ABSTRACT

The economy is showing distinct signs of slowing, with reports of construction, manufacturing and consumer-related sectors all weakening. The ripples of a weakening US economy are being felt globally added with growing competition and ever increasing customer expectations. Risk is an inevitable factor in this scenario. Now it is turning time for HR to prove their worth. These days, it's not just salaries which will pull the candidate in but various factors like brand, culture, job security, reputation of the company etc play a major role in attracting and motivating workforce. Both individuals and organizations must grasp the essence of change and adapt to the process for survival in this rapidly changing environment. The people factor is critical for the success of any organizational strategy both during growth and recession period, but they are most often ignored as a result of over emphasis on business needs which brings about a short term success.

The paper presents the changes required in Human resource outlook, specifying in detail the major transformations required in organization and effective motivation strategies to be devised to bring about Psychological empowerment among individuals, which are found to bring about several benefits to the organization. Economic recession could be overcome by employee progression which could be achieved through employee motivation, employee empowerment and employee development resulting in the organizational development and sustenance.

KEYWORDS

Organizational Effectiveness, Change, Transition, People Management, Global Environment, Industrial Age, Digital Age, Information Age, Employee Motivational Approach.
INTRODUCTION

Management is understood to be a process that unites a complicated system of resources and process optimally to produce organisational effectiveness. But the fast changing global environment in which the organisation operates makes it inevitable to achieve organisational effectiveness with out Managing change. A threat to business motivates more innovation and hence changes in environment are a blessing in disguise than a threat. Though environmental changes are a natural phenomenon, people do not easily adapt to it due to the fear of the unknown. According to Charles Darwin “It is not the strongest species that survive, nor the most intelligent: It is the one most adaptable to change”. The people factor is critical for the success of any organisational strategy both during growth and recession period, but they are most often ignored as a result of over emphasis on business needs which brings about a short term success and hence bringing a strategic fit between organization, changing environment and the human resources can help organizations succeed in the global environment. A growing number of organizations are found to reap several benefits from the innovative practices of empowerment, autonomy, self efficacy, and other human resource development strategies. These situations tend to create a sense of competency and willingness in the minds of employees to share the superior’s responsibility and also assume personal ownership of the job. It leads to creation of a wider organization where managers move from controlling to supporting, guiding and motivating the employees to undertake the delegated responsibilities efficiently.

Successful people management is about discovery of resistance, and attending to the needs of the people who are an integral element of the process. People make change happen, but only with meaningful organizational support throughout the process. Economic slowdown has been sending tremors not only to business units but also to human resource and organizational behaviour experts. Success today could be achieved by uniting management principles with the needs of the Stake holders. Decade back comprised of fast hiring, fast assimilation, fast training, fast promotions, fast development, fast change and fast separation. This perennial time poverty has tampered the entire organizational setup and the impact is visible manifold in this face of slowdown.

The fast world has intrinsically bought out decreased commitment both by organizational management, as well employees. The best strategy today is to reconnect with employees by spending time, acquainting, and counseling.

Changing Scenario from Industrial Age to Digital Age

The world of Human Resource Management is changing more rapidly than we can imagine. Constant environmental changes indicate that
human resource managers face constant challenges. They must respond by taking advantage of the change in the nature of the field, current practices, and overall human resource management policies, mission and vision. Organisations today are in an intense transformation.

**TRANSITIONS**

**Industrial Age to Information Age.**

Work performed in factories by machines is being replaced by work in offices or at computer terminals. Information, concepts, ideas and knowledge have replaced manufacturing as the source of most new jobs.

**From Restricted Markets to Globalization.**

The new demands are to think globally and act locally.

**From Bureaucracy to Adhocracy.**

The rigid organizational hierarchy of chain of command is giving way to integrated team networks based on autonomy and flexibility. Rigid departmentalization is being replaced by flexible organizational structure.

**From Stability to Change.**

Static, permanent organizations designed for a stable and predictable world are giving way to flexible, adaptive organizations more suited for a new world of change and transformation.

**From Command to Orientation.**

The traditional hierarchical notion of authority based on vertical imposition of orders and instructions is giving place to democratic leadership based on the organization's mission and vision.

**From Muscular to Mental Work.**

Repetitive physical labor that doesn't add value is increasingly being replaced by mental creativity. Routine and monotony are giving way to innovation and a break with tradition.

**From Solitary to Collective Activity.**

Teamwork has displaced individual activity.

**From Specialization to Multitasking.**

The traditional division of labor with its consequent fragmentation of activity is evolving toward more varied and integrated work.

**From a Focus on Products and Services to a Customer Orientation.**

In the past, the product or service was the most important element. Now, the customer to whom this product or service is targeted has become fundamental.

**From Full-Time to Part-Time Work.**

Work carried out with total and exclusive dedication to a single company is coming to an end. It is being replaced by work carried out at any time, and at any place.
From Followers of Orders to Entrepreneurs.

The old concept that people are hired workers who hold certain positions according to fixed schedules and following internal rules and regulations is being supplemented by a new concept that rewards internal entrepreneurship.

From Human Resources to Business Partners.

In the past, human resources were considered passive agents of the company. Now, employees are considered active and proactive agents of the business they manage together.

From Agents to Leaders.

The old autocratic, authoritarian, people-controlling bosses are becoming democratic leaders and people promoters. Formal hierarchical authority is being replaced by such modern concepts as motivation, leadership, communication, interpersonal relationships, and development of high-performance cohesive work teams.

From Financial to Intellectual Capital.

Emphasis on money as the most important organizational resource is shifting to knowledge as the unlimited and fundamental input for business success.

Advances in Human Resource Management

These environmental challenges have created the need for fundamental advances in Personnel Management to Human Relations Management and later on to Human Resources Management. The concept of "Human Resource Management" has now disappeared and been changed by a new term that is gaining greater acceptance, namely "People Management". People today are considered human beings, not simply organizational resources. Their activities and individual differences are considered and respected, because they are endowed with unique personalities and intelligence, and differentiated aptitudes, knowledge and abilities. Human resource researchers talk about managing with people, as if workers were business partners rather than foreign elements apart from the organization.

Role of HRM in current scenario

The role of the Human Resource Manager is evolving with the change in competitive market environment with a realization that Human Resource Management must play a more strategic role in the success of an organization. With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order
to succeed, HR must be a business driven function with a thorough understanding of the organization's big picture and be able to influence key decisions and policies. The focus of today's HR Manager is on strategic personnel retention and talents development. HR professionals will be coaches, counselors, mentors, and succession planners to help motivate organization's members towards commitment. Bringing out the best in the employees is of great concern to managers as it guarantees competitive advantage. Each individual’s wholehearted thoughts, actions and commitment bring success to organisations in totality. Fear and increased stress could get work done but its effect, impact and quality is short lived.

Employee motivation is the key strategic activity to bring about commitment, whole hearted efforts and helps the organisation to gain competitive advantage. It is the lone areas which have impact on all important aspect of Organisational Behaviour and HRM.

**Employee Motivational Approaches**

Workplace motivation can be defined as the influence that makes us do things to achieve organizational goals: this is a result of our individual needs being satisfied so that we are motivated to complete organizational tasks effectively. As these needs vary from person to person, an organization must be able to utilize different motivational tools to encourage their employees to put in the required effort and increase productivity for the company.

Motivational factors in an organizational context include working environment, job characteristics, appropriate organizational reward system and so on. Surveys show there's a huge crisis of motivation in most large corporations, which is why organisations continue to spend billions of dollars each year on motivation courses. People are passionate - mainly about life outside of work. The attention of various organizations has turned to leadership and motivation in the larger sense and for defining the corporate culture which has been critical to success of large organizations. Smart companies recognize that people are the only true source of competitive advantage in the dynamic business environment today. If organizations recognize that people are the most valuable fundamental asset in any business, then they must also recognize that 'motivation' is the most critical activity for organizational success. Motivation begins with strong leadership and a fundamental belief in the value of the individual.

**Designing a Motivation Program**

Motivation programs must be designed to encourage and recognize behavior that moves the organization toward its vision.

**Techniques of motivating employees in Digital Era:**
• Establish a Sense of Urgency: It creates a motivation to think and perform.

• Form a Powerful Guiding Coalition: Create a strong work groups

• Create a Vision: Successful transformation rests on "a picture of the future that is relatively easy to communicate and appeals to customers, stockholders, and employees.

• Communicate the Vision: communication of the vision is needed, to guide individuals to the objectives.

• Empower Others to Act on the Vision: Allow people to be independent and permit alterations in their areas of involvement.

• Plan for and Create Short-Term Wins: Actively plan and achieve some short term gains which people adds to the motivation to keep the effort going.

• Consolidate Improvements and Keep the Momentum for Change Moving: Leaders of change must go into the process believing that their efforts will take years.

• Institutionalize the New Approaches: New behaviors are to be rooted in social norms and shared values to keep the organization going.

Intrinsic motivation- A Modern approach

Managers who motivate with incentives and power of their vision and passion succeed only in energizing employees who want to be motivated. It motivates only a small fraction of employees and a smaller fraction of managers. The modern approach to motivation turns the conventional approaches to motivation upside down. It suggests that instead of pushing solutions on problem employees the manager should pull solutions out of them by creating circumstances in which the employees can channel their motivation towards achievable goals. Each individual has a unique profile of motivational drivers, values and biases and different ideas about what is reasonable. This frequent mismatch of perceptions leads to a common problem with managerial attempts at motivation. The fundamental concept is that we cannot change people’s character nor can we control their actions. Motivation and acceptance to change has to come from within. The responsibility of motivation has to be shifted from subject to object, from boss to subordinate.

Some theorists (e.g., Combs, 1982; Purkey & Schmidt, 1987; Purkey & Stanley, 1991) maintain that there is only a single kind of intrinsic motivation, which can be described as a motivation to engage in activities that enhance or maintain a person's self-concept or ego. Most theorists (e.g., Malone and Lepper, 1987) define the term more broadly. Malone and Lepper (1987) have defined intrinsic motivation more simply in terms of what people will do without external inducement. Intrinsically motivating
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activities are those in which people will engage for no reward other than the interest and enjoyment that accompanies them. Malone and Lepper have integrated a large amount of research on motivational theory into a synthesis of ways to design environments that are intrinsically motivating. Factors that enhance motivation are subdivided into individual factors and interpersonal factors. Individual factors are individual in the sense that they operate even when an individual is working alone. Interpersonal factors, on the other hand, play a role only when someone else interacts with the other.

THE FACTORS THAT PROMOTE INTRINSIC MOTIVATION

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<tr>
<th>FACTOR</th>
<th>DESCRIPTION</th>
<th>RELATED GUIDELINES</th>
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<tbody>
<tr>
<td>Challenge</td>
<td>People are best motivated when they are working toward personally meaningful goals whose attainment requires activity at a continuously optimal (intermediate) level of difficulty.</td>
<td>Set personally meaningful goals. Make attainment of goals probable but uncertain. Give enroute performance feedback. Relate goals to employees’ self esteem.</td>
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<td>Curiosity</td>
<td>Something in the physical environment attracts the employee's attention or there is an optimal level of discrepancy between present knowledge or skills and what these could be if the employee engaged in some activity.</td>
<td>Stimulate sensory curiosity by making abrupt changes that will be perceived by the senses. Stimulate cognitive curiosity by making a person wonder about something (i.e., stimulate the employee's interest).</td>
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<td>Control</td>
<td>People have a basic tendency to control things happens to them.</td>
<td>Make clear the cause-and-effect relationships between what individuals are doing and things that happen in real life. Enable the employees to believe that their work will lead to powerful effects. Allow employees to freely choose what they want to learn and how they will learn it.</td>
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<tr>
<td>Fantasy</td>
<td>Employees use mental images of things and situations that are not actually present to stimulate their behavior.</td>
<td>Make a game out of learning. Help employees imagine themselves using the learned information in real-life settings. Make the fantasies intrinsic rather than extrinsic.</td>
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<td>Competition</td>
<td>Employees feel satisfaction by comparing their performance favorably to that of others.</td>
<td>Competition occurs naturally as well as artificially. Competition is more important for some people than for others. People who lose at competition often suffer more than the winners’ profit. Competition sometimes reduces the urge to be helpful to other employees.</td>
</tr>
<tr>
<td>Cooperation</td>
<td>Employees feel satisfaction by helping others achieve their goals.</td>
<td>Cooperation occurs naturally as well as artificially. Cooperation is more important for some people than for others.</td>
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Cooperation is a useful **real-life skill**. Cooperation requires and develops **interpersonal skills**.

<table>
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<th>Recognition</th>
<th>Employees feel satisfaction when others recognize and appreciate their accomplishments.</th>
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<tr>
<td>Recognition</td>
<td>Recognition requires that the process or product or some other result of the learning activity be <strong>visible</strong>. Recognition differs from competition in that it does not involve a comparison with the performance of someone else.</td>
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**Source:** (Lepper, M.R. & Malone. (1987)

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**Employee Empowerment**

Empowerment has occupied a central point in many organisations in the 21st century. In this era of globalization, there is need for employee's empowerment in order to enable the organisation to respond quickly to any changes in macro-environment (H. Ongori and J.P.W. Shunda, 2008). Employee empowerment has been hailed as a management technique which can be applied universally across all organisations as a means of dealing with the needs of modern global business (Demitriades, 2005).

Employee empowerment comprises of an innovative approach in working with people and a shift of power from the top management control to lower level management of the organisation (Tzafrir et al., 2004). Researchers and leaders worldwide have advocated for empowerment of employees to help organisations compete successfully in highly competitive market place (Tjosvold and Sun, 2005).

Organisations that are committed to employee empowerment are in a position to motivate and retain their employees (Ongori, 2007). Employee empowerment is seen as a motivational technique if designed and nurtured properly in organisations. Thus employee empowerment will lead to improvement of performance of the organisation through increased levels of employee's participation and self determination (Greasley et al., 2005).

Basically employee empowerment is mainly concerned with trust, motivation, decision-making and breaking the inner boundaries between management and employees as them verses us (Tzafrir et al., 2004). Empowerment has been associated with the concept of power, implying that power in organisation should be reshared from the top management to the lower management (Klidas et al., 2007).

**REVIEW OF LITERATURE**

Employee empowerment has been defined in numerous ways, but Klidas et al. (2007), Moye and Hankin (2006) and Honold (1997) agreed that the core element of empowerment involves giving employees discretion or latitude over certain task related activities. Smith and Moully, (1998) defined empowerment as a transfer of power from the employer to the employees to make quick and quality decisions. Honold (1997) argued that empowerment is not only having the freedom to act, but also having higher
degree of responsibility and accountability. This indicates that management must empower their employees so that they will be motivated, committed, satisfied and assist the organisation in achieving objectives and minimize employees intention to quit. Transferring power to the employees should be done with due diligence, at the same time employees to whom the power is transferred to, must be held accountable for their actions. Accountability will instill discipline in utilizing the scarce resources optimally for the benefit of the organization and other stakeholders. Therefore, employees should be empowered through, sharing information, autonomy in making decisions and improving their intellectual capacity. Wellins et al. (1991) similarly proposed that an organisation that empowers their employees will be able to survive and grow in any environment. Mohammed and Pervaiz (1998) argued that empowerment is a state of mind and empowered employees mind experiences feelings of:

- Control over the job to be performed.
- Awareness of the context in which the work is performed.
- Accountability for personal work output.
- Shared responsibility for unit and organizational performance and
- Equity in the rewards based on individual and collective performance.

The Cognitive model of empowerment, defines empowerment on a broad term, which includes the choice of providing employee with genuine job enrichment and opportunities to have their voice heard, having real power for control and influence over work processes, which leads to employees to be confident in discharging their duties. This model further stresses that organisations have no options except to empower their employees for purpose of survival, growth and increased efficiency and being competitiveness. Further, the model of work team effectiveness postulated by Cohen et al. (1996) consented that employee empowerment should be the primary focus for any manager who tries to design effective self managing work teams in organization.

Nature of Empowerment

Ergeneli et al. (2007) suggested that, like the concept of power, empowerment can be viewed in two ways. First, it can be viewed as a relational construct - which means that managers should delegate power to the subordinates. Secondly, a motivational construct where employee empowerment is seen as a technique to motivate employees in organisation. Thus empowered employees feel motivated when they are given autonomy to make decisions about their work or are involved in the planning process of their organisation. Therefore employee empowerment implies that power is granted to the employees or delegation of authority. Similarly, Procter et al. (1999) suggested that for
the use of the term empowerment of members to be meaningful, there must be a genuine shift in the locus of power away from the top management to the shop floor.

**Mode of Implementation**

Melhem (2004) argued that empowerment is a complex interactive process which involves the act of developing and increasing power to the subordinates. In addition they identified five core dimensions which can enhance empowerment in organisations and these includes educating of employees, leading, mentoring, supporting and providing proper structures to enhance employee empowerment in organisations. This clearly shows that empowerment is a multi-dimensional process which involves many systems of the organisation and is an ongoing process. Lloyd et. al. (1999) asserted that, managers should act as coaches and help employees to solve problems. Managers should empower subordinates by delegating responsibilities and assisting them when they have problems and thus employees will feel more satisfied with their managers and they will consider them to be fair and in return they will perform to their manager's expectations. Employees need to be assisted in the process of empowerment.

Leadership strategy, good leadership is critical for sustaining continuous improvement of employee empowerment in organisation (Carson and King, 2005). Good leadership needs to be demonstrated at all levels of the organisation. A good leader in an organisation is intuitively able to tap into expressed thoughts of others, to give verbal expression to their feelings, able to delegate and empower employees. This would make vision created by management to be brought into fruition. Good leadership inspires subordinates, creates a vision to be followed by the organization employees and empowers employees through training and development. Hamish (2004) argued that leadership is not only having innovative ideas, but also getting people to follow with pride. Employee empowerment to be successful in organisation there is need for good leadership to be in place at all levels of the organization.

Empowerment to be successful in organization management should use empowerment for achieving end result. Kirkman and Rosen (1999) stated that there are four key ingredients for empowering program to succeed in organization, these are management must agree to support the program, inauguration affirming popularity, must be offered for ideas generated and accepted, essential for team leaders, program coordinators and evaluation committees to be in place to evaluate the progress of empowerment and advise the best way to enhance it in organizations.

Therefore, empowerment is not a product of any structure or system, but it is a process, which is ongoing, dynamic and fluctuating. Thorlakson and Murray (1996) stated that...
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empowerment is getting workers to do what needs to be done rather than doing what they are told and involves delegation, individual responsibility, autonomous decision making and feelings of self-efficacy. Employee empowerment program to be successful in organisation, management must put in place a structure in the system to support the whole process (Bogler and Somech, 2004). It is recommendable that empowerment process should take place in an environment where it's allowed, nurtured and promoted by management and employees.

**Requisites for Successful Empowerment:**

- **Intrinsic motivation** - Mallak and Kurstedt (1996) argued that employee empowerment has been expounded upon the concept of participative management. The model emphasized that empowerment to take a strong foundation in organisations; managers should intrinsically motivate the behaviour of their employees and must release some of their authority and responsibility to other levels of the organisation. The management style of any organisation must change and accommodate the empowering culture in the organisation. There are three closely inter-linked essentials which are the key success to employee empowerment in organisations, if they are taken seriously by the management of any going concern:

- **Attitude** is the pivotal point of any progressive idea and relates to the psychological stance of an individual or group of individuals who needs to be empowered. One's attitudes are learned from those in authority over one (parents, teachers, managers) and are reinforced, by subsequent experience - unless or until some other different experience enlightens with a new message entirely.

- **Commitment** - this is a sense of duty and obligation of employee to the company which employs him/her. All employees must be committed to ensure that the organisation achieves the objectives of employee empowerment. In addition everyone in the enterprise must accept responsibility to make the process of empowerment successful.

- **Involvement** is keystone of corporate success of empowerment. There is much evidence to prove that involving individuals in the planning processes will lead to higher chances of achieving the plans of the organisation. Equally, where employees are involved in the identification, discussion and agreement of personal objectives (in relation to the corporate plan) there is higher desire to ensure that the tasks for which one is responsible are carried out efficiently and effectively (Moye et al., 2005).

- **Employee Empowerment process** to be successful in any organization should provide for resources, coaching, alignment of goals with
the organisational strategy, information, climate and training of employees:

PREREQUISITES OF TRAINING

- Resources: Includes financial, information, tools and equipments.
- Coaching: Managers must act as mentors in their organizations.
- Alignment: Alignment of organization goals with the strategy.
- Information: Employees should get the necessary information in good time to make thoughtful decisions. Information should be readily available and quickly transmitted to all concerned employees.
- Climate: High degree of trust among the employees should be highly encouraged and maintained, employees should trust their managers and managers should trust their employees too (Ergeneli et al., 2007). This will create an environment of empowerment.
- Training of employees: should be encouraged by management in organisation in order to develop the knowledge and skills of their employees.

ROLE ON INTRINSIC MOTIVATION ON EMPOWERMENT

Researches indicate the responses of intrinsic motivation in the form of Task goal orientation or Ego goal orientation. (Mohsen Shafiizadeh, 2007) Task goal orientation generally exists only among individual who have high need for achievement. Individuals with high drive for affiliation, power, and recognition are generally ego goal oriented. Individuals irrespective of their biographical, academic and professional qualifications exhibit themselves in one of the Psychological states- Parent, Adult, Child at a point of time these Ego states reflect in their performance (Rani Geeta Priyadarshini, Sunitha Thomas, 2005). Intrinsic motivation strategies based on the ego state of individuals will determine the extent of success of employee empowerment program. Individuals with prominent Parent ego state shall be provided complete freedom with the premises set by the organization while those with an adult ego style shall require team support and participative style of empowerment. Those with child ego state may require frequent feedback, support, and mentoring to be successful in confidently managing empowerment. In most of the modern organizations employees do not get the opportunity to take decisions on their own although in these organizations the employers expect the employees to exhibit leadership and decision making skills due to increased level of awareness, knowledge and education among them. By enabling employees to take timely decisions companies could increase the efficiency and profits. The core concept of today’s management is total empowerment of employees. The role of managers today has shifted from controlling to guiding and coordinating the tasks of subordinates. The main realization now is the recognition that no one knows a job better than the person doing it. Hence delegation of job and decision making authority to the knowledgeable has become the
success formula of progressive industries. In precise the empowerment is more than delegation.

IMPLICATIONS AND CONCLUSION

Empowerment made through job involvement significantly enhances job involvement, job satisfaction; career satisfaction and organisational commitment (Noorliza and Hasni, 2006). In the long run will make employees feel that they are valued in their organisations and create a higher degree of job satisfaction and commitment. Thus employees are motivated by both extrinsic and intrinsic rewards such as autonomy in decision-making and challenging work. Employee empowerment is critical for the success and survival of an organisation in this era of globalisation. Empowerment provides significant benefits to the organisation. Empowerment makes employees feel that they are vital to the success of the organisation. In addition it serves as a vote of confidence in the employee’s ability to significantly contributes to the organization objectives. Empowerment places people at the centre of the circle rather than on the fringes. Then in the long run employees would be committed towards achieving the organisational objectives. Any change which takes place in organisation is effected by employees. Empowered employees facilitate the process of change in organisation (Psoinos and Smithson, 2002). Employee empowerment builds commitment and develops a sense of belonging to the organisation.

Acceptance and ownership are basic human needs that are satisfied through the empowerment process in organisation (Greasley et al., 2005). Empowered people join in creating their own destiny; work becomes exciting, stimulating, enjoyable and meaningful. Empowerment builds trust and promotes effective communication in organisation (Moye et al., 2005). Employee empowerment increases organizational effectiveness and employee well-being. Empowering employees has proven to improve efficiency and reduce costs on the assembly line in a transmission plant and empowerment of employees’ leads to job satisfaction, job involvement, loyalty, performance and faster service delivery to customers (Flohr and Host, 2000). Employee empowerments do exist in organisations but needs to be nurtured, enhanced and supported by management and employees. Therefore, there is need for good leadership to be in place at all levels of the organisation to formulate and implement policies of employee empowerment. Employee empowerment reduces employee turnover and promote good employee relations in organisation. Management should involve and consult employees in decision making process of their organisation. In addition there is need to train employees properly to cope with any changes in macro environment. Employees who are empowered will make the organisation to survive, grow and face challenges posed by globalization with confidence. Management at all levels of the organisation should trust their
employees and encourage open communication.

Employee empowerment is strongly criticized in increasing the work load of employees. Therefore, management should ensure that employee empowerment is seen as an opportunity rather than as a strategy to increase the workload of other employees. Similarly management should put in place internal controls to check the misuse of power and authority in their organisation. Thus employee empowerment without adequate training of employees would be a major threat to employee relations in organisations. Managers should note that empowerment will not happen naturally in organisations but must be initiated and is an ongoing process.

This conceptual research on employee empowerment will inspire managers to come up with various interventions on how to retain employees in their organisations by using employee empowerment as one of the strategies. This study specifically will make management to view employee empowerment as an opportunity of minimizing employee turnover in their organisation rather than as a threat. In this era of globalization the idea of concentrating all decisions on the top management is diminishing very fast and is being replaced by employee empowerment.

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