HR EMPOWERMENT AND CONTROL DYNAMICS OF WORK TEAMS IN TEXTILE INDUSTRY, COIMBATORE

Umashankar K*   **Dr. Barani G****
*Research Scholar, Management Studies, Anna University Chennai, India.
**Professor, Anna University, Regional Centre Coimbatore, India.

Abstract
Today, employee empowerment is considered as important issues in human resource management organizations and In this regard, it is important that each of the individuals feel about their competence. Human resources consider as strategic asset of the organization And empowerment of employees, is a new approach in order to human resource development that cause increase productivity improve quality, and profitability of products and services of organizations. In order to achieve this goal and to help researchers and managers in the areas Human resources in this article is try to empower the patterns, the importance of this issue in organizations to explain.

Key Words: Job Enrichment, Job Promotion, Transparency and Clear Information.

Introduction
Employee empowerment is a management strategy that aims to give employees the tools and resources necessary to make confident decisions in the workplace without supervision. Empowerment is a long-term, resource-intensive strategy that involves significant time and financial investment from the organization's leaders. Hammer and Champy (1993) suggest that empowerment of front-line workers is crucial if organizations want to understand core business processes, because front-line workers are closest to these processes and are the only ones who really understand how they work. Authors Ken Blanchard, John P. Carlos, and Alan Randolph, in their book Empowerment Takes More Than a Minute, suggest that the three tools managers should be using to empower their staff are information sharing with everyone, creating autonomy through boundaries and replacing old hierarchies with self-managed teams. Some of the perceived benefits of employee empowerment include greater job satisfaction and motivation, reduced supervisory requirements and increases in innovation and creativity. Disadvantages include increase risk as staff become more entrepreneurial and more likely to take chances. Security can also be a problem because all important information must be shared for employees to take decisions.

Andrew R.J. Dainty et al (2002) the feasibility and success of empowerment are to some extent determined by factors relating to the culture and structure of the industries within which organizations are embedded. The UK construction industry is an example that has a unique socio-technical context, some aspects of which seem well-suited to empowerment strategies. However, despite support for empowerment, it has not yet been universally embraced by construction organizations. Suggests that, used selectively, it could play an important part in helping construction organizations to address increasing performance demands whilst mitigating the negative effects of the fragmented project delivery process. However, there remain many barriers to individual and team-based empowerment strategies that require empirical investigation before the industry can benefit from their implementation. Christian Voegtlin et al (2015) the purpose of this paper is to examine, theoretically and empirically, whether an employee training program can enhance the collective perception of empowerment of work units within an organization. The authors hypothesized that training participation relates to empowerment by enhancing the potency, meaningfulness, impact, and autonomy of the employees. The results indicated a positive relationship between training participation and increased levels of collective psychological empowerment, with differential effects on the dimensions of empowerment. This study provides evidence of the positive relationship between training and empowerment, suggesting training effects across levels of analysis. The results indicated dimensions of empowerment that are more and such that are less prone to training. Such knowledge may help to inform organizations in developing training strategies. The authors provide recommendations for a respective training program.

Reviews
Conrad Lashley, (1999) Employee empowerment is said to benefit all organisations. The fast moving global economy requires that organisations learn and adapt to change quickly, and employees have a key role to play here. This is particularly true in modern service organisations. The empowered employee is said to respond more quickly to customer service requests, act to rectify complaints and be more engaged in service encounters. A more reflective approach suggests there are different managerial perceptions of empowerment, resulting in empowerment being introduced in different service organisations in different ways, and presenting different benefits to managers and working experiences for the empowered. This paper suggests that a framework of analysis needs to be developed which goes beyond the more simplistic claims which tend to discuss empowerment as that which is labeled empowerment. The success or failure of an initiative which claims to be empowering will be determined by the experience of being empowered.

Gijs Houtzagers, (1999) nowadays in order to contribute to the competitive strength of the organization empowerment is seen as a useful tool. But the organization must know what it wants to empower. Therefore it must be able to map the desired skills and competence levels for the workforce and to compare these with the actual situation. This article gives an overview of how to set up skills and competence management. Guvenc G. Alpander, (1991) One MNCs attempts to develop empowerment strategies are reviewed. These strategies are based on a cross-cultural study of employee needs in the companys Australian, German and Japanese subsidiaries. Although the need to control stands out in each of the three countries, employee needs patterns are different. The needs for economic security, belongingness, recognition, self-worth, and control relate with each in different configurations and patterns. Because of significant differences in employee needs patterns, empowerment strategies enabling employees to fulfil their need to control cannot be transferred from one culture to another without major adjustments. In some instances very little is needed to empower an employee while in others almost nothing works. Some light is shed on why, within an MNC, a similar amount of control over their work and work environments empowers Japanese workers much more than their Australian and German counterparts.

Leon A. Kappelman, Thomas C. Richards, (1996) examines an innovative first step which one organization took on the road to employee empowerment. Indicates that empowered employees are more able to adapt to change and less likely to resist it, and their need for control is being met through their empowerment, rather than by their resistance. Finds that even in small quantities, empowerment can be a large contributor to success. Also believes that small, low-cost empowerments with large payoffs can almost always be found. Manuela Pardo del Val, Bruce Lloyd, (2003) this paper aims to contribute to the empowerment literature by providing a concrete definition of the topic and thus a way of measuring the empowerment level in organisations. The tool designed to measure empowerment resulting from the previous theoretical definition has been proved to be a scale, fulfilling the necessary properties: reliability and validity. It has been tested on a sample of Spanish firms, concluding that it follows a Normal distribution, whereas 20 per cent of the companies apply a less participative style and 20 per cent could be described as empowered. Measuring empowerment not only serves to know how many companies use empowerment practices but also can be used to delve deeper into relationships between empowerment levels and other managerial concepts, such as the effects of empowerment on organisational change, on quality, or even on organisational performance.

Martin Dufficy, (1998) examines the development of the "empowerment audit" (EA) as a quantitative tool to measure the degree to which employees within an organisation are empowered. Analyses how what is, in effect, a two year survey of 100-plus sites of large and medium-sized manufacturers shows a correlation between the extent of empowerment within companies and the improvement in business performance over time. Describes how results may be benchmarked against sector and industry averages across the EA database. Highlights that managers do not judge full empowerment always to be the ideal and that there is no prescribed "right place to be" on the empowerment scale. Rather, the EA's purpose is to determine the scope for change, the readiness of an organisation to undertake it and to act as a means of monitoring progress.

Norma D'Annunzio-Green, John Macandrew, (1999) Evidence to date shows a divergence in the methods and approaches used by companies to introduce empowerment and indeed a wide debate as to the meaning and appropriateness of the term itself. The popularity of the concept has led many organisations to "dive in at the deep end", wanting to experience the benefits of empowerment without perhaps stopping to consider the wider implications and consequences. It provides an insight into differing perceptions of the meaning of empowerment between employees and managers; the positive and negative experiences of those working in an empowerment culture and the changes required for a renewed attempt at introducing empowerment to be successful. The authors conclude that "quick fix" strategies will rarely be successful and urge the development of a longer-term, more sustainable, approach.

Nurdan Özaralli, (2003) the purpose of this article is to investigate transformational leadership in relation to empowerment and team effectiveness. As part of an integrative model of leadership, transformational leadership style of superiors is proposed to be related to the strength of subordinate empowerment and team effectiveness. They also evaluated their teams' effectiveness in terms of innovativeness, communication and team performance. Findings suggest that transformational leadership contributes to the prediction of subordinates' self-reported empowerment and that the more a team's members experience team empowerment, the more effective the team will be. Shauna L. Meyerson and Theresa J.B. Kline, (2008) results supported the proposition that empowerment should be separated into its behavioral and psychological components. The dimensions of empowerment also differentially predicted job outcomes. In particular, environmental empowerment was better at predicting outcomes than was psychological empowerment. It was also found that transformational and transactional leadership predicted environmental empowerment more strongly than psychological empowerment. Practical implications include that environmental empowerment has more predictive power than does psychological empowerment on workplace outcomes and that leadership has a stronger impact on environmental than psychological empowerment.

Leadership challenges, culture and economic issues on one hand, the strategic development of human resources, including: organizational learning, innovation, staff development and customer success on the other hand, forced organizations strategic orientation of employee empowerment. To explain the strategic model of empowerment, it is necessary to review and analyze the factors that influence employee empowerment. In addition to employee satisfaction, provide customer satisfaction. Knowledge and skills of employees : Improve the skills and knowledge that are directly related to entrepreneurship and employee effectiveness and replacing knowledge instead of industry workers caused paradigm shift in human resource development and development of staff skill and knowledge is winning card of knowledge organizations. Trust: Leaders need to trust and develop power and acceptance of new ideas. Flow of information and knowledge has Positive impact on this dimension and accountability and responsibility of employees. Communications: Two-way communication is a tool that will extend knowledge of employee in the communications duct of organization to better serve to customers. Distributing information to employees in order to the performance of the organization is critical. Information and communications channels within organizations cause the promotion of knowledge and organizational trust.

Motivation: Attention to needs and motivation of employees pay and bonuses based on performance and rewards in this model is intended, spiritual (non-material) are more important than material rewards. The theorist, which is believed to carry a sense of control over work and activities of the tissues and structures where the work is done, Accountability in the work, share the responsibility for implementing fairness in organizational activities and rewards based on individual and team performance to improve employees' empowerment and Productivity.

Results Analyses and Discussion

Table 1: Demographic Breakdown for Respondents

Gender	Frequency	Percent
Male	56	81.2
Female	13	18.8
Age	**Frequency**	**Percent**
21 to 30	57	82.6
31 to 40	6	8.7
>40	6	8.7
Education	**Frequency**	**Percent**
<=UG	5	7.2
PG	60	87
>PG	4	5.8
Experience	**Frequency**	**Percent**
Up to 4 Years	62	89.9
5-10 Years	3	4.3
> 10 Years	4	5.8
Income (in Lakh)	**Frequency**	**Percent**
2 to 3	4	5.8
4 to 5	62	89.9
> 6	3	4.3
Total	**69**	**100**

Table 2: ANOVA for Demographic Factors Vs Empowerment Variables

		Sum of Squares	Mean Square	F	Sig.
Job enrichment and job promotion	Between Groups	1.78	0.89	0.88	0.00
	Within Groups	67.09	1.02		
	Total	68.87			
Transparency and clear information	Between Groups	2.80	1.40	1.70	0.00
	Within Groups	54.44	0.83		
	Total	57.25			
Recognition and appreciation	Between Groups	2.25	1.13	1.48	0.04
	Within Groups	50.38	0.76		

Research Paper
Impact Factor: 3.567
Peer Reviewed Journal

IJMDRR
E- ISSN –2395-1885
ISSN -2395-1877

		Total	52.64			
Participation and teamwork	Between Groups	2.59	1.30	1.60	0.01
	Within Groups	53.41	0.81		
	Total	56.00			
Communications and Working environment	Between Groups	3.24	1.62	1.92	0.05
	Within Groups	55.74	0.85		
	Total	58.99			
Responsibility and skills	Between Groups	0.12	0.06	0.10	0.00
	Within Groups	39.22	0.59		
	Total	39.33			

Table 3: Regression Analysis

R	R Square	Adjusted R Square	Std. Error of the Estimate
.526a	0.277	0.220	0.889
a Predictors: (Constant), Responsibility and skills, Participation and teamwork, Transparency and clear information, Communications and Working environment, Recognition and appreciation			

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.149	0.767	-	1.497	0.139
Transparency and clear information	0.026	0.124	0.024	0.209	0.001
Recognition and appreciation	0.450	0.167	0.394	2.691	0.003
Participation and teamwork	0.101	0.156	0.091	0.644	0.000
Communications and Working environment	0.307	0.132	0.284	2.327	0.013
Responsibility and skills	0.084	0.154	0.064	0.547	0.007
a Dependent Variable: Job enrichment and job promotion					

Table 1, 2 and 3 details as follows; Job enrichment and job promotion; organizations should carry out the measures needed for updating employee technical information and expertise and enhancing their job content. According to succession principle in organization, job rotation techniques should be implemented. Feelings and sense of organizational blondness; In order to meet the condition, organization should respect its employees and help them to solve their personal problems. To inspire invention, innovation and creativity in employees, appropriate grounds are required and senior management should be ensured that employees tend to do their tasks as expected. Trust, sincerity and honesty; Organization should provide positive atmosphere and friendly working relationship between staff and increase mutual trust between managers and staff. Recognition and appreciation; Relevance of salary and bonuses received by employees to their works, appropriate distribution of welfare facilities in organization and relevance of promotion with employee competences, all improve the empowerment. Participation and teamwork; Use of employees' comments and ideas in decision-making and as well as their cooperation in improving organizational tasks, employees empowerment at various levels and encouragement of employees to propose ideas for better doing of tasks are effective in promoting participation and teamwork in organizations.

Communications; It includes communication and easy access of employees to managers and supervisors, transparency and clear communication between staff and managers and supervisors and informing employees about current working situations etc. Working environment; one of the emphasized factors in any organization is working environment. The importance of employee health and safety at work, creating opportunities for career promotion and reducing workplace stress and tensions are factors that are related to working environment. Improving processes and working methods; Transparency and clear information about organization's workflow, documentation of work procedures, periodic reviewing and revising of procedures and simplification of tasks are effective factors on improvement of processes and working methods. Information, knowledge and job skills: To achieve the goal, it is beneficial to provide opportunities for developing job skills, effective and efficient training and good communication about technical and professional information in relation to variety of job positions.

Formation of working groups; one of the managers' responsibilities is forming of empowered working groups. For this purpose, designing and development of several factors at workplace are necessary which managers and employees contribute in their achievement. Some of them are respect, intelligence, control, decision making, responsibility and skills.

Undoubtedly, strengthening the capability of individuals can play an important role in improving the quality of services provided by organizations because changes in the contemporary organizations have altered their attitude toward labor force. With regard to the effective factors on empowerment employees and continuous change in market demands, customer strategies, technology and knowledge organizations must move towards learning and learning created through the analysis of human resources processes and empowerment. Therefore, empowerment is necessary because employees in today's organizations need to create scope for creativity and creative teams and changing customer demands. Today's organizations need the flexibility, agility and the ability of employees to accept do the job, so in order to empowerment of planning human resource, is part of strategy and Cornerstone of human resource empowerment is recognizing patterns that influence organizational decisions, empowerment cannot performed imposed.

Conclusion
Organizational advantages are not due to outpacing in new technology utilization but rather lie in high self-esteem and commitment to organizational goals. Under such circumstances, employees do not act as a means for managers' achievement rather they are known as the vital capital of organization with high involvement in work flows and participation as organization partners. Subsequently, leadership skills are not sufficient for managers; and employees require learning self-governance methods. To achieve these features, organizations should empower their most important sources and competitive factors i.e. human resources. Achieving the goals necessitates applying related appropriate and scientific strategies. Empowerment is one of the most important strategies for inspiring these features in individuals and a new motivational factor in dynamic working environment. Employee empowerment has positive effects on their attitudes and behaviors. In the current turbulent environment, organizations have no choice other than proper utilization of manpower as a competitive advantage. In the empowering organization, a successful manager is one who has the ideas and abilities needed to lead staff towards a common organizational goal and also tries to improve employees' work efficiency which increases the deployment of human resources' full capabilities and means employee empowerment.

References
1. Andrew R.J. Dainty, Alan Bryman, Andrew D.F. Price, (2002) "Empowerment within the UK construction sector", Leadership & Organization Development Journal, Vol. 23 Iss: 6, pp.333 - 342.
2. Christian Voegtlin, Stephan A. Boehm, Heike Bruch, (2015) "How to empower employees: using training to enhance work units' collective empowerment", International Journal of Manpower, Vol. 36 Iss: 3, pp.354 - 373.
3. Conrad Lashley, (1999) "Employee empowerment in services: a framework for analysis", Personnel Review, Vol. 28 Iss: 3, pp.169 - 191.
4. Gijs Houtzagers, (1999) "Empowerment, using skills and competence management", Participation and Empowerment: An International Journal, Vol. 7 Iss: 2, pp.27 - 32.
5. Guvenc G. Alpander, (1991) "Developing Managers Ability to Empower Employees", Journal of Management Development, Vol. 10 Iss: 3, pp.13 – 24.
6. Leon A. Kappelman, Thomas C. Richards, (1996) "Training, empowerment, and creating a culture for change", Empowerment in Organizations, Vol. 4 Iss: 3, pp.26 - 29.
7. Manuela Pardo del Val, Bruce Lloyd, (2003) "Measuring empowerment", Leadership & Organization Development Journal, Vol. 24 Iss: 2, pp.102 - 108.
8. Martin Dufficy, (1998) "The empowerment audit - measured improvement", Industrial and Commercial Training, Vol. 30 Iss: 4, pp.142 - 146
9. Norma D'Annunzio-Green, John Macandrew, (1999) "Re-empowering the empowered – the ultimate challenge?" Personnel Review, Vol. 28 Iss: 3, pp.258 - 278.
10. Nurdan Özaralli, (2003) "Effects of transformational leadership on empowerment and team of activeness", Leadership & Organization Development Journal, Vol. 24 Iss: 6, pp.335 - 344.
11. Shauna L. Meyerson, Theresa J.B. Kline, (2008) "Psychological and environmental empowerment: antecedents and consequences", Leadership & Organization Development Journal, Vol. 29 Iss: 5, pp.444 - 460.