

# Employee Empowerment in Indian Organisations: The Employees' Perspective

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## Abstract

*Employee Empowerment oriented practices have established themselves as a distinct and important paradigm of performance excellence. But literature associated with empowerment has often been criticised for being based on management perspective. The present paper aims to explore employee empowerment from employees' perspective. Further employees' perception is studied across various variables like gender, sector, organisation etc. Awareness, Availability and Effectiveness Level comes out to be in 'Aware', 'Fairly Available' and 'Effective' category of five-point rating scale. Paper reports concern in employees' perception regarding availability of empowerment practices in Indian organisation. Further, significant difference in employees' perception was found among two genders, among employees of manufacturing and service sector, among employees of public and private organisations. The present paper highlights that employees' perception is quite favourable thus adoption and concentration of HPWPs is easy in Indian settings. It is well known fact that positive perception of employees help in participative and enthusiastic implementation of HPWPs.*

**Keywords:** Performance, Employee Empowerment, Management by Objective, Employee Stock Option Plan, Problem Solving Team.

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## INTRODUCTION

The concept of employee participation has been a matter of investigation and practice for so long. The concept has developed and has become much more inclusive with the passage of time. It started with employee involvement, then transcended to participative decision making and after many similar improvement, now it has reached to the contemporary empowerment perspective. The empowerment involves greater degree of flexibility and more freedom to make decisions relating to work. It leads to redistribution of power and authority to subordinate positions. Further, empowerment of employees has become a necessary condition to remain in hunt with the constant change and learning that characterize modern global business entities. There are various ways to

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conceptualize the revolutionary concept of employee empowerment. Menon (2001) classified major approaches of conceptualizing employee empowerment into three major categories i.e. as act, as process and as psychological state. Empowerment has been considered as an act: the act of granting power to the persons being empowered. It has been regarded as a process: the process that leads to the experience of power. It has also been conveyed as a psychological state that manifests itself as cognitions that can be measured. But whatever approach management may internalize for employee empowerment, it has proved beneficial for employees and organisations both. That's why empowerment practices have been included as a inseparable part of modern High Performance Work System. In this pursuit the paper explores the empowerment practices from employees' point of view. In simple words, paper describes employees' perception regarding various empowerment related High Performance Work Practices. To broaden the scope of investigation extensive literature review has been done. A brief description of reviewed literature has been given herewith.

## LITERATURE REVIEW

Multitude of researches are available that links employee empowerment with performance of the organisations. Fox (1998) described empowerment as process of instilling power in employees and strengthening employees' sense of feeling of personal power. Bennis and Nanus (1985) concluded that empowering subordinates may serve objectives linked to managerial and organizational effectiveness. Further Liden et al. (2000) found that empowering encourages and increases decision making at lower levels of an organization, which consequently enriches employees' work experience. In addition, Conger and Kanungo (1988) studied employee empowerment extensively. Based on their research, they propagated empowerment as a motivational construct, and perceived empowerment as an enabling rather than a delegating process. Further elaborating the concept, Thomas and Velthouse (1990)

suggested that empowerment is a multidimensional construct that shows employees' orientation to his or her work role, including meaning, competence, choice, and impact. Studies from the public sector also reveal a positive relationship between employee empowerment and job satisfaction (Fernandez and Moldogaziev, 2013). In other public sector study, Cho and Lewis (2011) found that turnover intention and actual turnover rates are strongly and positively correlated. Raquib(2010) studied Empowerment Practices and Performance in Malaysia in the education, information technology and telecommunication service sectors in Malaysia. He found that Malaysian firms have to focus significantly on certain fundamental perspectives in (i) relinquishing the authoritarian way of treating the employees in the workplace; (ii) giving them respectful power and authority to make their own decisions; (iii) valuing their individualistic talents, ideologies and philosophies and (iv) training them to acquire innovative ways to nurture their talents, scholastic aptitudes, technological knowledge, entrepreneurship and leadership skills

Seminal work by Spreitzer (1995) identified four major benefits that employees accrue out of empowerment related activities practice in the organisations. Empowered individuals:

- (1) Find meaning in their work role;
- (2) Feel competent to perform their work role;
- (3) Develop a feeling of self-determination;
- (4) Believe that they can have a real impact on organizational outcomes.

Thus researches revealed empowerment helps to build up loyalty, trust, self-belief, meaning to role, motivation, morale etc. among the employees. Further various researchers have discussed characteristics associated with empowerment practices. They may also be considered as enabling factors to bring best out of empowerment activities. Holt et al (2000) gave nine characteristics of a empowerment oriented work system:

- (1) **Leadership:** Establishing new goals for the organisation that can be clearly devolved and encouraged at all levels.
- (2) **System:** An empowerment execution and sustaining arrangement that acts as an enabler for the leadership in activating the strategy.
- (3) **Resources:** Built into the system for realisation of the new goals, with emphasis on frequent training and development of the employees.
- (4) **Involvement:** Embracing all level of employees within the organisation, so that they become enthusiastic and supportive towards new system work.
- (5) **Training:** Frequent skill, knowledge and aptitude development through a structured training curriculum.
- (6) **Teamwork:** Designating various teams at all levels to implement the goals defined under by leadership and to achieve goal through collective efforts within the constraints of the System and Resources.
- (7) **Process improvement:** Making every employee a process owner by aligning individuals' strengths with the goals of empowerment.
- (8) **Measurement:** Continual performance measurement the corner stones of monitoring an empowered organisation.
- (9) **Recognition:** For motivation, aspirations and enthusiasm of individuals be rewarded for adapting change and improved performance (Nesan, 1997).

Penetration and efficiency of empowerment practices depend upon degree to which these features are internalize in empowerment program of an organisation. Although researchers have devoted enough time in exploring benefits associated with employee empowerment but they have criticised for looking through the glasses of management only. Lashley (1999) revealed that one of the negative features of empowerment literature is the relative lack of interest in the employee perspective. Although a few studies have included an examination from the employee

perspective but generally the empirical works to explore empowerment have focussed on management perspective (Jarrar and Zai, 2002, Nesan and Holt, 2002). This is perhaps somewhat sad given that empowerment is essentially a perceptual matter and therefore it is necessary to ask employees about their perception for empowerment related practices (Psoinos and Smithson, 2002). The same research gap is the matter of investigation in the present study. Paper seeks to access employees' perception regarding seven well practiced empowerment oriented practices. Keeping in view reviewed literature and other allied factors following objectives and methodology has been used herewith.

### OBJECTIVES & METHODOLOGY

The prime objective of the present research has been to study employees' perception for Employee Empowerment related High Performance Work Practices (HPWP). The incidental objectives of the present research were as under:

- To examine the awareness level of employees' for empowerment related practices.
- To explore employees' perception regarding availability and effectiveness of employee empowerment HPWPs in Indian organisations.
- To study the gender, organisational and sectoral variations in employees' perception for empowerment practices.

The present study is based upon exploratory-cum-descriptive research design and has used primary data. For data collection, a structured questionnaire comprising of seven commonly used empowerment practices has been drafted which seeks employees' response regarding their awareness, availability and effectiveness. Stratified random sampling has been used to collect data from Indian industries. The industries mainly included banking, insurance, textile, BPO, sugar, shoe, consultancy, cold drink, rice etc, Sample size is 300. Brief detail of profile of respondent is tabulated as follows.

**Table 1: Profile of Respondents**

Variable	Category	Frequency	Percentage
Gender	Male	165	55
	Female	135	45
Age	Below 25	90	30
	26-35	50	16.6
	36-45	75	25
	Above 45	85	28.4
Experience	Below 1	60	20
	2-5	87	29
	5-10	33	11
	11-20	60	20
	Above 20	80	20
Education	UG	154	51
	Graduate	68	29
	PG	78	20

The questionnaire used has been designed on a five-point scale ranging from 'unaware' (one) to 'strongly aware' (five), 'ineffective' (one) to 'highly effective' (five) and 'unavailable' (one) to 'highly available' (five). Employees were taken from top and middle level keeping in view the consideration that they as more likely to encounter HRIS. For analysis purpose, it has been strictly supervised that an array of manufacturing, service, private, public, Indian and foreign companies are approached. Further while administering questionnaire to employees, it has been ensured that data comes from all category like male, female, highly experienced to less experienced one, aged personnel to fresh recruits etc. Reliability of data is checked using Cronbach's alpha which is calculated through SPSS. Both overall and each individual empowerment practice have been explored to judge employees' perception. Further variations in perception based on gender, sector and organization has been discussed in detail. For the purpose t-test has been used in the paper.

## RESULTS AND DISCUSSION

### Awareness, Availability & Effectiveness of Employee Empowerment Oriented HPWPs

Many research studies have proved that awareness of any practice or phenomenon is of utmost importance as this leads to its proper implementation and facilitation. When the employees are aware of these practices they will resort to innovative work practices which will ultimately affect the individual and organizational performance in an affirmative way. Further perception plays an important role for an individual as same practice could be perceived differently and this may lead to contrasting results and the same fact is also true in the case of Empowerment oriented HPWPs too. Its employee's perception regarding effectiveness of a practice that defines its utility and value for an organization, as in case if any practice is not regarded as effective by employees then the employees will not

participate whole heartedly and hence the very essence of practice gets defeated. Positive perception for a practice not only implies effective implementation of practice but it also ensures effective participation of employees too

and this participation leads to innovation and cost effectiveness. In this light various aspects of Empowerment oriented practices have been taken into the study and have been discussed as below:

**Table 2: Description of Awareness, Availability and Effectiveness Level of Employee Empowerment Related HPWPs (Mean)**

Employee Empowerment Related HPWPs	Awareness Level	Availability Level	Effectiveness Level
Management by Objective	3.70	3.12	3.90
Quality Circle	3.90	3.58	3.82
Problem solving team	3.76	3.00	3.38
Semi-autonomous team	2.90	2.44	3.04
Employee Stock Option Plan	2.60	1.62	2.60
Grievance Redressal procedure	3.36	2.84	3.10
Feedback mechanism	3.42	2.82	3.04
Overall	3.35	2.78	3.24

Overall awareness of employees comes out to be in 'Aware' category of five-point rating scale. Moreover mean value of employees' perception for effectiveness (mean=3.24) of empowerment practices is close to that of awareness value (mean=3.35). Whereas employees' perception for availability of empowerment practices is a matter of concern in Indian organisations with a mean value of 2.78. As far as awareness level for individual empowerment practices are concerned, employees are most aware for Quality Circle. Further employees are aware for Problem solving team (mean=3.76) and Management by Objective (3.70). Employees are least aware for Employee Stock Option Plan (mean=2.60) and Semi-Autonomous Team (2.90). These Practices require significant amount of power and ownership devolution. Availability level is also least for these practices (ESOP mean=1.62, Semi-autonomous team mean=2.44). Thus poor availability may be a reason for poor awareness level. In the same way maximum availability is also for same practices i.e. Quality Circle and MBO. Same trend is also observed in employees' perception regarding effectiveness with same empowerment related HPWPs having

maximum and minimum mean value. The table provides extensive perceptual description of various employee empowerment oriented HPWPs. It successfully highlights plight of empowerment in Indian organisations. So it highlights the need of strengthening empowerment practices to align employees' desire of power and responsibility with organisational goals and objectives.

Table 3 gives elaborative picture of awareness level among genders, sectors and organisations. Male employees have maximum awareness for Feedback mechanism (mean=3.89) and that of female employees is for Management by Objective (mean=3.71). Overall awareness level of male employees is higher than that of female employees. Among seven empowerment practices, female employees have more awareness than male employees for only two practices i.e. MBO and Grievance Redressal Mechanism. Further mean value of both genders is almost same for MBO, Semi-Autonomous Team and Grievance Redressal Mechanism. Visible differences are also observed among awareness of public and private sector employees. On a whole private sector employee

**Table 3: Awareness Level for Employee Empowerment Related HPWPs**

Employee Empowerment Related HPWPs	Gender		Organization		Sector	
	Male	Female	Manufacturing	Service	Public	Private
Management by Objective	3.69	3.71	3.76	3.68	2.77	3.63
Quality Circle	3.85	3.54	3.74	3.80	3.64	3.80
Problem solving team	3.87	3.61	3.72	3.80	2.68	3.82
Semi-autonomous team	2.91	2.88	2.80	2.86	2.72	3.06
Employee Stock Option Plan	2.69	2.48	2.98	3.02	2.58	2.63
Grievance Redressal procedure	3.54	3.57	3.84	3.80	3.88	3.82
Feedback mechanism	3.89	3.68	3.92	3.70	3.56	3.88
Overall	3.49	3.35	3.52	3.53	3.30	3.52

(mean=3.52) possess higher level of awareness than public sector employees mean=3.30). Employees of public sector show lower level of awareness for practices that allows employee to work independently in a team i.e. for Problem solving team, MBO and Semi-autonomous team. Further both sectors show relatively equivalent employee awareness for ESOP and Quality Circle. But clearly public sector requires programmes for employees' induction to empowerment related HPWPs. Interesting awareness does not vary too much for employees of manufacturing (mean=3.52) and service organisations (mean=3.53). Among individual empowerment practice too, difference in awareness level is not as large as in case of sectors and genders. Further significance of these perceptual differences is observed through hypotheses and t-test in following tables.

### HYPOTHESIS TESTING

Hypothesis is an assumption taken into consideration to draw out and to test research work's logical or empirical consequences. The following hypotheses adjudge the significance of the difference in employees' perception among various variables taken in study.

#### Hypothesis 1

$H_0$ : There is no variation in the overall employee awareness for empowerment related HPWPs among male and female employees.

$H_1$ : Overall employees' awareness varies significantly for male and female employees. Here two-tailed test would be used.

#### Hypothesis 2

$H_0$ : There is no variation in the overall awareness of employees of manufacturing and service organization regarding awareness of employee empowerment HPWPs.

$H_1$ : Overall employees' awareness varies significantly across manufacturing and service organization. Here two-tailed test would be used.

#### Hypothesis 3

$H_0$ : There is no variation in the overall awareness among employees of public and private sector.

$H_1$ : Overall employee's awareness for empowerment related HPWPs in public and private sector organisations vary significantly.

Table 4 depicts the results of hypothesis tests applied for adjudging variations in awareness level among various variables like gender, sector etc. It is found that two null hypotheses are rejected which means that awareness level differs among male and female employees and among public and private sector employees. Different level of awareness level demands different sort of treatment. For inference, in comparison to private sector employees, public sector employees require greater publicity, acquaintance and awareness sessions. Second

**Table 4: Hypothesis Testing (Awareness Level)**

Hypothesis	Z Value	Critical Value*	Result
Hypothesis-1	5.71	1.96	Rejected
Hypothesis-2	0.001	1.96	Accepted
Hypothesis-3	8.79	1.96	Rejected

null hypothesis is accepted which means awareness level of manufacturing and service organisations do not differ significantly.

Following table demonstrates significance of variations in individual empowerment related High Performance Work Practice.

**Table 5: Gender, Organizational and Sectoral Variations in Awareness Level**

Employee Empowerment Related High Performance Work Practices (HPWPs)	Gender		Organization		Sector	
	Male v/s Female		Mfg v/s Service		Public v/s Private	
	t-value	Sig.	t-value	Sig.	t-value	Sig.
Management by Objective	2.991	.003	1.959	0.012	3.856	0.043
Quality Circle	5.635	.000	0.423	0.673	1.442	0.150
Problem solving team	2.377	.000	0.303	0.762	2.753	0.006
Semi-autonomous team	0.463	.644	2.260	0.452	2.919	0.004
Employee Stock Option Plan	1.191	.004	1.976	0.223	4.221	0.000
Grievance Redressal procedure	0.327	.744	1.133	0.258	0.377	0.706
Feedback mechanism	2.680	.002	2.365	0.003	1.365	0.007

Results of Table 5 are in conformity with the already noticed findings. Only two practices i.e. MBO and Feedback mechanism shows significant variations in awareness level among employees of manufacturing and service organisations. But among genders and sectors,

as much as five practices come up with significant variations in awareness level. Grievance Redressal Mechanism is the only practice that does not significant differences for any of the three parameters.

**Table 6: Availability Level for Employee Empowerment Related HPWPs**

Employee Empowerment Related HPWPs	Gender		Organization		Sector	
	Male	Female	Mfg	Service	Public	Private
Management by Objective	3.12	3.12	3.05	3.17	3.01	3.20
Quality Circle	3.36	3.36	3.73	3.46	3.47	3.72
Problem solving team	3.30	2.60	2.85	3.11	2.98	3.02
Semi-autonomous team	2.40	2.49	2.40	2.47	2.18	2.78
Employee Stock Option Plan	1.87	1.28	1.33	1.83	1.57	1.68
Grievance Redressal procedure	3.43	3.05	2.42	3.15	2.74	2.97
Feedback mechanism	3.02	2.55	2.44	3.10	2.63	3.06
Overall	2.92	2.63	2.60	2.89	2.65	2.91

Table 6 represents perceptual variations among genders, sectors and organisations. Overall employees' perception regarding availability is higher for male, private and service sector employees than that of female, public and manufacturing sector employees. The same observations are also observed in employees' response for awareness level. Male employees have higher mean value for all seven employee empowerment related HPWPs with maximum variation in availability of Semi-autonomous team. Here manufacturing and service organisation shows sufficient perceptual differences in most of the practices. Further availability level is higher in private sector (mean=2.91) companies than that of public sector companies (mean=2.65). It reflects relatively poor availability of empowerment paradigm in public sector companies. Further all individual empowerment practice shows less availability in public sector. Significance of such differences has been discussed as follows.

#### Hypothesis 4

$H_0$  : There is no variation in the overall perception regarding availability of

empowerment practices among male and female employees.

$H_1$  : Overall employees' perception for availability varies significantly for male and female employees. Here two-tailed test would be used.

#### Hypothesis 5

$H_0$  : There is no variation in the overall perception of employees of manufacturing and service organizations regarding availability of empowerment related HPWPs.

$H_1$  : Overall employees' perception regarding availability varies significantly across manufacturing and service organizations.

#### Hypothesis 6

$H_0$  : There is no variation in the overall perception among employees of public and private sector organisations.

$H_1$  : Overall employees' perception for availability in public and private sector organisations vary significantly.

**Table 7: Hypothesis Testing (Availability Level)**

Hypothesis	Z Value	Critical Value*	Result
Hypothesis-4	5.71	1.96	Rejected
Hypothesis-5	9.79	1.96	Rejected
Hypothesis-6	8.79	1.96	Rejected

Table 7 illustrates the outcome of hypothesis tests applied for discussing variations in availability level among various variables like gender, sector etc. It is observed that all alternate hypotheses are accepted which means that employees' perception regarding availability of empowerment practices differs among male and female employees, public and private sector employees and among employees of manufacturing and service organizations. Further perceptual difference in individual practice is discussed herewith.

Table 8 discusses the variation in perception of employees based on gender, sector and

organisations. Genders show perceptual differences among five out of seven empowerment oriented HPWPs. Semi-autonomous team and Quality circle are perceived by male and female employees as equally available. Similarly two sectors also views two practices as equally available. And significant differences are observed in rest of five practices. Further mean value for all these five empowerment practices is greater for private sector. It reflects relative paucity of empowerment in public sector companies. In addition, availability of Quality Circle, Problem solving team and Semi-autonomous team is regarded same by the employees of

**Table 8: Gender, Organizational and Sectoral Variations in Availability Level**

Employee Empowerment Oriented High Performance Work Practices (HPWPs)	Gender		Organization		Sector	
	Male v/s Female		Mfg v/s Service		Public v/s Private	
	t-value	Sig.	t-value	Sig.	t-value	Sig.
Management by Objective	7.650	.006	2.348	0.442	0.740	0.000
Quality Circle	11.590	.503	0.606	0.036	0.625	0.001
Problem solving team	2.793	.000	1.374	0.130	0.654	0.406
Semi-autonomous team	3.272	.644	4.962	0.000	0.022	0.007
Employee Stock Option Plan	4.643	.002	3.722	0.294	4.122	0.003
Grievance Redressal procedure	1.237	.000	2.288	0.222	0.386	0.008
Feedback mechanism	0.379	.000	1.979	0.522	1.043	0.934

manufacturing and service organisations. For rest of four practices i.e. MBO, ESOP, Grievance redressal mechanism and Feedback mechanism the significant variation in perception exists with service organisations remain a clear winner.

Moreover employees' perception regarding effectiveness of employee empowerment oriented HPWPs have been discussed through Tables 8 and 9 and hypotheses.

**Table 9: Effectiveness Level for Employee Empowerment Related HPWPs**

Employee Empowerment Related HPWPs	Gender		Organization		Sector	
	Male	Female	Mfg	Service	Public	Private
Management by Objective	3.85	3.96	3.72	4.08	3.69	4.10
Quality Circle	3.74	3.92	3.64	4.00	3.64	4.08
Problem solving team	3.56	3.14	3.20	3.56	3.20	3.56
Semi-autonomous team	3.01	3.07	2.94	3.44	2.64	3.44
Employee Stock Option Plan	2.82	2.30	2.28	2.92	2.28	2.92
Grievance Redressal procedure	3.32	2.80	2.88	3.32	2.88	3.32
Feedback mechanism	3.75	3.25	3.28	3.20	3.28	3.61
Overall	3.44	3.21	3.09	3.50	3.09	3.58

Employees' perception regarding effectiveness of employee empowerment has been discussed here in great detail. Synchronizing with awareness and availability level, effectiveness level is also higher for male, private and service organisations employee than female, public and manufacturing organisations. Interestingly female employees rated three empowerment oriented practices higher than their male counterparts. These empowerment practices are Management by Objective, Quality Circle and

Semi-autonomous team. Minimum mean value for Employee Stock Option Plan corresponds with its lesser awareness and availability level. Same tool of employee empowerment shows maximum perceptual variation among manufacturing (mean-2.28) and service organisations (mean=2.92). Feedback mechanism shows least variations with a mean difference of 0.08 only. Moreover, perception regarding effectiveness of Feedback mechanism also happens to be more positive among

employees of manufacturing organisations than employees of service organisations. Rest of employee empowerment oriented HPWPs are perceived more effective by service organisations employees. A look at perception of two sectors reveals that private sector employees rated all seven employee empowerment practices higher than employee of public sector. Significance of these perceptual differences is discussed as following.

### Hypothesis 7

$H_0$  : There is no variation in the perception regarding effectiveness of Empowerment practices among male and female employees.

$H_1$  : Employees' perception for effectiveness of Employee Empowerment oriented HPWPs vary significantly for male and female employees. Here two-tailed test would be used.

### Hypothesis 8

$H_0$  : There is no variation in the perception of employees of manufacturing and service sector regarding effectiveness of empowerment practices.

$H_1$  : Employees' perception regarding effectiveness varies significantly across manufacturing and service sector. Here also two-tailed test would be used.

### Hypothesis 9

$H_0$  : There is no variation in the perception among employees of Indian and foreign organisations.

$H_1$  : Employees' perception for effectiveness of empowerment related HPWPs in Indian and foreign organisations vary significantly. Again two-tailed test would be used.

**Table 10: Hypothesis Testing (Effectiveness Level)**

Hypothesis	Z Value	Critical Value*	Result
Hypothesis-1	5.71	1.96	Rejected
Hypothesis-2	9.79	1.96	Rejected
Hypothesis-3	8.79	1.96	Rejected

Table 10 describes the application of hypothesis tests applied to highlight the variations in employees' perception regarding effectiveness of empowerment oriented HPWPs among various variables like gender, sector etc. Here also all three null hypotheses are rejected which means that perception for effectiveness differs significantly among male and female employees, public and private sector employees and among employees of manufacturing and service organizations. It is believed that positive and favourable perception results into sincere and dedicated implementation of a practice. Thus organizations with more favourable perception could reap maximum benefits from employee empowerment.

Table 11 discusses gender, sector and

organisation based differences in effectiveness level of empowerment scenario of an organisation. Among genders four out of three empowerment practice reports significant differences in perception of the employees. These empowerment oriented HPWPs are MBO, Quality Circle, Semi-autonomous team and Employee Stock Option Plan. Sectors also have significant differences in four practices i.e. MBO, Quality Circle, Problem solving team and Feedback mechanism. On contrast to it, two organisations report significant differences in three empowerment oriented practices. Rest of four practices have been by employees as equally effective. These practices are Quality Circle, Problem solving team, ESOP and Feedback mechanism.

**Table 11: Gender, Organizational and Sectoral Variations in Effectiveness Level**

Employee Empowerment Related High Performance Work Practices (HPWPs)	Gender		Organization		Sector	
	Male v/s Female		Mfg v/s Service		Public v/s Private	
	t-value	Sig.	t-value	Sig.	t-value	Sig.
Management by Objective	5.069	.000	2.257	0.025	3.000	0.003
Quality Circle	4.585	.000	1.136	0.257	2.802	0.005
Problem solving team	0.488	.626	0.395	0.693	2.127	0.034
Semi-autonomous team	2.417	.016	2.456	0.015	0.075	0.940
Employee Stock Option Plan	2.167	.031	1.579	0.115	1.174	0.241
Grievance Redressal procedure	1.436	.152	3.343	0.001	0.853	0.394
Feedback mechanism	1.002	.317	1.599	0.111	1.969	0.050

## CONCLUSION

Modern practitioners have started to explore every HR related matter from two angles i.e. from the side of management and also on the behalf of employees also. It is quite natural also, when matter concerns employee most, their perception should get utmost importance. It could facilitate resistance free adoption and also assure maximum accruing of benefits. Same is also true in the case of employee empowerment oriented HPWPs. The present paper successfully explores employee empowerment from the perspective of the employee. Employees' perception and perceptual variations among gender, sector and organisations have been discussed in great detail. Paper could find out relatively positive perception among male

employees than their female counterparts. Thus it reflects a need to acclimatise fairer sex employees with empowerment practices. Moreover public and manufacturing organisations also need to devote enough time and energy to strengthen their empowerment paradigm. Taking clue from present study future researchers could explore the various reasons for significant variations in perception. Moreover a co-relational study between awareness, availability and effectiveness level could also be administered. Further future study could include other team or leadership related empowerment practices. The major limitation of present paper is that findings are based on only three hundred respondents. Paper has not explored the variations in perception for empowerment on the basis of individual characteristics like experience, qualifications etc.

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