

Employee Empowerment- Challenges and Strategies

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Abstract: The Purpose of the study is to determine the benefits of empowering employee which can be implemented in organisations. Human being are necessary to program operate and maintain the process. Employee empowerment is most important element of quality management. It is based on idea that organizations need employees and vice versa. Empowering employee can be done by developing employers. It includes beyond training and motivation. This study comprises of Challenges and recommendations in Empowering Employees.

Keywords: Employee, Empowerment, Challenges, Recommendation, Process.

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I. Introduction

Employee empowerment is not a new concept, it is a concept where lot of organization talks about and lot of organisation preach and understand it as an important concept but unfortunately employee empowerment is very easily left sitting on the poster on the wall because it is very difficult to act out.

Employee empowerment means that management recognizes that employees can identify and solve many problems or obstacles to achieving organisational goals. Management provides employee with the tool and authority to continuously improve their performance

According to dictionary.com empower means give some power or authority. Employee only can be empowerment to improve

1. productivity

1. improve quantity

If they are motivated, trained and involved. The employees will behave themselves as representative and ambassadors which can be done by Management by delegating power and authority.

II. Literature Review

Adnan Celik et al in their paper “The Effect of employee empowerment Application on Organisation Creativity and Innovations in Enterprises the case of oiz”. They focus on the research issues like Primary conditions or

Employee Empowerment and given Benefits of Employee Empowerment, have also explained that it improves Organisational Creativity, Innovativeness.

Helal Mouneer Alalie et al (2016) in their paper “Overview of Employee Empowerment to improve Organisation express their views implications on Roots of the concept of Employee Empowerment and Importance of Employee Empowerment and methods & measures on Empowerment approaches, Organic approaches (bottom up approach), Empowerment process, Information sharing, Freedom & autonomy and also they give clear view on how to apply empowerment to increases productivity among Employee by Information, Knowledge, Power, Rewarding. Effective factors in process of employee empowerment and Practices empowerment of employees in organisation, Empowerment and Training, Practical measures to empowering employee and also they given the effects of individual characteristics & Practical procedures to empowering employees and also this paper focus on the existent obstacles in

organisations to implement of empowerment. Hasan Tutar et al (2011) is their paper “The Effects of Employee Empowerment on achievement, Motivation and the contextual Performance of employee” express their views implications on Employee Empowerment, self-determination, Impact, Achievement motive, Contextual, Performance and also they focus on the methods and instruments of data acquisition, model and hypothesis of research data, Measurement model-validity and reliability of measurement model and structural model.

Howard .A. Doughty (2014) in their paper “Employee Empowerment: Democracy or Delusion? express their implications on essentially contested concepts, Organisation Psychology and political Economy, the critical Tradition, the conflict perspective diagnostics and therapeutics other voices, other opinion. They also

focus on labour process analysis, the consensus tradition, Managerial Innovations, Empowerment in practices clearing way for empowerment.

Chandan Kumar Sahoo et al (2011) in their paper “Employee Empowerment: A Strategy towards workplace commitment can express their views implications on Employee empowerment-A Theoretical Perspective, Factors affecting Degree of Empowerment by role ambiguity, span of control, social support, access to information, access to resources, participative environment and also also focus on strategic Employee Empowerment by Delegations of Authority, formation of bipartite committee, sense of trusteeship, employees suggestion schemes, Interaction with top executives and workplace commitment by congruency, empowerment, clarity of purpose, challenging job, Equity and Fairness, autonomy, Feedback and Indicators of workplace commitments and performance implications.

Swarnalatha.c et al (2012) in their paper “A Study on Employee Empowerment to motivate the employee in health care industry in a private multi-speciality organisation express their views implications on Approaches to empowerment by conditions necessary for empowerment, characteristics of an empowered organisation, factors affecting empowerment and empowerment cycle by stages of empowerment and barriers to empowerment by incongruent organisational culture, love for authority, maintenance of tight control, Fear of subordinates, Fear of Exposure, Attitudes towards subordinates, Personality of superior.

Mostafa Marghany (2015) in their paper “Effects of Empowerment on Employee Performance Workplace” express their views implications on the concept of empowerment, Empowerment Practices, Psychological Empowerment (Motivation), Managerial Practices and Empowerment, Employee Empowerment and Performance, job satisfactions. Employee Empowerment and Self-efficacy, population and sample, measures, procedures, data analysis.

M.Kemal DEMIRICI et al (2010) on their paper “Employee Empowerment and its Effects on Organisational Performance” express their views implications on Empowerment and its Relation to Decision making process and the implementation conditions of empowerment by shared visions, organisational support, knowledge learning, Institutional Recognition and Empowerment, its effects on performance, instruments of empowerment by commitment, capability ethicality.

Mr.P.Jayakumar et al (2017) on their paper “Employee Empowerment-A Empirical study” express their views implications on objectives of the study, need of the study, scope for further study, and limitations of the study& Research Methodology, data analysis & discussions and also they focus on suggestions & recommendations.

Hosein GanjiNia et al (2013) on their paper “Overview of employee empowerment in organisations” express their views implications on concept defining of empowerment, empowerment process, empowerment approaches, Practices empowerment of employees in organisation, empowerment & training, Empowerment & participation. Empowerment strategies and Practical measures to empowering employees, Techniques and tools creating empowerment in organisations.

Onne Janssen (2004) on their paper “The Barrier Effect of Conflict with superiors in the relationship between employee empowerment and organisational commitment” express their views implications on Empowerment and organisational commitment, the barriers effect of conflict with superiors and method & measures in Empowerment , interpersonal conflict with superiors, Organisational commitment, Covariates, data analysis, results can be given by descriptive, statistics and correlations, test of hypothesis.

Scott .E. Seibert et al (2004) on their paper “Taking Empowerment to the next level, A Multiple-level model of empowerment, Performance, and satisfaction” express their views implications on Employee Empowerment, Empowerment climate- Organisational climate, issue of level, hypothesis on psychological empowerment and

Empowerment and empowerment climate and the role of psychological empowerment and methods & measures, In methods-Samples and Procedures. In Measures-Empowerment climate, work-unit performance, Individual performance and satisfactions, analysis and test of hypothesis.

Isaiah .O. Ugboro et al (2000) on their paper “Top Management Leadership, employee empowerment, Job satisfaction and customer satisfactions in Total Quality Management Organisations: An Empirical study” express their views implications on Employee Empowerment, Organisational culture, Customer satisfaction.

Strategies to enhance employee empowerment:

Training

It includes motivation and new hires throughout career, more education less supervision and guides. It includes problem solving and stimulates thinking

Motivation

Employees need to be motivated to take advantage of opportunities. Motivation comes from within a person, can't be taught or given. Management can de-motivate workers while making autocratic decision.

Involvement

Involving employee in problem-solving and then quality circles empower employees

Job Enlargement

Management offering additional opportunities and tasks. Learning new skills gain new perspective to individuals so that leads to identify new ways for quality improvement and innovations.

Job Enrichment

Employees should make suggestions for improvements vertical opportunities for promotion.

Fear of Failure:

In Organisation, Employee should be bold enough to face every situation. Everyone will make mistake in the workplace, the main task is to maintain the issue and overcome the situation. Every employee should have that capability to overcome the failure. Mistakes should be properly managed by the Employee with the excellence innovation and creativity.

Organisational Culture:

Organisation has different process and systems which affects organisational culture it include employee empowerment too. Every organisation developing in the delegation of authority concept where most of the decision is taken by the higher official in the organisation and it was communicated to the lower level employee. From this the involvement of higher official is more when compare to lower level employee, decisions will not be more creative and when this type of culture is change then we can ensure to change the empowerment more effective.

Fear of Subordinates

In Modern Organisation, Manager fears to delegate the authority to their subordinates due to job sensitivity. The Leadership style has been established to be bureaucratic in nature which was a great threat to empowerment programmes.

Challenges Faced by Employee Empowerment

The Major challenge faced by organisations in empowering employees is Organisational Climate change and it's important because addressing the challenges gives benefit to organisation.

1. Communication

Communication is hampered due to inadequacy of communication system and deficient communication technology policy which will demotivate the employees on their work.

2. Resources:

Empowerment process needs financial requirement which is also a challenge to the organisation. The Allocation to empowerment is affected by lack of accountability and transparency leading to poor utilisation.

3. Empowering Leadership:

To Empowering employee, the leader should be motivated highly who can enable and encourage their workers in their work roles.

4. Job Satisfaction:

The Managerial Practices should be done wisely that employees should feel satisfied on their work, job satisfaction mean "A Pleasure of Positive emotional state, resulting from the appraisal of one's job experience" By Scott.

III. Conclusion

WOM is also called as the word of mouth marketing it is most encouraged by the organisations it is very difficult to control WOM because it is the method which improve the organisation to the next level and also there is a chance of pulling down. Employee is the first customer in the company, if the employee has the most comfort and satisfaction in his organisation, he will be more loyal to the organisation and also he will promote our products/services to his neighbours, Empowerment should be done to make good quality products/services and to increase positive WOM.

If the Employees feels very satisfied in their job, they will be more effective and more efficient in the organisation, it helps the organisations to improve their productivity and their performance and at last it will result in increased profit the organisation Empowering employee is to

make them to become strong leader, to establish their leadership quality they should involve in decision making and problem-solving

Employee can be empowered can be done by training, motivating them and providing them a comfort on their job and feel them satisfied

Behaviours reflect attitudes. Training and motivation empower employees.

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