A COMPARATIVE STUDY ON DEGREE OF EMPOWERMENT OF EMPLOYEES AT HAL AND NAL BANGALORE

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Abstract
This is a comprehensive research study examines and compares the present degree of empowerment of employees in India's two premier public sector enterprises namely Hindustan Aeronautics limited and National Aerospace Laboratories located in Bangalore. The study explores the benefits and issues of employee empowerment in PSEs. Also these comparative study high lights the strategies adopted by the organizations to ripe the fruits of the advantages. Various Empowering variables are examined to understand the positive / negative Consequences of empowerment strategies. It has been found during the study that in the empowered organisation employees has high degree of involvement in job and commitment in organisation. Organisation improves the employee involvement resulting into the Innovation, Creativity, Commitment, Staff loyalty and retention, Productivity to profit, and leaving organization and Work satisfaction quality.

Key Words: Empowerment, Employee Involvement, Employee Commitment Staff Loyalty, Staff Retention, Work Life Balance.

INTRODUCTION
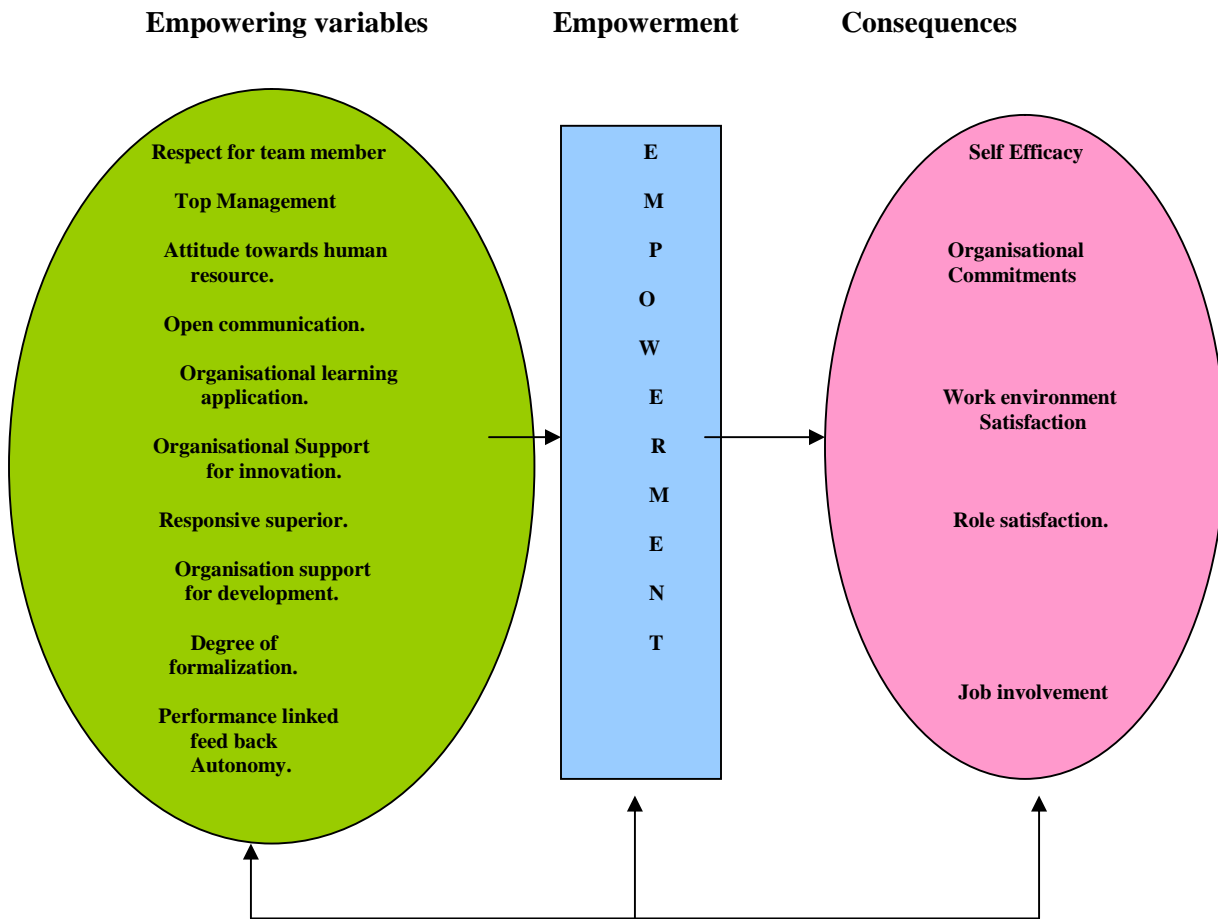
PROFILE OF ORGANISATION
Hindustan aeronautics limited - is a premier aerospace industry in the South East vertically integrated organisation involved in design and development, manufacturing, repair and maintenance of fighter, trainer and transport aircraft, helicopter, aero engines, avionics and accessories.

National Aerospace laboratories (NAL) – is a constituent of council of scientific and Industrial research (CSIR), is India's pre-eminent civil R&D establishment in Aeronautics and allied discipline. NAL was setup at Delhi in 1959 and moved to Bangalore in 1960. NAL has staff strength of about 1300 people with about 350 full-fledged R&D professionals (over 100 PhD's). It is thus in a unique position to offer R&D support expertise and services to both aerospace and non-aerospace sectors of industry. NAL's primary objective is articulated in its new vision statement is the "development of aerospace technologies with a strong science contents and with a view to their practical application to the design and construction of flight vehicles".

In simple definitional terms, the verb to empower means to enable, to allow or to permit and can be conceived as both self-initiated and initiated by others. It is an interactive process based on synergistic, not a zero-sum, assumption about power; therein the process of empowerment enlarges the power in the situation as opposed to merely redistributing it.

Empowering organization differ from the traditional organisation which depend on layers of organisation where each tier control the one below it. This mechanistic organisation seeks to accomplish static goals such as Low cost, Control of input, Standardization, Predictability, Obedience, Creation of demand, Detection of defect, and occasional improvement, and On the other hand empower ding organisation structure seek to accomplish Elimination of waste, Monitoring of output, Flexibility, Innovation, Commitment and sensitivity of Demand.

Frame Work of Empowerment

Empowering variables **Empowerment** **Consequences**

Empowering variables	Empowerment	Consequences
Respect for team member	E	Self Efficacy
Top Management	M	
Attitude towards human resource.	P	Organisational Commitments
Open communication.	O	
Organisational learning application.	W	
Organisational Support for innovation.	E	Work environment Satisfaction
Responsive superior.	R	
Organisation support for development.	M	Role satisfaction.
Degree of formalization.	E	
Performance linked feed back Autonomy.	N	
	T	Job involvement

There are various factors which influences or contribute for enhancing empowerment in organisation. The factors as well as their significance change from one selection to another after thorough perusal of literature available on factors. They can be classified as follow:

Personal factors that include Age, Sex, Education, Length of service, Competency, Analytical ability, Personal effectiveness, Willingness to charge, Risk taking, Initiative, Self esteem, Optimism, Goal orientation etc)

Factors relating to job that include Nature of work, Occupational status, Type of organization, Size and location of organization, Skill required for the job etc.

Factor relating to Liking of job that include Opportunity for self development, Scores for freedom or initiative, Supervision, Organisation climate, Communication, Organisation structure, Decision making, Job satisfaction, Feed back, Participation.

CONSEQUENCES OF EMPOWERMENT
The consequences are the outcome of empowerment in empowered organisation is one where employees have high degree of involvement in job and commitment in organisation. Organisation improves the employee involvement resulting into the Innovation, Creativity, Commitment, Staff loyalty and retention, Productivity to profit, and leaving organization and Work satisfaction quality.

REVIEW OF LITERATURE

The word empowerment has become widely used term in literature and in organisations seeking cultural change different thinkers, writers and researchers use the word empowerment in a limited range as a result of which it is after used synonymously with terms like delegation, participation, autonomy etc. Empowerment is a relatively new topic of academic interest although some theorists might argue that similar theories under the names of employer participation, commitment and motivation have existed for many Years the concept of empowerment is a recent one as it is much wider in scope than employee participation, commitment and motivation.

Mc Clelland (1975) suggests that the practice of empowering subordinates is a principal component of managerial and organizational effectiveness. The experiences in team building within the organisations (Beckhard. 1969; Neilsen, 1986) suggest that empowerment techniques play a crucial role in group development and maintenance. Kanter (1983) studied improving organizational capability and concluded. "the infallibility of management, the certainty of management tasks, and the predictability of management careers have declined, but the potential of the rest of the work force for contributing to the solution of organizational problems has increased. This increase is the result of shift of the focus on employees for their development.

Normann (1984) also stresses the importance of empowerment in the service process. "Since service is a social process, there is a need for individual motivation and freedom at the local level which management must also cater for. He cited, " a power structure that lacks balance between central and local units, as one of the key reasons for organisations failing to achieve quality service." This is an interesting argument which organisations need to consider when they move towards increased centralization. Schein (1985) shows that culture and leadership and really two sides of the same coin and that culture is difficult, if not impossible, at times to change. In case analysis of Kroc, Love (1986) observed that Kroc built the most talented services organisastion of franchisingl, not by dictating to its managers but by giving them enormous decision-making authority. In other words, Kroc harnessed the energy of his staff by unleashing it.

RESEARCH DESIGN
Statement of the Problem
The environment is undergoing critical changes the world over these changes have taken place in the politics-economic sphere, liberalization of economy in several third world countries, break down of Marxist economies, technology advancement like information technology revolution, genetic engineering etc. Social values are changing at a greater pace. Organisations which have been operating for long I n a protective shield of some policies started facing the market reality. To face and overcome the above stated problem organisation needs constantly changing. Upgrading themselves and meeting the challenge of competitive environments organisation irrespective of their business can do so if it's human resource given its due attention. There to meet the challenge of liberation, attention has to be focused on to the most vital resource that is human resource.

Hence the empowerment of employee plays vital roles. Focusing on employees has become a necessity for organizational survival. When people are empowered, they undoubtedly perform better. Some of the questions addressed in the study are:

- What are the various factor effecting empowerment of employees.
- Which is the effect of empowerment on employees?

Objectives
1. To study the level of empowerment among different employees of organisation.
2. To study the impact of various factor on empowerment level of employees.
3. To suggest various ways and means for improving level of empowerment of employees.

Research Design and Methodology
The present study is a comparative study. Questionnaire method was employed to study the demography of respondents and collection of primary data, primary data as well as secondary data collected for covering the

above stated objectives. Researcher met the respondent personally and distributed the questionnaire and collected the completed one later.   An in-depth study of books, journals, magazine and research work was made.

Sample and Sample Size
 Initially sample size decided by investigator was 200 from both the organisation. Therefore 100 questionnaires each was given to the respondent of both organisation. Completed questionnaire received was 160 out of them 10 questionnaire are dropped due to incomplete and incorrect information. Therefore the sample size of 150 taken for the study. Analysis is based on 150 sample size was each group is given a fare deal and respondent are covered from all the function groups belonging to the organisation.

Data Collection Method
Primary Data
Was collected through a structured questionnaire to measure the level of empowerment of employees. The Questionnaire consists of 36 items measuring 15 variables (10 factor of empowerment, 5 of consequences). A 5 point likert type scale was used for the rating of responses. A five point Likert type scale was used for the purpose with a rating of.

Secondary Data
Data was collected for covering the above stated objectives. An in-depth study of Book, ground, Magazine and various research papers was made.

DATA ANALYSIS
Level of Empowerment - This Chapter presents the analysis of result on empowerment. Questionnaire has been summed to elicit the level of empowerment score and consequences score for the various factor effecting empowerment. Difference in empowerment score based on types of organisation, Sex, Age, Qualification, Level of hierarchy and various function groups are elicited. Factor effecting empowerment are studied and analysed. The analysis of empowerment has been divided as follows.
- Mean empowerment and consequences score.
- Relationship of empowerment level with type of organisation.

Mean Empowerment and Consequences Score
 A summary of the main and range of empowering and consequences variable for all 150 respondents is given in table 4.8. Figure 4.4, Shows the mean empowerment score of 10 variables and 5 consequences variables. It may be observed that the variable open communication (OC) was important in determining empowerment. The variable degree of formalization (DF) scored lowest mean value. Organisational commitment (OCT) has maximum score and self efficacy (SE) has minimum score among the consequences. The range of mean empowerment score is from 1.0 to 4.7 and mean consequences score is 2.1 to 5.0. This shows that the perception of empowerment is lower and consequences are higher.   This is a good sign that the perception about consequences is better.

Demographic Variables and Empowerment
The data was analysed for relationship of demographic variables such as Age, Sex, Marital status, educational qualification, profession (function), level in organisation, type of organisation with empowering variables. The details about differences in score as well as for the interaction among demographic variables with variable wise empowerment and consequences are given in subsequent section.

Male/Female Empowerment
Sample size of Females is comparatively small to the male respondent. The empowerment score in variable open communication (OC) is higher in case of Males in ORG 1 and ORG 2 while degree of formalization (DF) score is minimum in ORG 1 and ORG 2. Variable autonomy (AMY) score is maximum for females in ORG 1 and ORG 2. The score in variable organisation support of innovation (OSI) is minimum for Females in ORG 1 and ORG 2.

The score in Organisational commitment (OCT) is higher in case of both Males and Females in ORG 1 and ORG 2, it shows that Males and Females both have high degree of commitment. Variable self efficacy score is minimum for Males and Females in ORG 1, whereas variable job involvement (JI) score is minimum for Male and Female in ORG 2.

Age and Empowerment.
The total age span up to 55 yrs is divided into 3 groups, namely lower age group (below 35 yrs), middle age group (between 35 – 45 yrs) and higher age group (45 yrs and above). Empowerment score in ORG 1 is higher for lower age group except for the variable AMY, RSR and SE. The score for AMY is highest for higher age group. The score for RSR is highest for middle age group and lowest for higher age group. Variable DF score is lowest for lower and higher age group and OLA score is lowest for middle age group. In consequences score is maximum in variable OCT and minimum for SE.

Marital Status and Empowerment
Table shows the empowerment and consequences score for married and unmarried respondents. It is evident from the table and bar chart that unmarried respondent of ORG 1and married respondent of ORG 2 was found to pursue the highest empowerment except variable autonomy (AMY) and degree of formalization (DF). Consequences score is maximum in variable OCT in ORG1 and married respondent of ORG 2. Whereas for unmarried respondent of ORG 2 variable role satisfaction (RS) score is maximum. In ORG 2 variable job involvement (JI) and Work environment satisfaction score is lowest for married and unmarried respondent respectively.

Qualification and Empowerment
The empowerment scores as per qualification is given in table. In ORG 1 respondent having diploma qualification has highest empowerment score except in cases of autonomy (AMY) and responsive superior (RSR). Variable AMY and RSR score is highest for matric and lowest for Post graduate respondent. Empowerment score is maximum for variable DF for graduate respondent. In consequences variable organisational commitment (OCT) score is highest for all respondent, it shows that irrespective of qualification all respondent perceive to have high degree of organisational commitment.

Experience and Empowerment
Experience is the number of years in the present organisation put up by employees. The empowerment increases with the tenure of serving in the organisation. The experience age is divided into three groups namely, lower (below 10 yrs), middle (10 -20 yrs) and higher group (above 20 yrs). Higher experience group has highest empowerment score except in performance linked feedback PLF in ORG 1. In consequences variable organisational commitment OCT score is maximum for all experience group and variable SE score is minimum.

Hierarchy Level and Empowerment
Present study is mainly undertaken for first level executives. The sample has been divided into three levels. Junior, middle and senior level of hierarchy in the organisation structure. Table show variable wise empowerment. In ORG 1 empowerment score at junior level is highest and middle level executive is lowest except variable Open communication OC. Variable DF score is lowest at all the levels. In consequences score is higher at junior level and lowest at middle level except organisational commitment.

Profession and empowerment – The term profession here implies different function group in the organisation studied. The empowerment score of different function is different. In ORG 1 engineering respondent was found to be highest on empowerment score. Whereas, R&D professionals was lowest. In consequences score is maximum for IMM.

Mean Empowerment Score

Variable	Mean Score	Minimum	Maximum
Empowering			
OSI	3.12	1.0	5.0
TMA	3.24	1.0	5.0
OC	3.36	1.0	5.0
PLF	3.14	1.0	5.0
OSD	3.15	1.0	5.0
RSR	3.10	1.0	5.0
AMY	3.28	1.0	5.0
RTM	3.07	1.0	5.0
OLA	3.02	1.0	5.0
DF	2.85	1.0	4.7
Consequences			
SE	3.20	1.0	5.0
OCT	3.68	1.5	5.0
JI	3.46	1.0	5.0
WES	3.42	1.0	5.0
RS	3.32	1.0	5.0
Mean			
Emp	3.12	1.7	5.0
CQ	3.36	2.1	5.0

SOME SIGNIFICANT FINDINGS ARE
- It has been found that the greater the experience, the higher the feeling of empowerment in the organization. Senior employees feel more empowered.
- The study says that the higher qualified respondents feels poorly empowered while middle level employees feel least empowered.
- There was an interesting finding between empowerment and male / female employees. Males employees scored higher on empowerment and consequences than Females.
- Females respondents scored higher on autonomy, organisational learning application and degree of freedom. This shows that Females in both organisation feels more satisfying in making decision and control over their job related decisions.
- Junior level employees in ORG 1 feels more empowered while in ORG 2 senior level employees feels more empowered.

SUGGESTIONS
In the light of the findings the following suggestions are made to improve the level of empowerment of employees, function group and organisation as a whole.
- The level of empowerment among female respondents reveals that females employees are reluctant to take up additional responsibilities since they have dual role one at organisation and another at home.
- Nature of organization and basic role the function groups of particular organisation seem to have high score on empowerment. In Engineering based Public sector engineering group has high empowerment scope. In Govt. organisation which is basically R&D organisation reflects that R&D function group has high empowerment score. Therefore, it is suggested that government organisation to emphasis more on OSI, OSD and RTM in order to enhance the overall empowerment level.
- As evident from the study that lower age group and middle level employees feels less empowered. It is suggested that assigning more responsibility and change in training programme will help to enhance OLA and DF.

- It is evident that well qualified employees feels less empowered, this is due to the fact that these employees do not make use of their qualification in organisation and feels left out. There is a need on the part of management to involve them in problem solving activity and using their skill and knowledge for making decision related their job.
- Study further can be used for deciding the proper intervention for enhancing the empowerment of particular function/group.
- To measure effectiveness of individual development needs and to measure the homogeneity of teams.

LIMITATION OF THE STUDY
The study has been carried out by taking sample groups and hence the score of the sample taken may not represent the whole organisation.

One organisation being different from other in objectives and very existence of organisation totally differ from other in some aspect. Therefore, some score may not truly reflect the particular organisation. Score of sample may not give true level of empowerment in the organisation.

Response influenced by organisation and nature of job which may be a true perception of organisation.

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