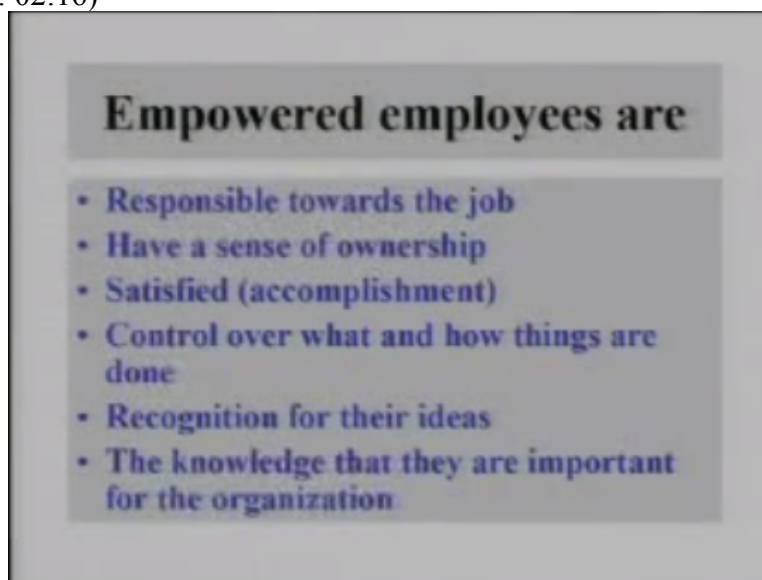


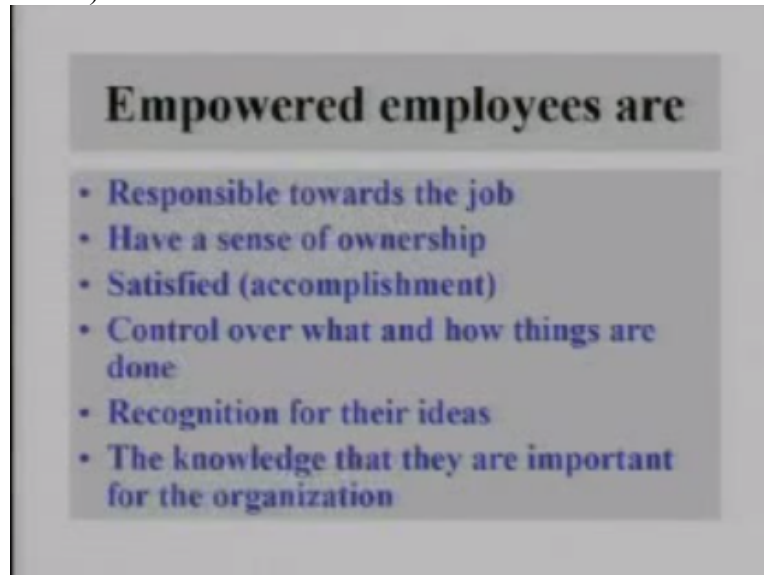
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A Video Course
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BY
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Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 9
Empowerment**

We have already discussed the receipts styles motivation and how they relate to, to work behavior in any organization if you recollect that in the leadership styles we will talking about empowering leadership style where they leader is trying to empower the employees in the organizations this is one of the recent additions to our understanding of leadership styles today to understand that what is a meaning of an empowerment.

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And how employees feel motivated if they are empowered this is going to be discussed empowerment in fact many researches are try to say that empowerment is also embedded into participative management in other words participative management when we are trying to implement idea is that you are trying to empower the employees in a organizations so let us see what is the purpose of empowerment how researches of try to define empowerment and the other correlates of this process so we will talk about empower employees.
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Empowered organizations and empowerment process so let us see if the purpose the purpose of one of the major purpose I should say the managerial function is that the manager tries to see that they employees feel empowered so what will happen if employees will empower they become possible towards job have assents of owner ship they feel satisfied in whatever they accomplish they have control whatever did do and how things are done also in this process is they recognition of their ideas and the knowledge that their important for organizations so you can say that this is what employees feel when they are empowered there are many techniques participative management is once such major technique that we are trying to implement in the organizations today on the other hand we are also talking about empowered organizations.
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Empowered organizations

- People should not expect to be told “what to do”
- “People should know what to do”

Now here it refers to the work culture the climate of the organizations and where we are trying to suggest that in an empowerment organizations people should not expect to be told what to do people should know what to do that means the communication is so clear these instructions are so clear and people are so much of involve in the work that you need not tell them that you have to do.

This and that there is so responsibilities if that is the word climate of an organizations which we all has the empowered organizations now empowerment as a process has been researched and the various authors have try to give us the definitions of what empower meant what mean.

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Definitions of Empowerment

- “Communities gain mastery over their lives”(Rappaport et al, 1984).
- “A process through which people become strong enough to participate within, share in the control of an influence, events & institutions affecting their lives”(Torre, 1986).
- “The self generated exercising of judgment” (Bell & Zemke,1988).

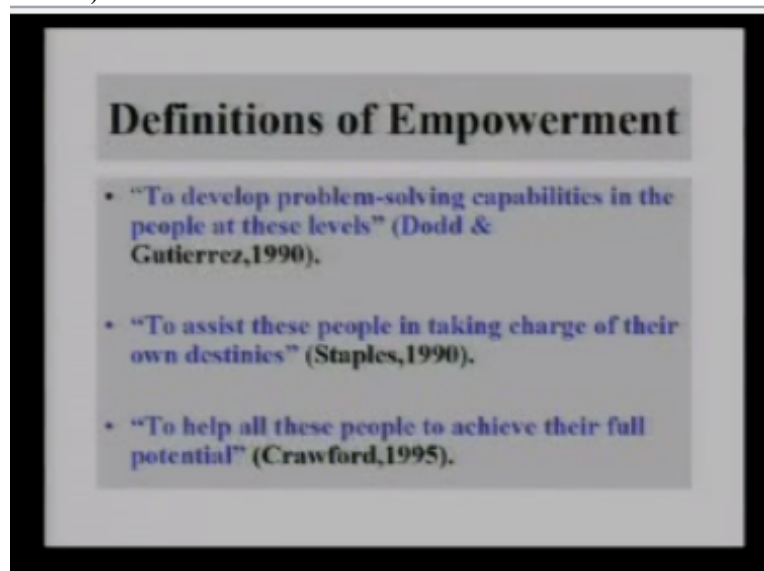
So let us now look at couple of definitions and this will clarify your understanding of what be exactly mean by powered employee empowered organizations are empowerment as a process you can see the this are just in a from the various writings of the authors so this is order or that anything that kind, we are talking about empowerment has the community that the empower means community is gain masteries over.

The life's. Empowerment is defend has a process through which people become strong enough to participate within share in the control of an influence. Event and institution effecting their lives, empowerment is also defined by bell and Zemke has the self generated exercise of judgment. In fact when we move on to various definition of empowerment we will also see in a later part of our discussion we also discuss.

That these we have talking about impaired employees and also empowerment of women in organization. That is the one of the very, very current concern that management thinkers have, stun bourn he is defined empowerment has giving authority to make every day decisions. And you can relate to some of the theories of management like participative management and you can see that many of this definition are trying to talk about participative world climate and participative management.

Then partition he are defined empowerment has the authority that is dedicated from those who have positional power. Empowerment means empowering today lowest possible level employees within the organization or society. We talking about empowerment have a process which is being use by managers and also by perhaps the policy makers in terms of the social development. That is why the definitions that we are discussing here, and compose this, entire all this factors.

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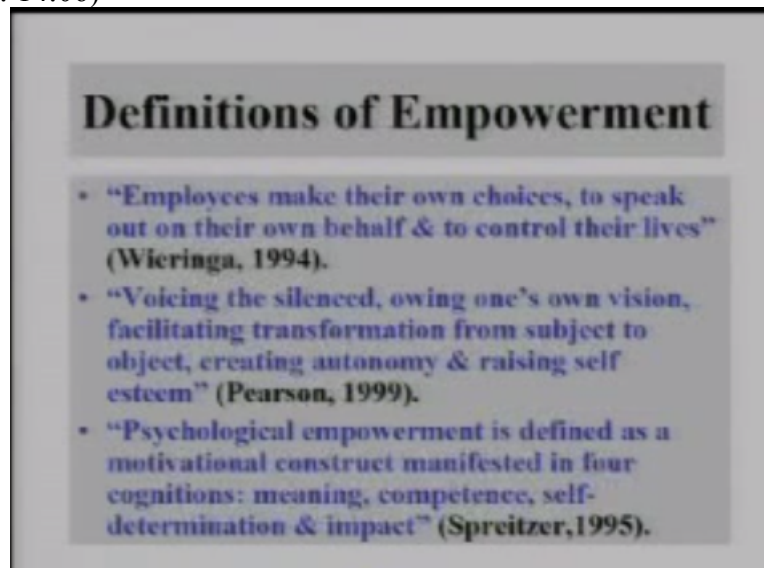
Now empowerment also means to develop problems solving capability in the people at these levels. These levels means all levels in fact, so that means it includes problems solving capabilities. Empowerment refers to assisting these people when we say they participants in system what to I meaning here that employees the participants, so empowerment means to assists these people in taking charge of dead own destinies.

Crawford and the other hand have said empowerment would mean to help all this to achieve their full quotation. So here also we are talking about achieving infringing pentacle of people by giving them empowerment we are trying to unfold their potation giving that him that opportunity. And with every definition you can see that we are basically trying to say that in an organization.

If you want to manage very effectively one of the mediate conceals today is empowering employees and creating the imparting climate. And many authors are trying to do the research and proposed number of theories observations and here we are discussing some of those further leader ship is suggesting that to have positive impact of a empowerment the spell over the entire lives of the these people so here we are extent a per ahead and we are not talking about that when employees.

Are joining you are organizations it is only within the we can say the boundaries of that organization but it should have impact on overall life so not only when there are the place of work but over all life must be entreat by the issue or the opportunity of empowerment ,empowerment is also defined as a process by which optimizes gain some control over the life by taking part with others in development of activities and structures that allow people at least in involvement in matters in which effect directly so that is a process it begins ,it has correlates and then finally it is has the outcome we will take couple of points of views. Employees may get own choice

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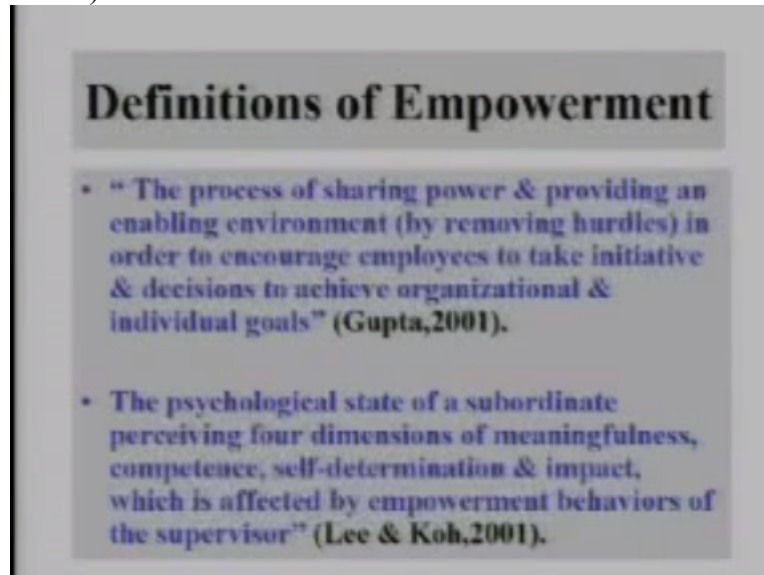
When there in part they take the own choices to speak on their own behave and control the develop person has start about empowerment in terms of voicing the silenced owing once own mission facilitating transformation from subjacent to object creating autonomy and raising self esteem.

Yet another emphasis has been placed one empowerment psychological process so some after as try to give as a concept called the psychological empowerment, psychological empowerment is defined as a motivational construct manifested in four cognitions meaning competence self determination and impact, cognitions are the high mental process which refer to your choices your decisions making information processing and over all.

At the higher order thinking so psychological empowerment is an additional explanation that we find in recent here and in fact one of our studies informed that when employees have psychological empowerment they also demonstrate greater commitment greater work much better work out comes are there we conduct the survey of the Indian industries using

psychological empowerment has one of the major factors and that is what you have found in most of Indian industries.

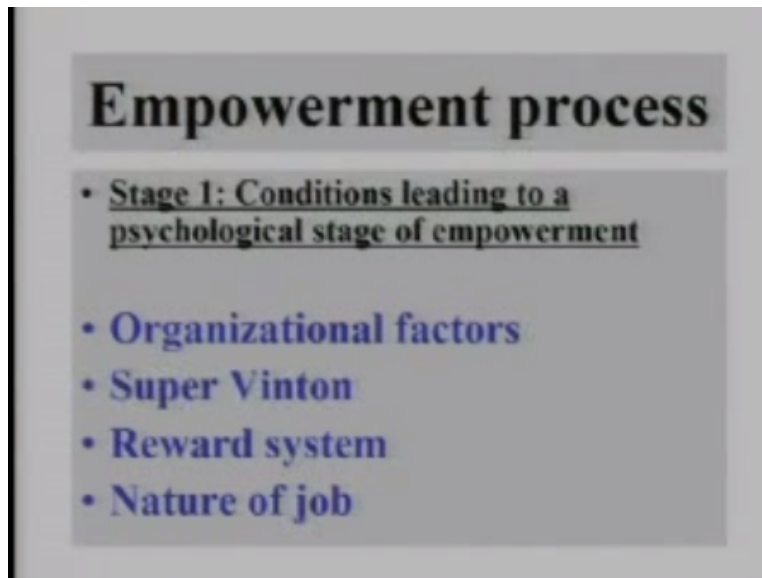
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Gupta has tried to define empowerment as the process of sharing power and providing an enabling environment by removing hurdles in order to encourage employee to take initiative and decisions to achieve organizational and individual goals. Lee and Koh have suggested that the psychological state of a subordinate preserving four dimensions of many fullness, competence, self-determinations and impact.

This is affected by empowerment behavior of the supervisors. So these are the four psychological states which constitute the empowerment behavior of supervisors. We know all these definitions as you can see that we are adding on to certain newer explanations, certain new variable sequence even though there is a common element also going on which one can say that is reflected into the proposed management but every author has tried to make an addition by looking at the process very deeply therefore.

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The empowerment process based on all these explanations trying to then are there is an error here stage 1 is conditions lading to physiological state of empowerment organizational factors are the 1st one super vision this need to be corrected supervision reward system nature of job when we are talking about empowerment these are some of the factors which are important and then we go on to understand supervision, supervision.
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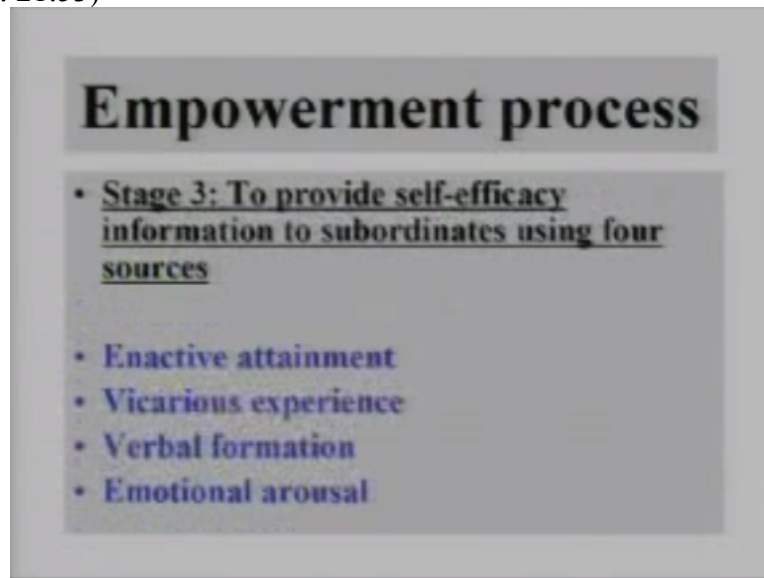


They go on to the next stage and then were we used managerial strategies and techniques and empowerment here we can see that participative management is very, very important and in fact all the other techniques other motivating employees that we have already discussed in our earlier lectures are also include here.
So empowerment is many thing and the same time there is a inter-movement process with the motivation leadership style and over all culture so, so we cannot say we will I just isolated empowerment and not talk about motivation leadership and work culture we have to understand

these into totality but for the purpose of standing the process we are trying to talk mainly about empowerment today.

So the use of managerial strategies and techniques would include participative management goal setting, feedback system, modeling, contingents and competence e based rewards job enrichment and of course the list could be much, much longer but few aspects are we trying to include here but you can see that we have talked about most of these when we were discussing our motivational strategies.

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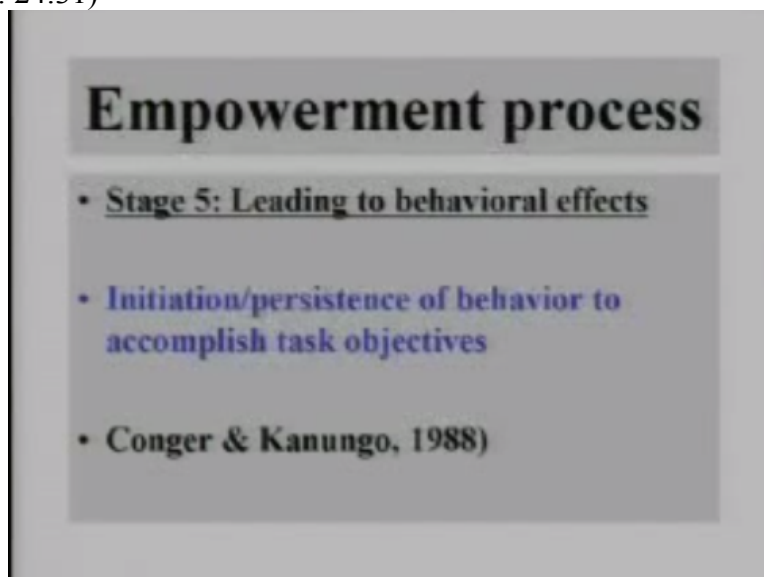
This is not exotic you can add in a number for the factors but the purposes of understanding today we have included couple of factors at this 3rd stage which refers to self affect to see information subordinate using different source and here we have listed four sources in active attainment vicarious experience.

One will information's emotional arousal that is what you know as an manager one could provide information to this sub ordinates using different strategies and some of these are here also in the next step we are talking about the results the few have empowered you have sub ordinate are if you empowered your employees.

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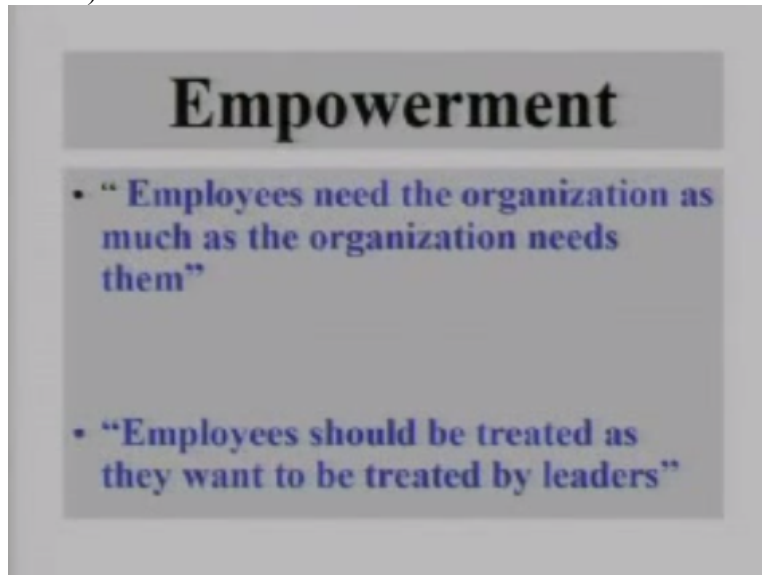


Then why we are expecting some results and some of those which we have listed here that we can understand them the refers we can also find that performance expectancy of label in the personal efficiency that we can say you would recollect whenever we are talking about management whenever we are talking about management studies there are 2 major concerns that we have about the performance management and the satisfaction of employees because people are important and without them we cannot manage any system or any situation or any organizations therefore performance expectancy of label in personal efficacy is very, very important here at the 5th stage
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which were you know we have taken in the idea from competent content goes work this is suggesting that empowerment will also lead to some behavioral effects which will main in hat initiation and presentence of behavior to accomplish task objectives again we are talking about performance management which is one of the major consents for us but here the specific task

objective we are talking about therefore when we are trying to understand parses of empowerment employees.
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Need the organizational as which as the organization needs employees there is not a any kind of either or situation both need each other and therefore employee should be treated as the want to be treated by leaders in the process of empowerment we have to consider number of factor and some such factors are that both employees an organization need each other so there complementary actually to the process of development are performance therefore the employee should be treated as they want to be treated by the leaders employees empowerment also leads to total quality management.
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You must have heard about this and we have to talked about total quality management in some other references also the quality management is there in the production process quality management is there in what we perform any task performance so the quality becomes very

important and in fact we can say that quality is there in the minds of people and we can create a system.

Where we have total quality management here we have listed couple of factors which are necessary for having total quality management which relate to empowerment of employees so the climate should have trust people should be given responsibility participation is innovative here then of course the how many and group affiliation earlier we also talked about the group behavior and how people behave in a group earlier in some of the earlier lectures we have also talked about responsibilities.

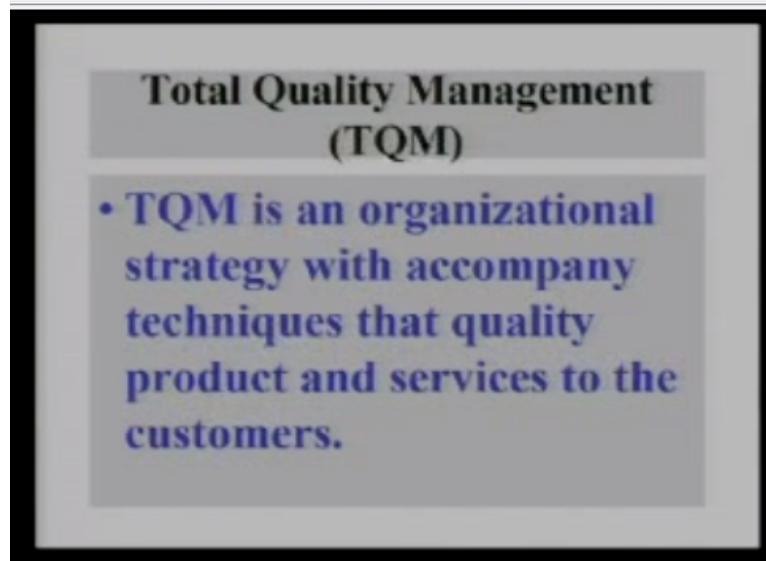
And various types of in factors of job enhancement we can see that we are also trying to relate some of the motivational strategies here with employee empowerment. To see that the total quality management achieves which is goal because in today's globalized here Competitive world unless we have quality we cannot achieve results and achieve quality empowerment is very important. This is what we are trying to UN standard, so we can see that closely linked are issues that we have.

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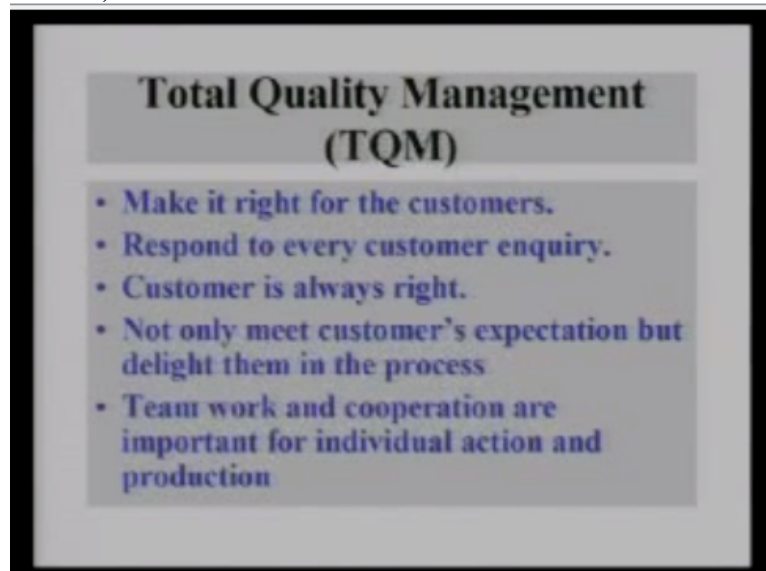


Discussed in couple of earlier tools and what we are doing today.

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To that concept total quality management again, total quality management is an organizational strategy with accompany the techniques that quality product and service to the customers could be give me. Which are company technique that quality product and services to the customers that we give? Techniques relative to quality product and services to the customers. Total quality management also refers to make it right for the customers.
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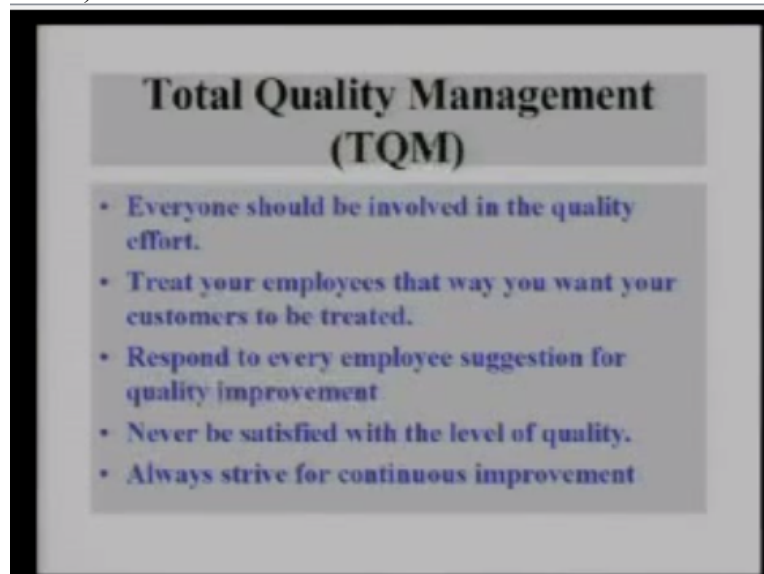


Response to every customer to enquiry customers is always is right not only meet customers' expectations. But delight the process, team work and co operations are important for individual action and production. Now we trying to relate empowerment to total quality management and we are trying to see that how total quality management could be achieving to this factor. We are talking about the human factor, not that the technical and the other aspect are not important but right now discussion is concentration the human factor.

And we are trying to say that human factors couple with others technical factor will result into total management but these factors are equal important. We also talked about the team work

earlier in our discussion. You can now relate the concepts of the team work also total quality management as we are done in the earlier part of our tools. Now in total quality of management everyone should be involved.

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In the quality effort and what could be the, the process be that will be empowering employees and using participative management. You should what we really to involve employees in the total quality effect then you have to involve everyone in the decision making in what way you perhaps, and are a use of participative management. You have to treat your employees that way you want to customers will truth.

If we make a distinction but you have to treat to employees very well you have to response to every employee suggestion. For quality improvement, never be satisfied with level of quality, And always to try for continue improvement. These issues when we are raising these issues also relate to quality improvement and performance also in terms of own performance you can see. The concept of quality management

Has been well, demonstrating it in the quality circles concept that the Japanese management system has given to us. In the quality circles which are being practice to Japanese industries and now of course that idea we are borrowed an else were in the other parts of the world people have borrowed that idea for quality management using quality in the circles. These are the Japanese industry contribution to us.

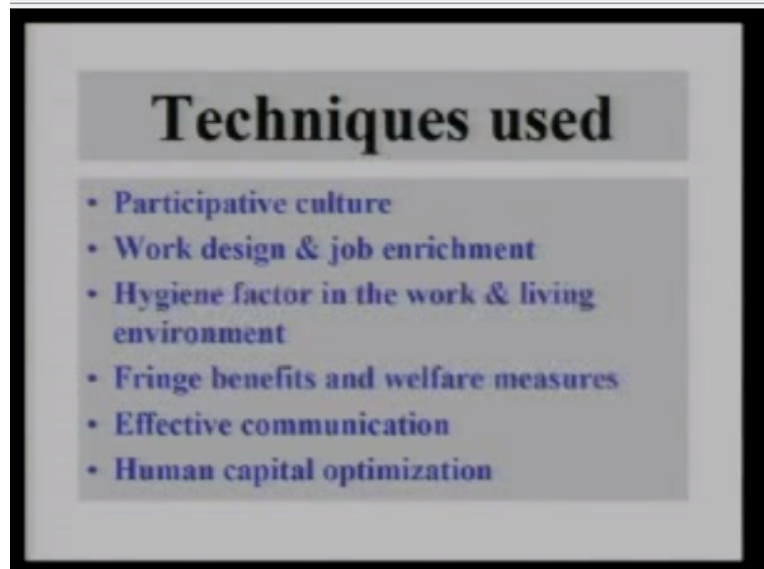
The ideas of quality circles these relates to involving employees of all levels in decision making they have try to institutional lies it. In their organization starting from the process of suggestion box, to very serious being stunning exercise and really coming out with the technical reports So the quality circles set has been very well introduce in Japanese industries and impact in this process have been able to arrive at very many high level technical decision also.

See design of a product they have been able to achieve lot of success in this record, that is why and you can see that qualities circles is a special case of participative management. And this is being practiced, in most of the successful companies today. Okay but this is mainly coming from

the human side of analyzing the quality management. So when we are looking at the total quality management.

Be a wanting to empower or employees and we are trying to achieve the results, would be trying to understand here is that whenever we are implementing any principle management basically there is improvement idea with the technical management. And the other principles management so the total quality management actually is a move meant is a total process. Okay was impairment very important component. May already set of a discussed technique used but let me repeated again.

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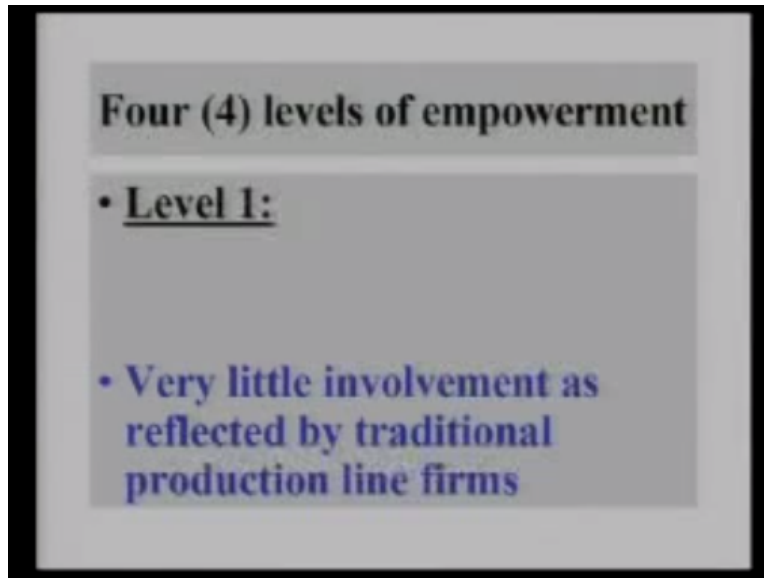
We have to create participative culture if you really want to people to get import and if you want people to give you the best quality. So the participative culture is something very important! And then of course you work design job enrichment the ideas which we are discussed thinks aspect theory. You could recollect the earlier in our discussing. We are discussing the ideas of job enrichment.

Then we are not totally deleting the hygiene factors which again or the factor one of an aspect theory. Because hygiene factor you would recollect are the pre requisites for job enrichment also the hygiene factors in the work and living environment are also very important. Then we have earlier discussed about money has a motivator that was and discuss in Monday and we can see that fringe benefits and other welfare.

Measures are also very important. So we have to design the whole system has to how to achieve the best results like companying the number of variables, number of factors to array at the best performance then of course we have also discussed the communication process at length and effective communication makes a very effective manager people have must greater satisfaction. And this also results into better performance, and people get empowered.

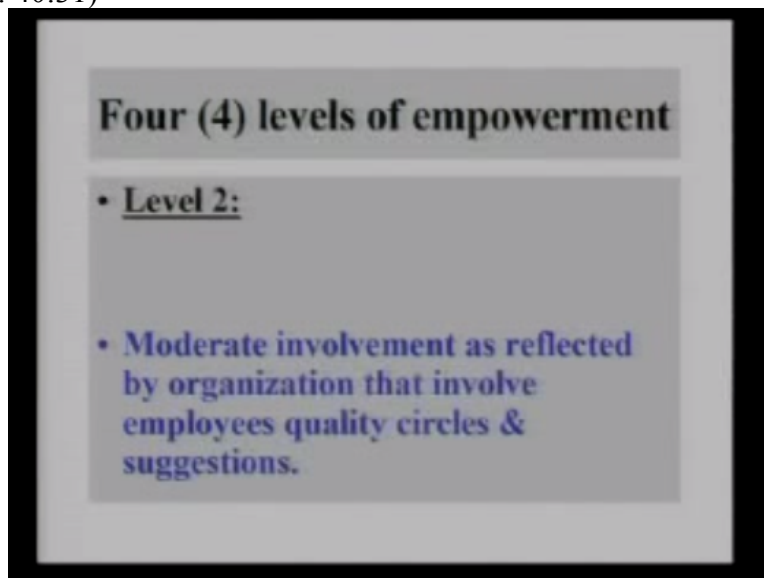
They feel empower in this process we are trying to optimized the human capital we trying to optimized the human capital by empowering people and achieving results. Therefore the levels of empowerment

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We can say for very little to very high level here we have to try to put that has very little empowerment has reflected by traditional productions line firms. That is very little empowerment is there, we talking about say the manufacturing scenario some organization that how much empowerment are we giving to people in different production assistant set up. At the first level we are saying very little empowerment which is reflected in traditional production line firms.

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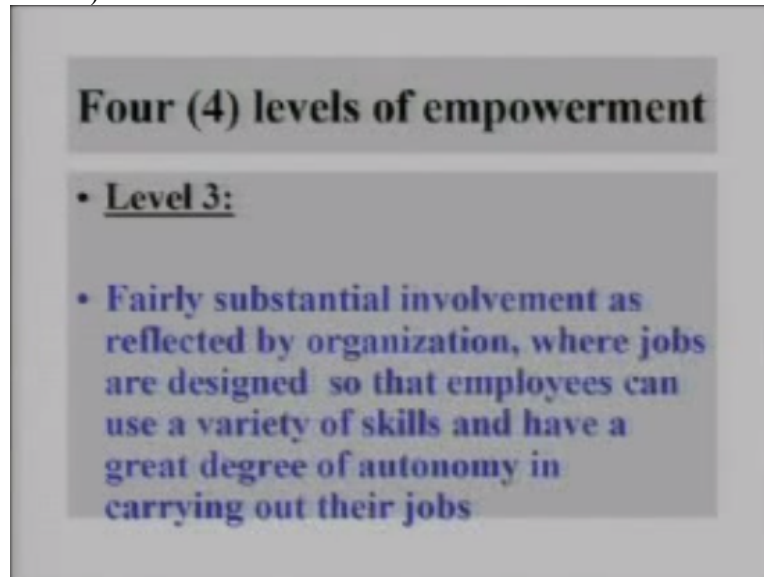
And then moderate environment has reflected in organizational that involve employees in terms of quality circle and suggestions. That have discussed just now, but do you all understand that traditional industry were you have a production line, were people are working in all the sometimes the production line the man his part of that production line system. In that the possibility of empowerment is reduces.

Because every day you are working in the production line the same perhaps performance there, your creativity is not there, your involvement which comes within also not there. So the second

level we are talking about moderate involvement has reflected by organizations that involve employees. And the examples we have already discussed the quality circle we are practicing all over the globe.

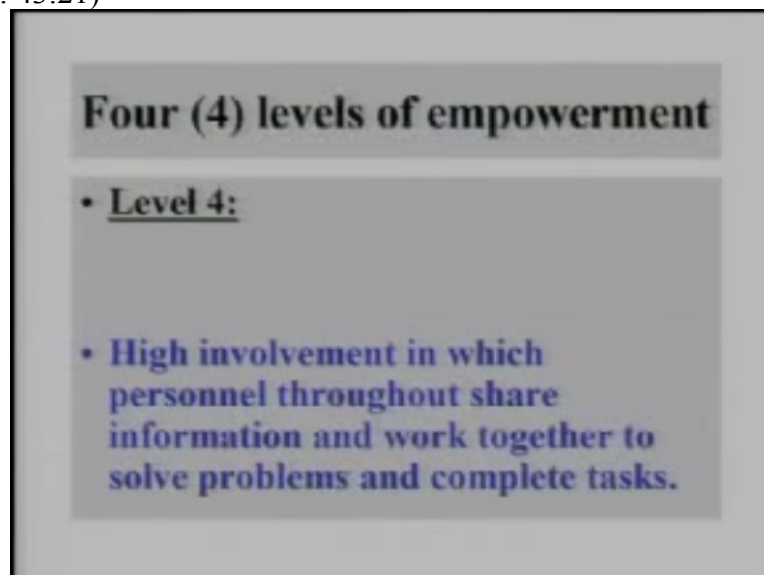
Now originate from the Japanese system and the suggestion box that we are discussed these are the second level the process of involvement and empowering people. Then we are also talking about empowerment on the third level.

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At the third level we are talking about fairly substantial involvement as reflected by organization, where jobs are designed and so, that employees can use variety of skills and have a great degree of autonomy in carrying out their jobs, so here a step ahead in terms of the involvement or empowerment of people in an organization okay, where employees can use a variety of skills and agree to degree of autonomy in carrying out the work some element of job endorsement also coming here, and of course high involvement.

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In which personal throughout share information and work together to solve problems and complete tasks, and this is the case of total participative management, that we have discussed you know also a part of a earlier discussion, and maybe we have take at that you know in much greater details in the related part also of the course, so the high involvement in which people share information and work together.

To solve problems and complete tasks. Have being discussed that the empowerment could be at a very lower level, could be at intermediate level or could be at the highest level, so the idea is that empowerment leads to better quality of management, better involvement of the people, better results, and also that gives satisfaction to the employees and better performance to us, because when we are trying to manage a situation and we are trying to talk about management. Obviously we are looking for some results; unempowerment is one such situation under strategy we can say, therefore the benefits of empowerment.

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This is yet now trying to summarize the benefits and also before we close for today, we will be talking about some difficulties in drawbacks, so let us now see what the benefits of empowerment in an organization are? For people for the buyers the customers for the managers, the benefits, what are the benefits? So more they we have try to listen couple of them, they more rapid response to the customer needs.

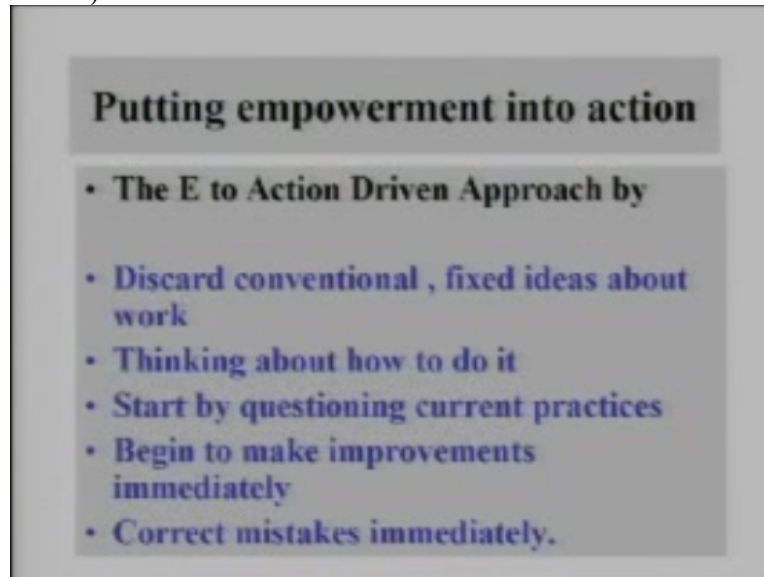
Now we will discuss some of the benefits of empowerment, in fact we have being discussing that they, they first benefit is the more rapid response to customer needs could be achieve, you would recollect that earlier we have discussed that for any organization, we have to talk about employer employee, and also customers to say for understanding the whole process, the most rapid response to customers' needs that is important.

We also have to see that reduction in time needed to provide the goods, and the services that could be achieved using empowerment, increased employee satisfaction with the job, establishment of rapport between employer, employees and customers, generation of better ideas about improving quality products and services, and greater retention of customer loyalty, and

these are the some of the benefits that we would certainly like to achieve by empowering our employees.

In fact this also summarizes the number of definition that we have taken and there we were trying to talk about what empowerment is all aboard, and we have now seen that if we are imparting an employee's we are likely to get this, so overall if we say it is the total quality management performance satisfaction and so on, therefore to put empowerment into action.

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We have talked about this in many ways, but let us put it, there is action approach, which will suggest that you should discard conventional, fixed ideas about work, which often people do and they have a very, very fixed and recite mind, and they think, that only this is the way particular think could be done, but if there are empowering situations and if there are there is a empowering organization.

Then perhaps you are going to give this opportunity to your employees. That they could discard the conventional and fixed ideas and come out with creativity, the new ideas thinking about how to do it, start by questioning current practices, which often many formula organizations do not encourage, that questioning about the current practices, they that is why they do not begin to make.

To improvement immediately, and correct mistakes immediately, also if you really want empowerment we have taken into action. Then you have to create this conditions for achieving better results, that is why we try to put that as the empowerment to action, so has a manager, you have to be very, very alert in terms of how you are empowering your employees, why you empowering your employees, what strategies is to be used and so on, however there are should drawbacks as you know even the best thing might have some drawbacks.

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Drawbacks of empowerment

- More expensive in selecting personnel
- More investment in training personnel
- Higher labor costs.
- People might feel abandoned and that it leads to organizational anarchy
- Poor use of empowerment, such as overspending on service to ensure customer satisfaction.

Empowerment also when we analyse the process, we find that number of drawbacks may still be there, which you have to take care as a manager, when you are at the place of work, you have to see that if you are using empowerment, then a word of caution, how best you could use it, that is why the purpose of discussing these drawbacks is that you should be very clear about that what are the limits okay.

How much empowerment while because they may be something you know negative also, so let us see that more expensive empowerment sometimes you know is more expensive in selecting personnel, because every management decision also needs to be considered you know in terms of the budgeting okay, because the best thing may be there, but in terms of budgeting you know it may run into such a high limit, we have to decide somewhere.

Time budgeting has to be there, definitional budgeting has to be there okay, then more investment training and training of people, again in the show of budgeting is coming, we give training and many organizations invite us for giving trainings, but for training again you know there is a budget, and if I say that I will spend in; one crore on empowerment training, unless my budget really alas, I miss it okay for this year.

Let me just give you know five training programs to this level of employee, so that is a drawback in this is that, even the five want, that everyone should be given empowerment training, possibly I cannot do it, because of the furnishes factors, then higher labor cost, see sometimes when we are working in industries, for our research work, and see the training of course, the training initiative has to come from.

The industry, but when we are going there for a research work. And we are trying them to tell that we can sort of a design your training program, based on the feedbacks that are the mind get, and when we are collect want we to collect the data the labour cost is so high, that often they do not allow us to collect data from their organization, and which is, which is very, very important for us, so there cooperation and that investment in that since that if the higher labour cost is there.

And if I take away the time that means that much labor cost now I am including in my research activity, so for the, for empowerment training and empowerment studies the labor cost is also

one important factor, people might feel abandoned and that it leads to, it might lead to organizational anarchy, not necessary all the time, but it might then a poor use of a empowerment.

Such as overspending on services to ensure customer satisfaction That is again in a conduct mental the whole process, so we have put that you know as the one of the drawbacks of a implementing empowerment in the organization, so you can see that even the best practice is that we are trying to implement in the organization, also need to be carefully designed, and in terms of the overall organizational scenario, so we have to involve the policy makers of the organization.

The employees, the managers, middle level, the lower level, everyone okay, and then decide about how much of empowerment and how much of budgeting and how much what kind of a design, and who is going to give you this training? For all that the use of participative management techniques again could be used, never the less, what we are try to discuss in today's discussion, today's this module empowerment is that.

If we really bound successful organizations. And if we really would like to achieve, the competitive advantage, we have no choice then to empower organization and empower employees, and many other discussion that we have had and in the other module that we are going to discuss in this course, we will also high light some of the issues, so let us now move on to some other issue, here I would like to mention that I have invited number of managers from industries the practicing managers.

And in one of the lectures in future perhaps. I am going to talk to them number of issued including the process of empowerment, so we close it for today.

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