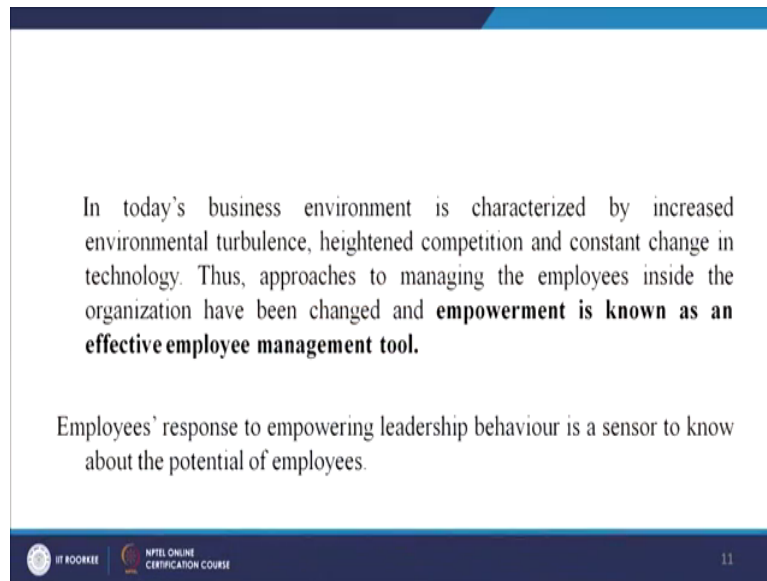
So according to Amundsen and Martinsen, 2014, empowering leadership is defined as the process of influencing the subordinates through power sharing. More you share the power, better it will be. Therefore in that case, it is the, for empowering leadership the first and foremost condition is that leader is ready to share his power.

Second is motivation support. That is the leader has to provide a very high motivation support to the, his followers. So if there is no motivation support then the person will not develop that confidence and he will not be able to deliver the results. To develop that results, to develop that confidence a motivational support is becoming very, very important. And development support with the intent to promote their experience of self-reliance.

So what we do, that is the, we are making development support with the intent to promote their whatever experience they are having. So we ask them to share their experiences and as a result of which, that is that particular experience, that is making, they are making the self-reliant.

So person, whenever he is given the leadership, now he has started empowered leadership, now he has started believing, yes I can. I can be the leader. He will feel motivated and naturally he will develop the capability to work autonomously. So whatever training program is conducted during these particular dimensions, scales have been discussed, then definitely we can suggest him certain models. On basis of that what he will do? He will work to work autonomously within the boundaries of the overall organizational goals and strategies.

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In today's business environment is characterized by increased environmental turbulence, heightened competition and constant change in technology. Thus, approaches to managing the employees inside the organization have been changed and **empowerment is known as an effective employee management tool.**

Employees' response to empowering leadership behaviour is a sensor to know about the potential of employees.

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In today's business environment is characterized by the increase environmental turbulence, heightened competition and constant change in the technology and therefore in that case it becomes very important that is the how environmental turbulence and heightened competition and constant change that is creating, there is a need for empowering leadership is there.

Thus approaches to managing the employees inside the organization have been changed and empowerment is known as an effective employee management tool also. It is a wonderful idea. So therefore in that case whatever they are going to fill this particular process, in this process what they will do? They have, the organization will change and they will accept the empowerment.

Empowerment that is known as an effect employee management tool and those organizations, professional organizations, leading organizations, successful organizations, those who want to lead and then in that case they will go by this particular empowering leadership management tool and they will empower their employees.

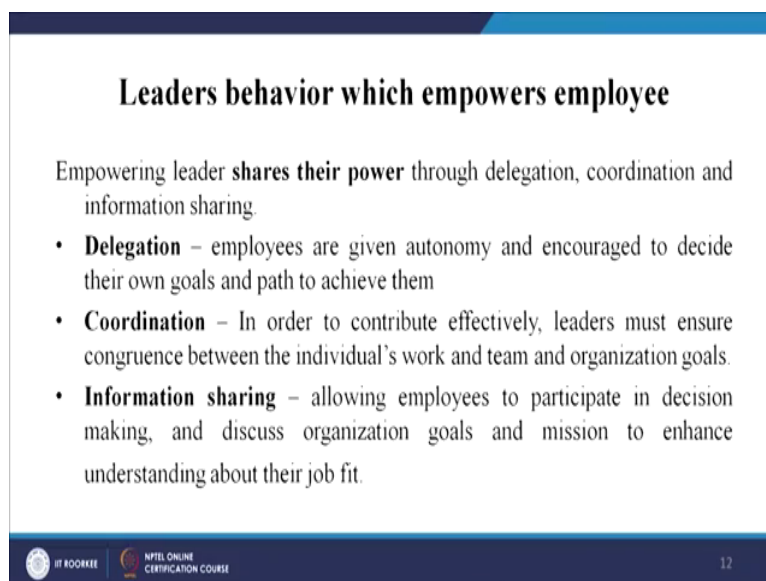
So leaders or the seniors of their organization, they will provide the empowerment. So this we will talk to the trainees, that is, the empowering the leadership is becoming very, very popular concept, and successful concept.

Employees' response to the empowering leadership behavior is a sensor to know about the potential of the employees. So many times what happens, that is the employee's response is

the, that is a, not known, sometimes known, sometimes not known. If it is known then definitely it will talk about the potential of employees. Yes, they can be the leaders. They can be the future leaders.

And therefore what is required, we have to keep on empowering them the leadership qualities. And time to time period, with the period of time they will be able to judge and identify that is the how they are working and then they are going for the use of this empowering leadership as a effective management tool.

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Leaders behavior which empowers employee

Empowering leader **shares their power** through delegation, coordination and information sharing.

- **Delegation** – employees are given autonomy and encouraged to decide their own goals and path to achieve them
- **Coordination** – In order to contribute effectively, leaders must ensure congruence between the individual's work and team and organization goals.
- **Information sharing** – allowing employees to participate in decision making, and discuss organization goals and mission to enhance understanding about their job fit.

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Leaders behavior which empowers employees, so empowering leaders share their power through delegation, coordination and information sharing. And that is the becoming a very, very important step. That is we want to take their shares their power through the delegation.

When we are talking about the managerial functions; that is about the planning, organizing, coordinating, delegating and controlling. So it becomes very important, that is we are able to share their power through the delegation and allowing them to delegate as much as possible. So the last person that can be connected.

So trainees are to be taught, that is the, they have to make the share their power. They have to learn to share their power. There should not be any fear. There should not be any ego. There should not be any restriction behind not sharing the power. Because whenever we are talking about the empowering leadership, we are talking to the trainees that is at your workplace you empower this particular leadership.

However they may ask that is our boss should also be asked to empower leadership to us. But in that case, that is a different question. We have to consult their bosses and then talk about this particular concept. But in the training program we are talking to the trainees. And trainees of the middle engineer level executives. So, therefore in that case we have to share with them that is they are required to make the delegation, delegation or sharing their power.

Next function is the coordination, how do you coordinate? Synergy is required. So when we are talking about any particular department, so department might be a group working but whether they are working with the coordination of synergy or not. If there is no coordination among the different members sitting at the different corners, different position, then in that case there is no coordination. So delegation and coordination, that has to be there amongst the managerial staff.

And when they are coordinating with each other, communicating with each other then there should be information sharing. It is not like this, that they are the coordinating but there is no information sharing. They are not transfer of knowledge. So what is important, that is whenever we are talking about empowering the employees then through delegation, coordination and information sharing then that is to be done.

Delegation, employees are given autonomy and encouraged to decide their own goals and paths to achieve them. So therefore it becomes very, very important that is whatever the technologies we are providing to them employees, they should be able to use that particular technology. They require to be the autonomy. And there should be, that they are, themselves are responsible to achieve their goal. So in delegation they will take their own decisions.

If this is the goal, they have to achieve this goal so they will plan their own line of actions to achieve this goal. But if the close supervision is there, what happens? There is a supervisor that will emphasize on this particular employees that is no, whatever I say, you do accordingly. So therefore in that case there will not be any delegation and decentralization.

The another aspect is, that is of the coordination. So how do you coordinate? So whenever we are talking about the coordination, in order to contribute effectively leaders must ensure congruence between the individual's work and team and organizational goals. I have mentioned earlier also, that is the organizational goals are to be linked with the individual goals. Individuals at this first level, those are managers, second level those who are helping managers to achieve their goals.

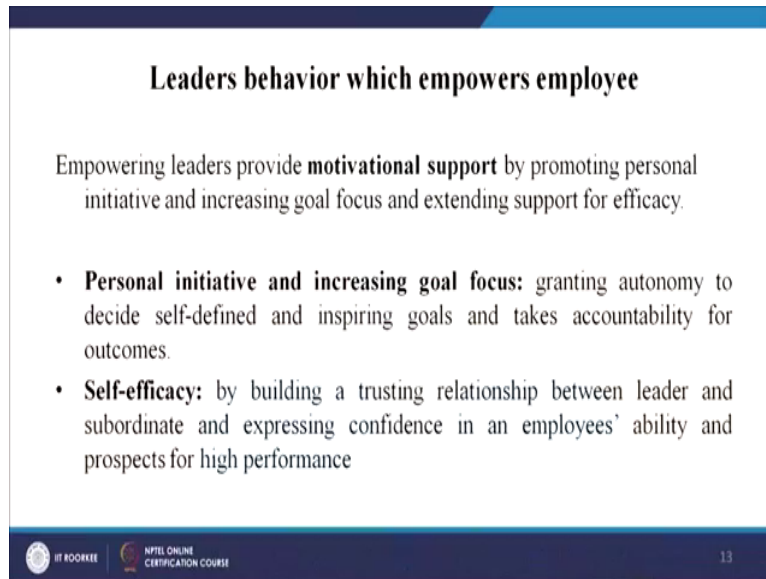
So therefore in that case, it becomes very, very important that the coordination amongst the organizational goal and individual goal that has to be there. If there is a proper coordination then only it will work. So if you want to contribute effectively, ask the trainees to start to coordinate, coordinate and coordinate. Better is the coordination, more is the success.

Third one is information sharing. Allowing employees to participate in decision making and discuss organizational goals, what organization wants, what is the target, what are the objectives, what are the goals are there, and therefore all have to work in the same direction. So therefore in that case, that is the information sharing is very, very important. It should not be like this, what is happening in the organization I don't know. Why they are asking me to do, I don't know. Where the organization is heading, I don't know. No, this should not be the answers.

Answers should be yes, I am well aware where my organization is going. I am well aware what is the goal of my organization. I am well aware what organization wants from me. So therefore in that case, it becomes very, very important, that is how do you participate in decision making and discuss organizational goals and mission to enhance the understanding about their job fit. Let the employees understand whether they are fit for this particular job or not?

They should have the choice. If they find that this job is not suitable, but yes they are suitable for the another job in the same organization, why not? They will be contributing more. Efficiency will be more. Effectiveness will be more. Matching will be more. So, therefore in that case, that information sharing, that is to be allowed from the individual to individual and from the levels to levels, from the level 1 to level 2 to level 3, there should be a proper information sharing process.

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Leaders behavior which empowers employee

Empowering leaders provide **motivational support** by promoting personal initiative and increasing goal focus and extending support for efficacy.

- **Personal initiative and increasing goal focus:** granting autonomy to decide self-defined and inspiring goals and takes accountability for outcomes.
- **Self-efficacy:** by building a trusting relationship between leader and subordinate and expressing confidence in an employees' ability and prospects for high performance

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The leader's behavior which empowers employees, so empowering how to do that? So empowering leaders provide the motivational support by promoting personal initiative. He has to take the personal initiative that is the how this particular step is to be taken and then increasing the goal focus and extending support for the efficacy.

So once the, the personal initiative is known and then the particular leader or manager, he knows that is he has to motivationally support what he will do, he will increasing the goal focus. As soon as the goal focus is increased, immediately more contribution will be there and then leader will be able to get the more and more on the motivational support.

And extending support for the efficacy, of the self-efficacy suppose, for liking for self, and therefore in that case, this motivational support by promoting personal initiatives to the individuals, increasing goal focus what the individual wants to attain, giving him, supporting him and extending support for the liking. Efficacy means liking for doing that particular job.

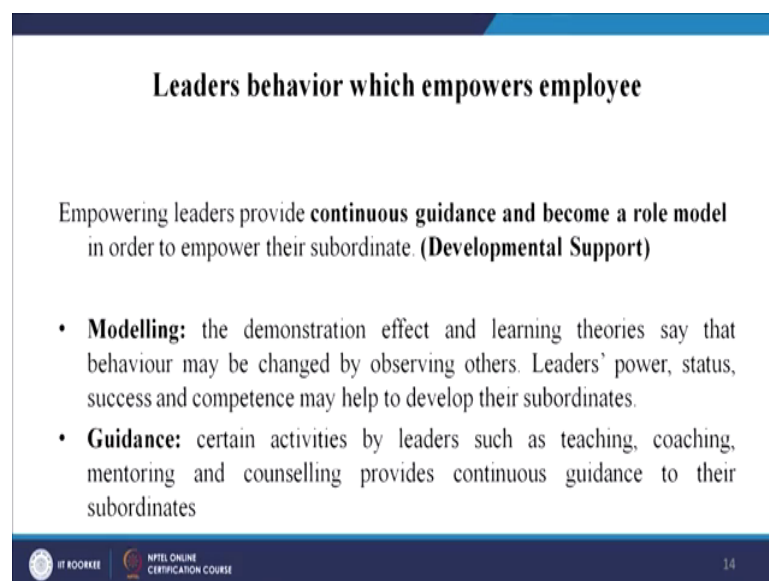
The personal initiative and increasing goal focus, naturally whenever the personal initiative will increase, granting autonomy to decide self-defined and inspiring goals and takes accountability for the outcomes. So in that case definitely whenever we are talking about inspiring goals and take the accountability for the outcomes it will be true that is they are supposed to be close to each other.

What it means? That is granting autonomy to decide self-defined and inspiring goals, it will be making to an individual; that is what it takes the accountability for, is the outcomes are there. I have talked about the self-efficacy. Self-efficacy means by building a trusting relationship between the leader and subordinate. Whenever we are talking about empowering leadership there is a strong bondage.

There is a strong relationship between the leader and subordinate. And expressing the confidence in an employee's ability and prospects for high performance. And this will be only possible whenever there is a liking for self. What will happen, that is the employee will be able to express his confidence and his ability and as a result of which that there will be the high performance, high managerial effectiveness will be there.

So empowering leadership will provide continuous guidance and becomes a role model in order to empower their subordinate. And that is the development support. So to make development support a continuous guidance, it becomes very, very important

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Leaders behavior which empowers employee

Empowering leaders provide **continuous guidance and become a role model** in order to empower their subordinate. **(Developmental Support)**

- **Modelling:** the demonstration effect and learning theories say that behaviour may be changed by observing others. Leaders' power, status, success and competence may help to develop their subordinates.
- **Guidance:** certain activities by leaders such as teaching, coaching, mentoring and counselling provides continuous guidance to their subordinates

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That is the what role model is to be there. Here I would like to take the certain dimensions. First is the modeling. The demonstration effect, leader, he himself has to be the role model. He has to work hard. He has to prove. So trainees are to be told that is what they are expecting from their superior, the same performance to be there towards their subordinates.

And that will becoming the role model. So modeling is done by doing. When you believe in doing, when you believe in karma then definitely you will be able to motivate others. But if

the leader himself is using the shortcuts then definitely he will not be able to motivate others. He will not be able to become the model of his juniors.

Behaviors may be changed by observing others and therefore when a person enters into an organization, a great place of work what happens? What he does? He observes. He observes and he finds that there are many people those they are having the very, very high potential, high performance, taking initiatives, working for the organization, highly committed, energy is there, they are observing the rules, regulations and then demonstrating the work. So therefore in that case they are becoming the role models.

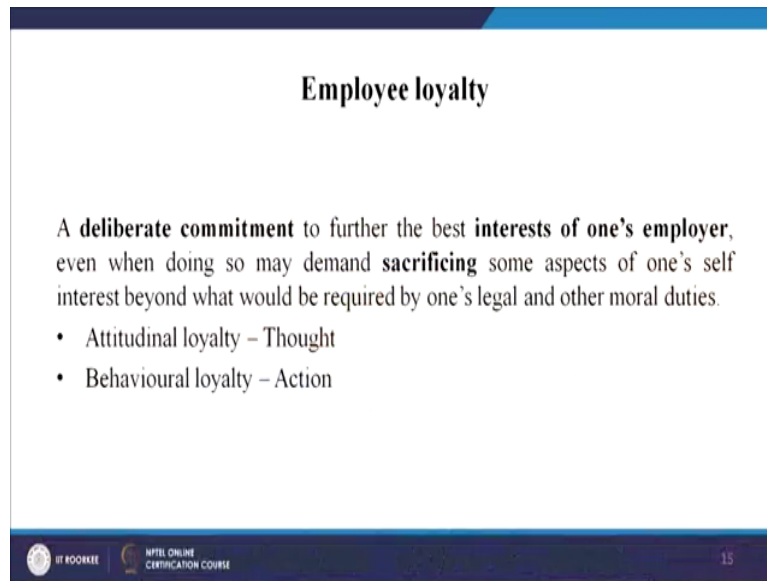
These role models, that leaders power, status, success and competence may help to develop their subordinates. And therefore what the leader possess, that what is his power is there. What is his status? And that power and status, that will lead to the success, how successful leader was? And that will becoming the modeling. Oh, this leader has become so much successful because of his dedication, because of his, the, he has been empowered the leadership by his superior. So why should not I? And confidence that help to develop their subordinates.

Guidance, certain activities by leaders such as teaching, coaching, mentoring and counseling, that provides continuous guidance. These are the certain ways by which the guidance can be provided. So either, that can be the teaching, the classroom teaching and that can be provided. Or the coaching is there. So become the coach. Become the, guide the person on the basis of the whatever the skills he require to develop and that will be the coaching.

And mentoring, that is what is right, what is wrong, let him understand to the mentee and when mentee will understand that what is right, what is wrong the mentor will be making him helpful. And counseling, time to time whenever there, he is having any problem, he wants the support, or he wants to take the help and then there will be the proper counseling to the person. And as a result of which there will be continuous guidance to their subordinates.

So whenever the leader is at the workplace, how he is empowering, by coaching, teaching, mentoring, modeling these are the certain ways by which the leader, he is supposed to have these particular traits of demonstration, the guidance and as a result of which he will develop the employee's performance. Now we will talk about the another variable. And that is employee loyalty. In employee loyalty what we will talk about, a deliberate commitment

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Employee loyalty

A **deliberate commitment** to further the best **interests of one's employer**, even when doing so may demand **sacrificing** some aspects of one's self interest beyond what would be required by one's legal and other moral duties.

- Attitudinal loyalty – Thought
- Behavioural loyalty – Action

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A deliberate commitment to further the best interests of one's employer, now what is that? It is the, even when doing so may demand sacrificing. So employee loyalty many times may demand the sacrificing. And if the person is able to sacrifice in some aspects then definitely he will be able to demonstrate that is the what is right and what is wrong.

Then some aspects of one's self interest beyond what would be required by one's legal and other moral duties. So legal and other moral duties are related to the, whether we are going into doing the particular work, right without commitment or with commitment. So if the interest is developed, the person is interested in doing his job then you see his talent. It will be wonderful performance. And what will be wonderful performance?

That would be required by one's legal and other moral duties and that will be enhanced. And as a result of which that is the deliberate, deliberate commitment will be there in employee's loyalty. Now this deliberate commitment is having the two dimensions. Attitudinal loyalty that is a thought, that is what is his attitude?

Whenever we are talking about the positive attitude there is attitude to solve the problem. There is attitude to do the job. Then we are talking about there is employee's loyalty is then the thought process is positive thought process. What he wants to do? He wants to solve the problem. And if he wants to solve the problem then definitely in that case that attitudinal loyalty, that will become a very, very important. The second is that is the behavioral loyalty. Behavior loyalty is action.

Now we have to understand that is, in psychology there can be a thought but there may not be action. There might be action and there might not be that thought which is interpreting the action. So what is important is that there is a combination, combination of the consistency, combination, coordination amongst the attitude and behavior. It means that there should be proper thought and there should be proper action. If thought and action is there, then definitely in that case there will be the employee loyalty.

Now nature of employee loyalty will be that, you see it cannot be one-sided. It is required to be the both-sided. That has to be reciprocal. Only if it is one-sided, one-sided means employer-side or the boss side and there is no loyalty from the subordinate it will not go long. It will break. And therefore in that case, it becomes very, very important that there is required a loyalty from the both the sides. And that is the, reciprocal is there.

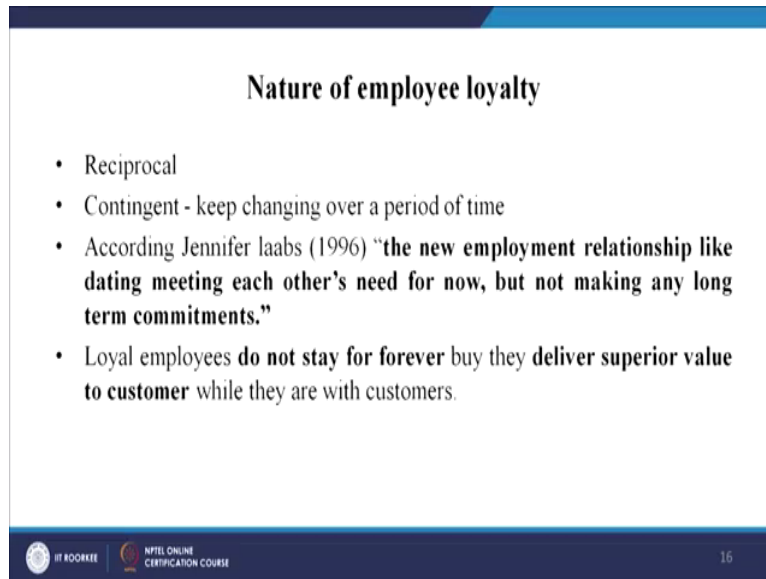
If the both the employer and employee, they are committed to each other then definitely in that case they will be able to deliver the best results. They will be highly motivated. The team building will be there. The results will be as a miracle. But one person is loyal, other person is not loyal, how long you will stretch? You cannot stretch for long. And therefore in that case, there will not be the employee loyalty.

Second is contingent. Keep changing over a period of time. This is very interesting. So therefore this loyalty is situation-based. I talk about the dog; so dog is the most loyal. But if the owner stops to give the food to the dog, what it will do? The first, it will start barking. If you do not give the food for the two days, then it will be barking for more. If you do not give the food for the three days the dog will bite to the owner. So many times the loyalty is situational, contingent. So therefore, in that case please be careful.

Understand the situation and then expect the loyalty. If the situation is not favorable to the employee, the employee will not show loyalty and then we should not go with the enmity with the employee. Rather than we have to understand that is what went wrong? What was the situation and what there was the distortion in the situation.

And as a result which there is the change in the period of time, the loyalty, employee loyalty keeps on changing. It means that there are two conditions. One is the reciprocal, other is contingent that is the situation or depending upon the time.

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Nature of employee loyalty

- Reciprocal
- Contingent - keep changing over a period of time
- According Jennifer laabs (1996) **“the new employment relationship like dating meeting each other’s need for now, but not making any long term commitments.”**
- Loyal employees **do not stay for forever** buy they **deliver superior value to customer** while they are with customers.

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According to Jennifer Laabs in 1996 the new employment relationship like dating meeting each other's need for now, but not making any long term commitments. So therefore in that case you will find many times we see that is the people are normally committed on weekends and on Monday again they are not committed.

So that loyalty is for that particular period only. As soon that period is over then there is no commitment. Loyal employees do not stay forever. By their delivered superior value to customer while they are with the customers. It is very, very important point. We have to understand. That is the loyal employees do not stay forever, right. So there....why? Because by their delivering superior values to customer while they are with the customers.

So in that case whenever there is an interaction, there is an interface and that interaction and interface that has to be taken into consideration whenever we talk about this particular employee loyalty. It means that loyalty that is depending on the individual and in the situation. Now question arises how to identify the loyal employees in the organization? The first and foremost is dimension in the loyalty in the organization is feeling of belongingness.

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How to identify the loyal employee in the organization

- Feeling of belonging
- **Staying late at work**
- **Length of service**
- Commitment
- Degree of participation
- Trust

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Do the employees, they have the feeling of belongingness towards the individual, that is boss or towards the organization? If there is a feeling of belongingness, how the feeling of belongingness comes? So we will discuss that with the number of items that is the statements and then you will find that is all these dimensions, how they are talking about that particular feeling of belongingness is there.

Second is, if required, please do not get confused, that is not doing the work for the whole day and then staying late at work and that is loyalty. No, no, no, no I do not mean that. What I meant to that, that is the, when there is a need, there is a situation, there is a requirement, that is employee has to stay back and then he is staying back at the workplace then definitely that shows the loyalty. He will not say “Mera time ho gaya hai, I have to go.” No, no not like that.

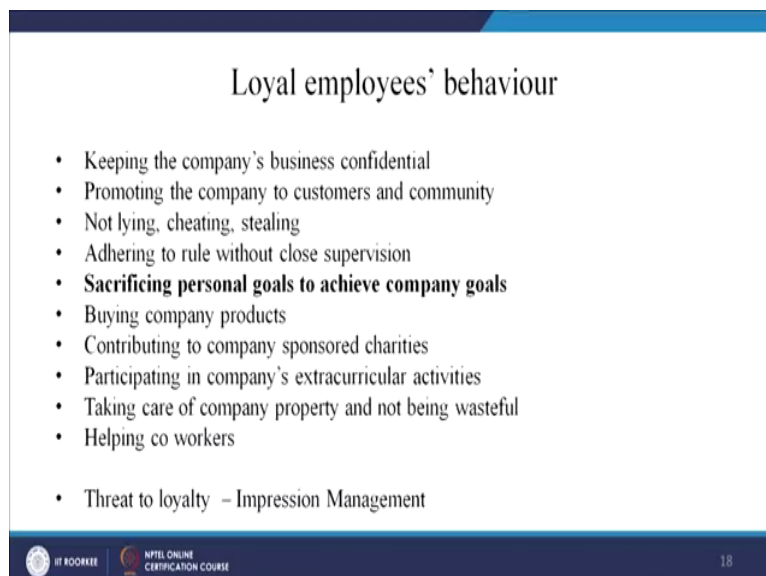
Rather than, they will be the staying and whenever there is work is there and he is staying late and that shows that is how much he is motivated, encouraged and loyal to the organization. Then invariably, may not be for all but in general it has been observed that is if the length of service is long the person seems to be loyal. But I understand that is only, please don't look each dimension in isolation. Not necessarily. There might be the points when the person just staying at length in the service because he has not got the opportunity at other place. So he is continuing in that place only.

So when this situation is there, so it is not the question of loyalty. It is the question of incompetency. The person is incompetent. And if this is the situation then one has to take care of. So what is important is that is the length of service that has to be taken in consideration. But next point is very positive. And that is the commitment. There is no any interpretation for this. Employee is committed, means committed and commitment is loyalty. So therefore in that case there is no confusion. The persons, they will be employees those who will be committed.

And therefore in that case during conducting this training program these concepts are to be first told, right and then on basis of those concepts there will be the understanding and then I will come, second phase I will come later on for the analysis part and data collection part, that we will come later. Degree of participation, so what are the different activities are there and if employee's loyalty is high automatically his involvement, his participation, that will increase at the workplace. If there is no involvement or increase in the workplace then definitely in that case the person is not loyal.

The last dimension in the employee loyalty and that is the trust. So if the loyalty means trust. The person is loyal because he believes by heart, that is the, if there will be any problem, my master will solve the problem and therefore that type of the trust will exist. What will be the loyal employee's behavior?

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Loyal employees' behaviour

- Keeping the company's business confidential
- Promoting the company to customers and community
- Not lying, cheating, stealing
- Adhering to rule without close supervision
- **Sacrificing personal goals to achieve company goals**
- Buying company products
- Contributing to company sponsored charities
- Participating in company's extracurricular activities
- Taking care of company property and not being wasteful
- Helping co workers
- Threat to loyalty – Impression Management

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Keeping the company's business confidential that the first, promoting the company to customers and community, talking good about the company, not lying, cheating or stealing,

neither lying, not cheating, nor stealing he is doing at the workplace. Adhering to the rule without close supervision. Now it is not like this. Boss baitha hai, so I am doing the job. No, no. I am doing my job whether the boss is physically present or not present.

Sacrificing personal goals to achieve company goals. So many times he is involved so much at that workplace that he is ignoring or sometimes he is not able to concentrate on his personal goals and then working only for the company. But anything will not continue for long. He has to make the balance.

Buying company products, not the other company's products so he is spending his money, hard-earned money to promote and the company. Contributing to company sponsored charities, so therefore sponsored charities are there. He is taking, participating in that. Participating in company's extracurricular activities, so he is enjoying his time.

He feels affectionate. He is not keeping himself away from the extracurricular activities. Taking care of company property and not being wasteful so therefore he is always taking care that there should not be any damage or wastefulness for the company's property. Helping co-workers whether they are asking for the help or not asking for the help, but he finds that there is the need for the help and then they are providing this particular help.

Threat to loyalty is impression management. Many times people may be having the mob behavior. They will behavior in a such a way that is the, they are showing the loyalty but internally they may not. This is the big threat for the employees loyalty. So as a result of which what happens there will be reaction to the dissatisfaction.

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Reaction to dissatisfaction

- Exit
- Voice
- Loyalty
- Neglect

Loyalty demonstrated by the employee not only choosing to remain in the organization but also **adopting the constructive behaviour** despite the source of dissatisfaction encountered.

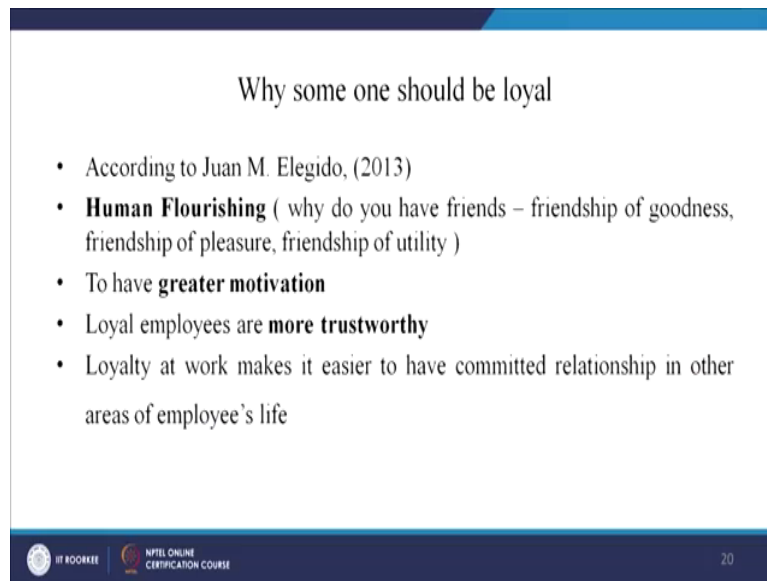
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So if there is negative then there will exist negative behavior is there. Then the reaction will be exit. If negative personality is there then they will raise the voice. If there is positive behavior, positive environment then definitely be the loyalty otherwise what they will do that is they will neglect.

Loyalty demonstrated by the employee not only choosing to remain in the organization but also adopting the constructive behavior and despite the source of dissatisfaction encountered and therefore in that case in a given situation the loyal employees, they will show the adoptability, they will show the flexibility, they will show the productivity even though the situation is unfavorable.

And therefore if they are satisfied their response will be towards the more loyal and then, and but in that case if there is no positive response towards the organization and loyalty, they will exit from the organization. Now trainees are to be also taught, because we are talking, in conducting a training program on employee empowerment, empowering leadership and the employee loyalty, so we have to also interact with them on that why one should be loyal? Why loyalty is to be there in the organization?

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Why some one should be loyal

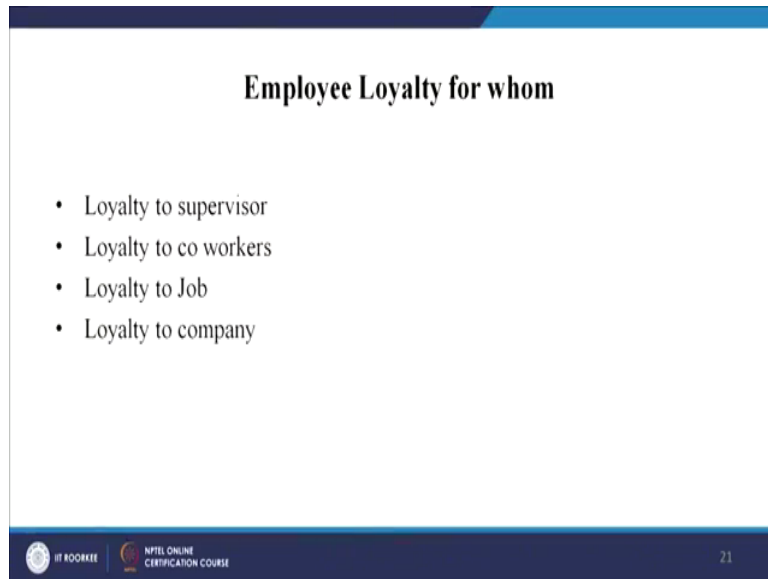
- According to Juan M. Elegido, (2013)
- **Human Flourishing** (why do you have friends – friendship of goodness, friendship of pleasure, friendship of utility)
- To have **greater motivation**
- Loyal employees are **more trustworthy**
- Loyalty at work makes it easier to have committed relationship in other areas of employee's life

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So according to Juan M. Elgido, Human Flourishing, 2013, why do you have friends? Friendship of goodness and friendship of pleasure and friendship of utility, very interesting concepts. To have the greater motivation, so therefore you will have highly motivated people. Loyal employees are most trustworthy so you can believe on them. They will never ditch you. And as a result of which there will be more teambuilding, coordination and output.

Loyalty at work makes it easier to have committed relationship in other areas of employee's life. So therefore once he is having the trust and that environment at the workplace it also affects in his personal life. So finally I will talk about in the loyalty, so this is to be taught, interact with the trainees first then the second part will be, that is how to add the research in this particular concept. So in the designing techniques and tools the research at the training program, first we will select the topic. We are talking about those particular topics, that is empowering leadership I talked; I am talking about finally the employee loyalty.

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Employee Loyalty for whom

- Loyalty to supervisor
- Loyalty to co workers
- Loyalty to Job
- Loyalty to company

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So employee loyalty for whom? It is for the supervisor. Definitely it has to be for the coworkers, loyalty to the job itself and loyalty to the company and that is becoming, that is the, how employees that can be loyal to this, this. Now before we go for these research questions, right I would like to say that is the, in the first part we have talked about, that is the how to understand the importance of scales, first how to conduct the training programs, the first part, that is about the concept, select the topic, talk about the topic, share with the trainees about that particular topic and then we will come to the research questions. So we will take second part later, thank you.