

Organizational Behaviour
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Lecture - 27
Empowerment and Participation

Welcome, to the chapter 17 of the discussion today, which is on empowerment and participation. In this chapter, we are going to cover in details; what is empowerment? How empowerment is done in an organization? Why it is important for the organization to empower it employees? And to what extent empowerment can be done, and for what aspects? And we are also going to see like, what do we mean by workers participation and the different ways of workers participation in management and how it is utilized for better organizational performance.

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The slide features the IIT Kharagpur logo on the left and the NPTEL logo at the bottom left. The text is centered and right-aligned. The word 'Objectives:' is in a larger, yellow font. The list items are in a smaller, white font, with 'Empowerment' and 'Participation' highlighted in yellow.

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Objectives:

- To develop an understanding of:
- **Empowerment**
- Process of empowerment
- Randolph's Empowerment model
- Strategic performance empowerment model
- **Participation**
- Features of Workers participation in management:
- Benefits of Participation
- Prerequisites of participation
- Expectations from employees and managers
- Programs for participation
- Guidelines for participation

So, the objectives of this chapter are to develop and understanding of empowerment, the process of empowerment. We are going to discuss the Randolph's empowerment model, strategic performance empowerment model and here we are going to discuss about participation, the features of workers participation in management; benefits of participation, prerequisites of participation, expectations from employees and managers, programs for participation and guidelines for participation. So, first will try to discuss what is empowerment?

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What Is Empowerment?

Empowerment is any process that provides greater autonomy to employees through the sharing of relevant information and the provision of control over factors affecting job performance.

- Empowerment helps remove the conditions that cause powerlessness while enhancing employee feelings of self-efficacy. Empowerment authorizes employees to cope with situations and enables them to take control of problems as they arise.

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So, as you can see empowerment is a process that provides greater autonomy to the employees through the process of sharing relevant information. Information which are necessary for a decision making major decision making of the organization and allowing them to make certain decisions at their own levels, regarding how they can do certain jobs. So, sharing of information and the provision of control over certain factors are the major issues of empowerment. Because these factors affect job performance and in the employees have control over those factors and have relevant information regarding how to do certain jobs then performance of that job becomes easy.

So, empowerment again helps to remove the conditions which cause powerlessness in the organization and it enhances self efficacy of the employees. So, it enables employees to cope with situations and it helps them to take control over the problems as they arise. They do not have to wait for decisions to arrive and suggestions regarding how to do certain things. So, they are in total control of their situation and these gives rise to a feeling of self efficacy.

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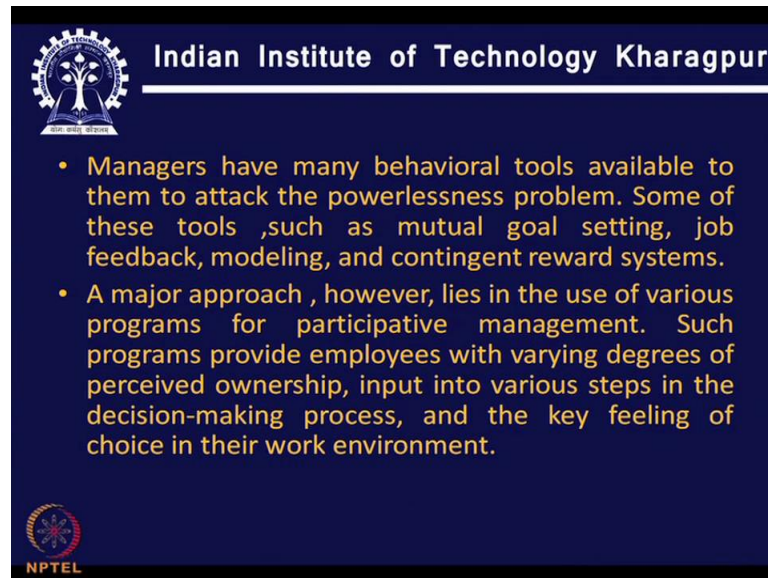
Five broad approaches to empowerment have been suggested:

- Helping employees achieve **job mastery**(giving proper training, coaching, and guided experience that will result in initial successes)
- Allowing more **control** (giving them discretion over job performance and then holding them **accountable** for outcomes)
- Providing successful **role models** (allowing them to observe peers who already perform successfully on the job.)
- Using social **reinforcement and persuasion** (giving praise ,encouragement, and verbal feedback designed to raise self-confidence)
- Giving **emotional support** (providing reduction of stress and anxiety through better role definition , task assistance, and honest caring)

Next, we will try to see, what are the broad approaches to empowerment? First approach is that of helping employees to achieve job mastery. So, when you talking of job mastery and helping employees to achieve job mastery means, we are giving proper training, coaching and the guidance to them, which will result in their initial success. Allowing them more control allowing the employees more control over the situation. In this, what happens when they get more control, then another counterpart of it is of course, accountability for whatever they are doing in the organization. So, once you get a control you are also accountable for each and every move of yours in the organization and the steps that you take in the decision making process for doing a particular job. So, control gives you discretion, but it also makes you responsible for the acts that you do.

Next is providing successful role models to the employees. So, what is this in role models employees are allowed to observe people who have who have already performed well on a certain job and by observing them they can learn many things. So, next is giving reinforcement and persuasion is giving praised the employees encouragement and verbal feedback, which will help to raise their self confidence. And of course, is last point is giving them emotional support which will help them to to help them to reduce the stress and anxiety. Because, the role is defined properly, their assister in their task and the caring atmosphere is there in the organization which nurtures their potential to take independent decisions.

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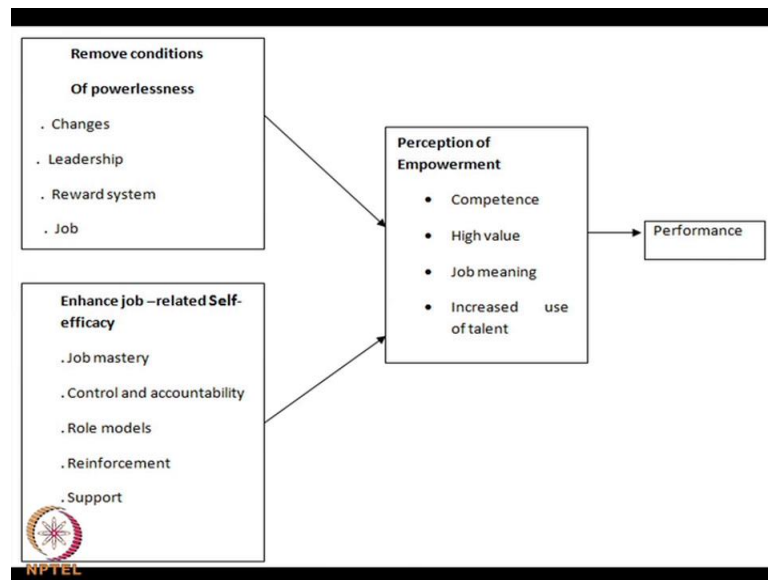
The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title "Indian Institute of Technology Kharagpur" is displayed in white text on a dark blue background at the top. The main content consists of two bullet points in yellow text:

- Managers have many behavioral tools available to them to attack the powerlessness problem. Some of these tools ,such as mutual goal setting, job feedback, modeling, and contingent reward systems.
- A major approach , however, lies in the use of various programs for participative management. Such programs provide employees with varying degrees of perceived ownership, input into various steps in the decision-making process, and the key feeling of choice in their work environment.

So, these are five broad approaches to empowerment in organization. So, some of the behavioral tools which are there to deal with powerlessness in the organization are like mutual goal setting. Then it giving a proper feedback about their job, then modeling like setting a modeling front whom the people can observe and do things. And designing a contingent reward system, which is dependent on how well you do certain things, and the decisions you take and how you be as a part of a team and all this factors. So, these are some of the tools to deal with the powerlessness problem in the organization.

So, another important program is of course, that of participative management, which helps employees to take proper decision for the organization and certain aspects. Like by giving inputs at various points of decisions making process. Because, in these case what happens like employees are given varying degrees of ownership, they gain ownership by participating in the decision making process. So, these are some of the tools that managers have in their hands to deal with the problem of powerlessness in the organization.

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If you can see from here, like conditions are powerlessness can be removed by certain changes brought in the organization, changing in the leadership style, changing in the reward system, changing in the nature of the job itself. Like making people more involve giving more autonomy and all these factors. Job related self efficacy can be increased by increasing job mastery, control and accountability role models reinforcement and support emotional support that we are talking of. These two things can combine to give a feeling a perception of empowerment means where the employees feel like the their competition getting used.

They are given high values in the organization, the job that they are doing is meaningful to them and there is an increased used of their talent. So, when they perceive the degree of empowerment in the organization it ultimately leads to their increase in performance level. So, the conditions present in the organization to remove the powerlessness then if self efficacy is enhanced through different measures then it gives rise to perception like we are empowered and that will of course, lead to a better performance.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is displayed in white text at the top. Below it, 'Randolph's Empowerment model' is written in yellow. The main content is under the heading 'Share Information' in yellow, followed by four bullet points in orange. The NPTEL logo is in the bottom left corner.

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Randolph's Empowerment model

Share Information

- Share company performance information
- Help people understand the business
- Build trust through sharing sensitive information
- Create self monitoring possibilities

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Will discuss here Randolph's empowerment model, first is the first step of which is sharing of information. So, when you are talking of sharing of information we mean sharing company performance information. Then we are helping people to understand the business, then build trust through sharing sensitive information and create self monitoring possibilities. So, where person can judge for himself or herself like what and how they should do certain things.

So, these are certain steps when we talking of sharing of information. Next is the autonomy should be, if we tell like we will give you autonomy, but the structure of the organization does not provide that autonomy then empowerment is not possible. So, after sharing of information the next important step that should be taken for by the organization is autonomy, which is provided through the structure of the organization.

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Create Autonomy through Structure

- Create a clear vision and clarify little pictures
- Create a new decision making rules that support empowerment
- Clarify goals and roles collaboratively
- Establish new empowering performance management processes
- Use heavy doses of training

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So, first step is create a clear vision about the organization and the how what are the expectations of the organization and clarify small pictures about how to do certain things. Then create new decision making rules that support empowerment. So, now if the decision making rule is such like, only the leader can take the decision and the others around have to follow it. Then may be empowerment is not possible if it is there in certain organization. So, its required that a new decision making rules are given like everybody has to contribute towards the decision making, if that is made as a rule then may be empowerment is possible. Next is clarify roles and goals collaboratively. So, when there is atmosphere of collaboration then of course, everybody is going to contribute towards, like the decision of how things need to be done.


Establishing new empowering performance management processes. So, then again performance management process is, if it is once the yards take for measuring empowered performance measurement processes is different from when one performs under like decisions are given and they are just working it out. So, accountability bringing in accountability in whatever the performance is the quality of that performance. So, these things we have to decide when we are talking of establishing new empowering performance management processes.

Because, this that is a when we are talking of empowering performance management processes these are more mature ways of doing things where we treat like the employees

are matured enough and well developed enough to take decisions for the organizations. And the yards takes for measuring these performances are quite different, when we take the employees not capable of any decision making and we just want to act them out what major instructions are given from top. So, that is how we have to set different parameters for it and but again for this what is required is use heavy doses of training. So, training for empowerment is very much essential, we have to culture that we have to nurture that in the employees step by step.

Because, today we tell like tomorrow you start your own decision making decision making and you will be slowly responsible for the decisions that you take may develop stress in the employees. So, it is enough of training is required to gradually develop in them the feeling of self efficacy, the belief in themselves like yes they can also make certain decisions. There could be certain errors and the organization has to be tolerable of those errors are the initial days of empowerment. Because otherwise they will not be very comfortable with the process of empowerment, because if they are punished for a certain errors. Because, people learn from errors only like what to do and how to do things and how to reduce those errors also could be the one of the parts of the training process.

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- **Let teams become the hierarchy**
- Provide direction and training for new skills.
- Provide encouragement and support for change.
- Gradually have managers let go of control
- Work through the leadership vacuum stage.
- Acknowledge the fear factor

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Let teams become the hierarchy. So, this again will talk of like providing direction and training for new skills providing encouragement and support for a change. So, gradually

have managers to let go of the control work through the leadership vacuum stage acknowledge the fear factor. So, we are here what we find like when teams are themselves making the decisions. Sometimes fear may be there like, whether we are on the right path? How do we know whether we are on the right path? Who is going to give us the green signal like yes we are doing things rightly? And whom do we look up to like when we are not able to do certain things? So, the certain questions are there in the peoples mind when we are going for empowerment and we have to deal which may lead to certain fear in them.

So, these we have to know like this questions will be there and we have to gradually remove these fear factors by like detailed training program and giving small direction of not what to do, what to decide, but how to make decisions. So, those things and how to adjust with each other collaborate with each other, how to utilize the best part best potential of each other while going for a decision making. That training regarding that how part is very important for encouraging the empowerment process in the organization and that has to be done very gradually.

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The strategic performance empowerment model

- Within the strategic performance empowerment model, three key variables (1. coaching or mentoring; 2. peer and supervisor modeling; 3. career path development and strategies), must be present to provide employees with the guidance and the skills necessary to become empowered employees

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The strategic performance empowerment model in this happens is within the strategic performance empowerment model. There are three key variables like first is of course, coaching or mentoring and second pure and supervisor modeling third is carrier path development and strategies. So, these three things must be present to the must be present

provide employees the guidance like whom to observe, like if you are going to make a certain decisions whose style do you observe, then how do you make a proper decision. This things we get to know only by being in contact observing, noticing someone who is making good. Who is a good decision maker, like how that person tackles the difficult situations what are his responses or her responses to particular problems.

All these things we can learn only by observing and those things and also may be guidance and mentoring given. So, mentoring observing someone either as a either as someone or the peers or the supervisors as a role module. And having a carrier path stated in front like when empowerment is there then how do you move about in the organization. So, these things must be there to provide employees. So, if the guidance like to become necessarily empowered employees. So, how do you develop your carrier path and what strategies do you take for it, like how do you take proper decisions and if you are contributing to the decisions. Then in that case we will try to see like the here this carrier path could be like more of like competence based, merit based, rather than more of seniority based.

So, when we are talking of empowering employees, empowered employees the whole organization has to be ready to observe this situation, when we are having empowered employees in the organization. It is not that we empowered the employees, we tell like empowering the employees for decision making. Out when it comes to reward system and it comes to carrier path development. When it comes to like supervisor and the team members or the relationship, when it comes to clear good relationships the environment not very conducive enough to receive assimilate that concept of empowerment. Then empowered employees cannot function properly in the organization. So, when you are talking of empowering employees the whole organization has to be ready to accept and welcome that process of empowered empowerment of the employees.

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What Is Participation?

participation is the mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them. There are three important ideas in this definition –involvement., contribution, and responsibility.

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When we are talking of participation in management, first again we should understand what we mean by participation. And before we again move into this discussion of what is participation. Because, this is an extension of the concept of empowerment and when we are talking of empowering employees only then only we can think of them participating in certain of the decision making process, and thinking them as important contributors to the organization and decision making and involving them in the processor taking their suggestions and working on those suggestions. With again we have to think of like in Randolph's model, we were talking of sharing of information, we are talking of again autonomy given to the employees.

But in all these things should be it should not be done at very random way. In the sense when you are talking of empowering employees and sharing of information, we before we do that we have to ask several questions to ourselves, in the sense like empowerment is good. Definitely it is good for the organizations decision making and we should share information to with the employees, otherwise how do you how do they decide how do they know what to decide about. But again we should be prudent enough to understand what type of information we should be sharing and to again like to what extent, so and to till what levels in the organization.

So, these questions should be answered first in our mind before we go for sharing of information, like do we share all the information information's including which are very

crucial to and decision making for the organizations survival. Or should it be shared to all the levels or these sharing should stop after a certain level and the other information should pass down. Like decisions information's which are very, very important very important for strategic decisions, some important strategic decisions. So, regarding the organizations survival, should this we shared to all the levels or it should stop after a certain level and other information's may come down.

So, come to all the levels so, it is entirely depends on the organizations top bodies decision making. There is no hurry and fast rules like this information will move to this level that cannot be shared with everyone. It depends on what you decide to do and how you are treating your employees and of course, how developed, matured, ethical your employees are to do justice to the information share with them. So, and what use do they put that information into and contribute to the decision making process. So, these things are very important it is not that you just decide like and whether they are ready when you are talking of autonomy given to the employees.

So, we have to take into consideration whether they are comfortable with this autonomy or this autonomy is of threat to them. What is the growth need pattern to all of the employees present in the organization. They love to be self decision makers or some of them love to be guided also. So, these things have to be taken into consideration before we think of empowerment and the process we take for empowerment in the organization.

Next we move on to participation in the organization. So, what we see like participation is the mental and emotional involvement of people in group situations and then which helps them to contribute to group goals and share responsibility for them. So, this is again three important points in this definition, one is of course, involvement your emotional mental and emotional involvement for the group decision making, contributing to the group ideas and all these things. Next is what is that, that you contribute. So, what is your positive contribution and what responsibility do you take for whatever actions you do for the group and what parts of groups responsibility you share also. So, these are three important things when we are talking of participation in the organization.

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Features of Workers participation in management

- a) Emotional and mental involvement
- b) Contribute for the goals
- c) Share responsibilities of an organization

Objectives of Workers participation in management

Primary objective:

- a) industrial harmony
- b) sense of commitment
- c) sense of belongingness
- d) good communication skills
- e) handles the resistance

Secondary objectives

- a) Economical
- b) Social
- c) Psychological

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So, features of workers participation if you see is of like give a sense of harmony in the organization industrial harmony. Because, if the workers are involved in the decision making process then they and may responsible and asked to contribute in the decision making process, because there are part of a decision making process. Later on what happens like they are also responsible for the decision being taken and they cannot back out from the situation telling like, we were not involved or we were not consulted. So, whatever decision is taken it is a joint decision and that that owners ownership for the decision is also there and it sometimes it leads to industrial harmony. Because it is no longer like we and there situation it is us, it is both the parties have reached to a particular decision by consulting with each other and taking each other's views into consideration.

It develops a sense of commitment in the organization, a sense of belongingness also because, we feel like the respect is been given, we the employees feel like the respect has been given to us. And we were also consider important for running of the organization and our views were us. So, it gives a sense of belongingness and it develops good communication skills. So, because we have to make others understand our view point. So, it has to be well communicated with proper feedback get the facts have to be explained properly. So, it develops a good communication skill and it handles the resistance, like if somebody is protesting like we were not our views were not taken care of we were not consulted in the decision making process.

These resistances generally lowered because the involvement was there in the decision making process. Secondary objectives of workers participation in the management is of course, it is economical. In the sense like when there is resistance, there is work stop pigeon absenteeism, all these factors may affect the production process and may lead to economical loss, but it fits in other. So, in that case we gain in that way also and work is fast and its quality is good. Because, everybody was involved in how to do things, what things to do and what are the steps to be taken? So, it is, it is more cost saving time saving. So, it is economical in that way social because it brings the... as we told like the two groups of management and employees group more closer to the each other.

It is no more our way this type of situation, it is us situation where all are involved in the decision making process it develops good bonding between the management and the employees. And they think like jointly they can contribute to the organizations performance and let the organization progress for it. So, it is a social benefit also social objective and psychological of course, it gives a sense of estimate improves self esteem. Because, we have been the recognized for as important contributors to that is decision making, this is an important feeling for the employees, in the sense it increases their self and social esteem and self respect also and gives a good feeling to the employees.

So, this is a psychological thing also and it develops more involvement like good feeling for the organization a sense of attachment to the organization. So, because we were consulted this is like our family for whom we are deciding. So, we need to be careful about this particular organization, we need to care about this organization or some of the psychological feelings that may develop in the employees mind. So, these are the secondary objectives also for this participation in management.

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Merits of Workers participation in management

- a) Increase productivity
- b) Increase efficiency of employee.
- c) Establish industrial peace
- d) Establish industrial democracy
- e) Well being of individual
- f) Personality development
- g) Mutual understanding
- h) Social well being
- i) Welcome changes
- j) Rapid industrialization

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So, the corresponding merits of workers participation in management as we were already discussing. We can see like it is increased productivity then increased efficiency of employees, establish industrial peace, establish industrial democracy. Well being of the individual and personality development and mutual understanding between the management group and the employees groups and social well being of the employees welcome changes. So, changes that not resisted and but it is welcome and rapid industrialization because, the productivity is there and with increased efficiency if employees. So, there could be a spread in the industrialization process and because seeing organizations performance, are those are all encouraged and the business spreads.

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Demerits of Workers participation in management

- a) Inactive trade union
- b) Chances of suspicion
- c) Employee may lead a careless life
- d) Industrial anarchy

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So, that that is where there is a rapid industrialization. So, these are some of the benefits of workers participation in management. Demerits of workers participation of management could be also like inactive trade union. So, what happens like the trade unions if we are taking the functions of the trade union not from a positive aspect, but from a negative aspect of the understanding of the term. As we generally understand the function of the trade union is to be is to flourish, is to nurture when there is a gap between the, what employees want and what managers can management can provide. When there is disparity in that that is the playing ground for the trade unions to flourish.

But when there is workers participation in management and workers are consulted in the decision making process. Their views are taken into consideration also, then trade union does not have a proper playing ground where they can flourish. So, that makes them inactive to certain extent, if we take this connotation of the function of the trade union in mind. So, that leads to inactive trade union, also it can lead to chances of suspicion. In the sense workers may think like, why these people top people are trying to share information with us, trying to involve us in the decision making process. Could be like in future we will be so much taken away, we will be so much mesmerized by their saying or their ways of doing things or will be they so much influenced by being a part of their decision making.

Like we cannot protest in future or ask for our own benefits, which the employers may not want to give. And so, these could lead to chances of suspicion like, why are not they trying to involve us in the decision making process. Because, maybe this is in guise they are trying to deprive us in future of certain benefits which like, because they are involving us in the decision making process. Then how to a shame or a guilt will not be able to ask for those protests against the wrongs that to us. And so, because will feel like they have involved us in the decision making, they have given so much respect to us recognition to us, how can we go and ask for these things from them. So, these this feeling may give rise to feeling of suspicion in the employees mind.

Employee may lead a careless life if because if... in the sense like it is social this being like they have given a chance to participate their life style improves. So, they what they may think like they can start misusing the benefits that they are getting from the organization could be. But this depends in the employee's nature particular employee's nature and we cannot generalize this statement. So, it may give rise to industrial anarchy in the sense, like if there is a rapid industrialization then others professions may like people will not go for other professions which will which will be hampered. So, these could be the possibilities when we taking of demerits of workers participation of management from a greater like some from the within the organization and some from greater social aspect of it.

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Prerequisites for Participation

- Adequate time to participate
- Potential benefits greater than costs
- Relevance to employee interests
- Adequate employee abilities deal with the subject
- Mutual ability to communicate
- No feeling of threat to either party
- Restriction to the area of job freedom.

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So, we should take care of certain of these issues. What are the prerequisites for participation are like they employee should be given adequate time to participate. So, it is not that today you are asked like, if you come and participate they should be prepared to participate, they should be trained to how to participate in certain actions, how to contribute properly to certain things. So, that should be there so adequate time to participate, potential benefits greater than costs. So, that this is when we are taking of like the feeling of suspicion. So, we should understand that message should go to the employees about like what are the costs that they are thinking of involving the time in the terms of their some of the psychological costs in word. And what they are may be apprehending and the benefits and the comparative benefits that they gain out of focus participation in management.

So, this potential benefits are much more greater than the costs involved in the workers participation process in the management and these message has to be conveyed to the employees. And those things regarding those things participation should be sort initially, which are relevant to the employees interest. Otherwise they would not gain that enthusiasm to participate in the decision making process, if the issues are somewhat not directly connected with some of their interest areas. Then the employees should be adequately skilled enough to participate in the decision making and decide about the subject and deal with the subject that has been that has been discussed as a part of this participation. Otherwise the, if they do not have these abilities to deal with the subject about which their participation is sort and their contribution is sort.

Then they will be mere observers in the whole process without being able to contribute and the major decision will be taken by the other party. So, adequate employee ability is to deal with the subject, mutual ability to communicate. So, they should be able to communicate with each other in their languages, which is understandable by both the parties. So, then no feeling of threat to either party, so they should not be another threat like, if we participate and take certain decisions then may be the other employees they may feel deprived. And they may not take it in the proper spirit or the manager should not be under the threat, like if we are they are allowed to participate they then they will think like we are both on the same platform of power sharing and they may create unnecessary pressure on us. So these are certain aspects of the prerequisites of participation.

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Contingency Factors

- **DIFFERING EMPLOYEE NEEDS FOR PARTICIPATION**
Different employee need for participation will determine whether employees will accept and be satisfied with the degree of participation offered by organization

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Contingency factors are for employees participation in management, first is of course, differing employee needs for participation.

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RESPONSIBILITIES OF EMPLOYEES AND MANAGER

- A critical contingency element in the success of any participative program is the degree to which all employees recognize that the opportunities provided are accompanied by a set of responsibilities.

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So, what we saw initially and what we discussed also like employees vary in their degrees for whether they want to participate or not. And so, it may happen like the same level of participation is not enjoyed by all the employees and they may feel it some may feel it to be threat to participate. So, we have to keep those things in mind, then responsibilities of employees and manager. So, we have to understand like it is

employees have to understand the facts also. That the opportunities provided to them, in the sense of being able to participate in the decision making process.

Regarding may be issues concerned with them directly with the employees directly. Hand in hand brings in their asset of responsibilities also for the decision that they have taken and their ownership of the decision and accountability for whatever they are doing as a part of the implementing the decision and acting on it. So, the responsibility is one of the important factors, which comes along with the chance to participate in the decision making process and this has to be realized by the employees.

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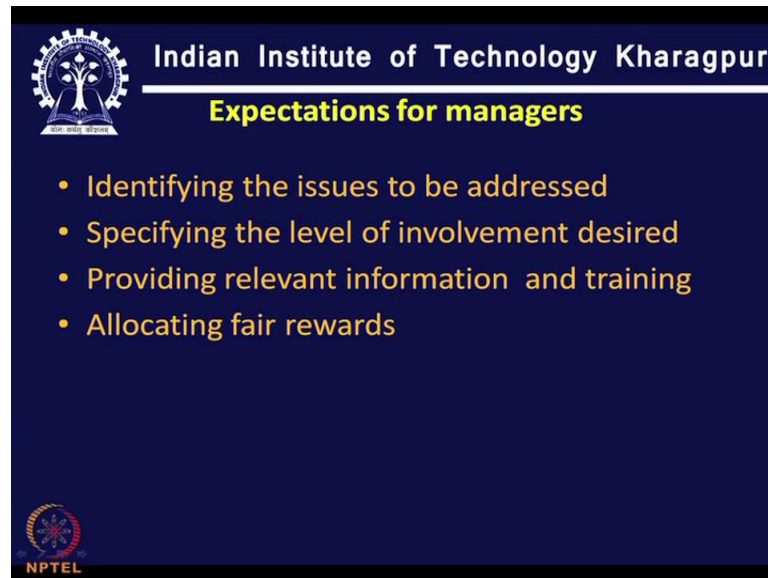
Expectations for employees

- Be fully responsible for their actions and their consequences
- Operate within the relevant organizational policies
- Be contributing team members
- Respect and seek to use the perspectives of others
- Be dependable and ethical in their empowered actions
- Demonstrate responsible self-leadership

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What are the expectations for the employees as we can see like we fully responsible for their actions and their consequences. Apprehend within the relevant organizational policies, be contributing team members, respects and seek to use the perspective of others, be dependable and ethical in their empowered actions and demonstrate responsible self leadership. So, these are great expectations on the employees and they should be trained prepared for meeting these expectations. Expectations for the managers are identifying the issues to be addressed specifying.

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Expectations for managers

- Identifying the issues to be addressed
- Specifying the level of involvement desired
- Providing relevant information and training
- Allocating fair rewards

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The level of involvement decide like whether they should only contribute or give the decision and give their choices. But ultimate decision is taken by the organization like for the process of implementation or their involved in the process implementation also. Then providing relevant information and training for making them ready for participation and allocating fair rewards for the employees who participates; so these are the expectations for the managers.

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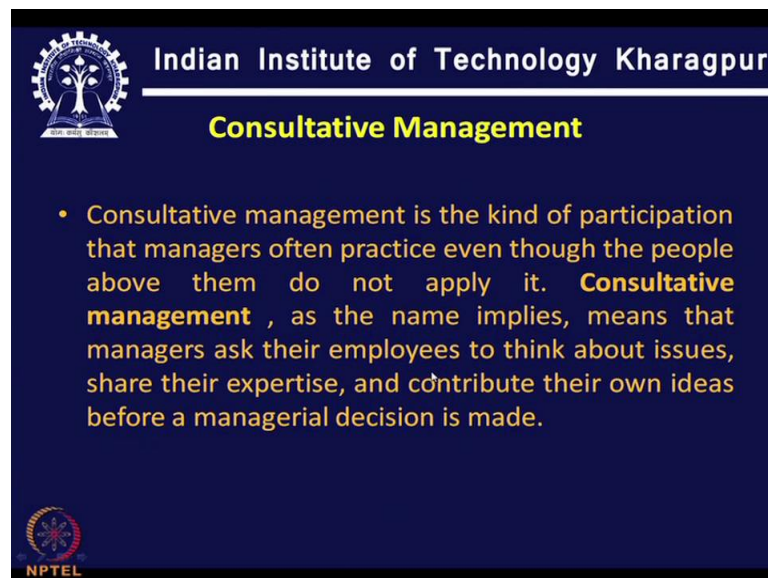
Methods for implementing Workers participation in management


- a) Co-partnership/co-ownership
- b) Workers committee
- c) Joint management council
- d) Suggestions
- e) Board representation

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Some of the methods for implementing workers participation in management are like co-partnership and co-ownership, workers committee, joint management council suggestions, board expectations or representations. So, we will discuss some of these in details. So, here what we see like co-partnership or co-ownership is where a jointly responsible for the decisions taken by the, you are responsible jointly responsible for the decisions taken for the organization. And to you decide codes like what extent that you can participated, then there is joint management council. These are bodies' representative bodies, which are there to find out till for what is the matter regarding which decision is to be taken.


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Consultative Management

- Consultative management is the kind of participation that managers often practice even though the people above them do not apply it. **Consultative management**, as the name implies, means that managers ask their employees to think about issues, share their expertise, and contribute their own ideas before a managerial decision is made.

 NPTEL

Then who are who are the representatives in the in board representation the workers are present the worker director is present as a member of the board. So, these are certain different ways that we can see like how the participation is done. In consultative management is what in consultative management the issues regarding the decision making then share the expertise and contribute to the positively. Managers ask these things from the employees they are also think about the issues, share their expertise and contribute their own ideas before a managerial decision is made regarding certain aspects of the organization.

Suggestion programs are formal plans to invite individual employees to recommend suggestions and work improvements. So, in most companies what happens the

employees' suggestions results in cost savings may receive a monetary reward and in proportion to the first years savings.

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Suggestion Programs

- **Suggestion programs:** are formal plans to invite individual employees to recommend work improvements. In most companies the employee whose suggestion results in a cost savings may receive a monetary award in proportion to the first year's savings.

 NPTEL

So, this a company self centric, it is there in the system to ask for suggestions and there is a proper drop box or you can send the suggestions through emails also. And certain steps which requires to be done for work improvement and if the suggestion works then it leads to a reward it is connected with a reward given to that particular employee.

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Quality Emphasis

- For many years, both union and non-union firms have organized groups of workers and their managers into committees to consider and solve job problems. These groups may be called work committees, labor-management committees, work-improvement task forces, or involvement teams.
- They have broad usefulness for improving productivity and communications because most of the employees can be involved.
- Popular approaches for this purpose are quality circles and total quality management.

 NPTEL

So, quality emphasis is one the there to function. These are both union and non-union firms have organized groups of workers and the managers into committees, which is generally called work committees, labor management committees, involvement teams and work-improvement task forces. These are variously name which helps to discuss about the quality of the work done. How to maintain the quality of the process and the quality of the products developed. And how it is to be done in a better way and and how the process whole process can be improved.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top, followed by 'QUALITY CIRCLES' in large yellow letters. A list of guidelines is provided in white text on a dark blue background. The NPTEL logo is in the bottom left corner.

- Voluntary groups that receive training in statistical techniques and problem-solving skills and then meet to produce ideas for improving productivity and working conditions are known as **quality circles**.
- To be successful, quality circles should be used according to these guidelines:
 - Use them for measurable , short-term problems.
 - Obtain continuous support from top management.
 - Apply the group's skills to problems within the circle's work area.
 - Train supervisors in facilitation skills.
- View quality circles as one starting point for other more participative approaches to be used in the future.

So, these in this process a greater the productivity can be improved at very large because, good communication develops between the employees. They can give their own views regarding the process and that the process of how to do things becomes more of as if like we have suggested it and we have developed it. So, that commitment comes and the quality of the work on the product improves; so this one of the broad usefulness of the whole process. Quality circles are voluntary groups that receive training in statistical techniques and problem solving skills. And then need to produce ideas for improving productivity and working conditions.

So, these are the important ways in how the productivity is improved, but it is again a continuous support is required from the top management. And this can be used for taking decisions about short term problems. So, decision should be taken for certain things which are within the quality circles work area. So, supervisor should facilitate the whole

process, and we can take like this is one of the starting point for other participative approaches in the organization, which are of bigger nature. These qualities are possess small, small groups within the department. And like which meet every time to find decide on the problem at and how to take decisions about it? How to do things next time? What are the process for it? What are the good performance criteria for it? So, these are the things which are taken care by the quality circles

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The slide features the IIT Kharagpur logo in the top left corner, the text 'Indian Institute of Technology Kharagpur' in the top right, and the title 'TOTAL QUALITY MANAGEMENT' in large yellow letters. A single bullet point in yellow text describes the TQM approach. The NPTEL logo is in the bottom left corner.

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TOTAL QUALITY MANAGEMENT

- The TQM approach gets every employee involved in the process of searching for continuous improvements in their operations. The total quality management approach constitute a formal program with direct participation of all employees. Almost any issue is subject to exploration, and the process is a continuing one of long duration. Consequently, TQM holds promise as a substantial program in participative management.

NPTEL

When you are talking of total quality management; so, this is the process which gets every employee involved in the process of searching for continuous improvement in their operations. So, it is a formal program with direct participation of all the employees and regarding anything in this subject matter could be anything. But it is a continues process and it is of long duration and this is like everyday sort of learning regarding, how to do things to maintain the quality and reduce the error part of it. So, and in continues search for how to improve the process. So, this is qualitative quality management and this can be done regarding any issues at time.

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The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and the motto 'सत्यमेव जयते'. The text 'Indian Institute of Technology Kharagpur' is written in white at the top. Below it, the title 'Middle-Management Committees' is displayed in yellow. The main body of the slide contains a definition of these committees in yellow text. In the bottom left corner, there is a small NPTEL logo.

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Middle-Management Committees

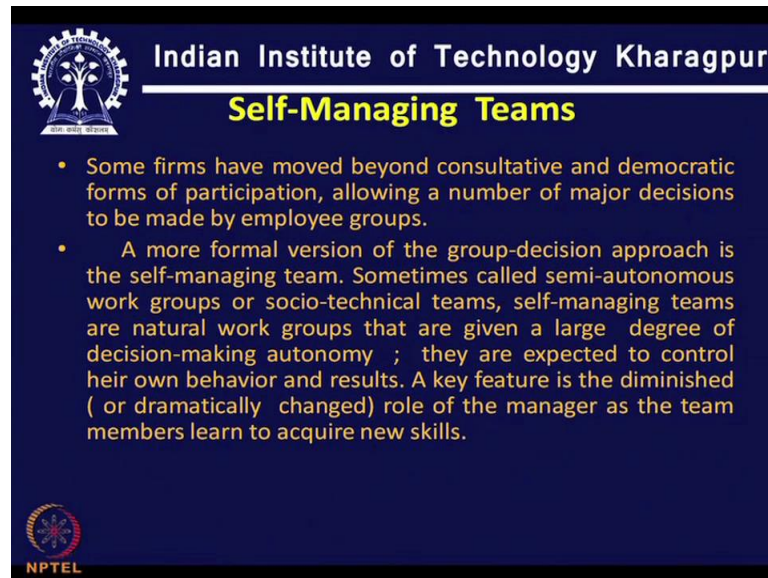
are group mechanisms to improve participation of managers below top organization levels. Their core is a junior board of directors that is given the opportunity to study any problem and to recommend courses of action. Such programs encourage careful study of ideas before they are presented to top management: therefore top management rarely vetoes a recommendation.

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Middle management committees are groups mechanism to improve participation of managers below top level. So, in this what is these are the junior board of directors sort of. So, these are giving they are taking decisions about any problems and recommending courses of action. So, what it encourages is thinking about an idea, thinking about a particular problem and at their own level. And to trying to find out the solutions for it at the level of the middle management and finding out how to view what are the ways of doing these things and arriving at a particular solution, before they are presented to the top management.

So, what that becomes if this committees that they are and the search is done at this level then when it goes to the top management for decision making. Then it is well researched well informed sort of communication which goes and the top managers can take decisions very quickly. It becomes easy for them for if a well researched communication with all the alternatives, whatever they are possible it is possible for them to discover at their level. These are given to the top management before it is things moved for their points of views on the particular issues.

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The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and the motto 'सत्यमेव जयते'. The title 'Self-Managing Teams' is centered at the top in yellow text. The main content consists of two bullet points in yellow text on a dark blue background. The NPTEL logo is located in the bottom left corner.

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Self-Managing Teams

- Some firms have moved beyond consultative and democratic forms of participation, allowing a number of major decisions to be made by employee groups.
- A more formal version of the group-decision approach is the self-managing team. Sometimes called semi-autonomous work groups or socio-technical teams, self-managing teams are natural work groups that are given a large degree of decision-making autonomy ; they are expected to control their own behavior and results. A key feature is the diminished (or dramatically changed) role of the manager as the team members learn to acquire new skills.

NPTEL

Self managing teams are these are where it is beyond the consultative and democratic forms of participation. So, this is where a major number of major decisions are made by the employee groups. So, this called semi-autonomous world groups or socio-technical teams, self managing teams, these are very variously named, so where there is a large part of decision making autonomy. So, they are expected to control their own behavior with layers of managerial control and reduce managerial control. And then what happens, with this is each of the members becomes more responsible for the decision making. But again it requires matured members to be a part of self managed teams, otherwise it becomes somewhat of threat to the employee who is a part of this team, because you are responsible you as a team members solely responsible for the decisions that you make for the organization.

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Employee ownership Plans

- **Employee ownership** of a firm emerges when employees provide the capital to purchase control of an existing operation. The stimulus often comes from threatened closings of marginally profitable plants, where workers see little hope of other employment in a devastated local economy.

NPTEL

Employee ownership plans are of if when the employees provide the capital to purchase the control of an existing operation. So, it comes from close where it generally comes when there is a firm is about to close and what the employees take ownership of it and try to run the firm at their own risk. So, this is and they provide the capital to purchase the control of an existing operation. So, these are called employee ownership plans which is generally true of marginally profitable plans.

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Guidelines for participation program success

- Let workers progress from involvement on simple issues to more complex ones.
- Provide employees with relevant training so that they understand broader organizational issues and financial statements.
- Communicate in advance their areas of decisional freedom and the associated boundaries.
- Don't force workers to participate if they do not wish to do so.
- Provide counseling for supervisors so that they will know how to handle power sharing.
- Set realistic goals for the early stages of any participative process.
- Keep the guiding philosophy behind participation firmly in mind at all times.
- Never attempt to manipulate a decision under the guise of participation.
- Maintain a delicate balance between over participation and under participation.
- Monitor employee perceptions of the level of empowerment experienced.

NPTEL

Guidelines for participation program successor letting employees progress from simple involvement. And simple issues to more complex ones to providing employees with relevant training communicating in advance the areas of decision and freedom and the associated boundaries these are very important you have to make aware of the associated boundaries. So, do not force the employees if they are not willing to participate in the decision making ways, every employee may not be comfortable with the decision making process, then providing councilors with the for supervisors. So, that they will know how to handle the power sharing, sometimes supervisors are not comfortable sharing powers with their employees.

So, never attempt to manipulate a decision under the guise of participation balance between under participation and over-participation should be there. Then how employees are pursuing the empowerment whether they are misusing it or not these are also to be taken care of realistic goals for participation has to be said. So, if to develop a philosophy participation formally. So, ethical use of this power, this is very important giving to the employees and how do we share those, how you are accountable for the decisions. These have to be well communicated to the employees for the success of a participation program.

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New Roles For Managers

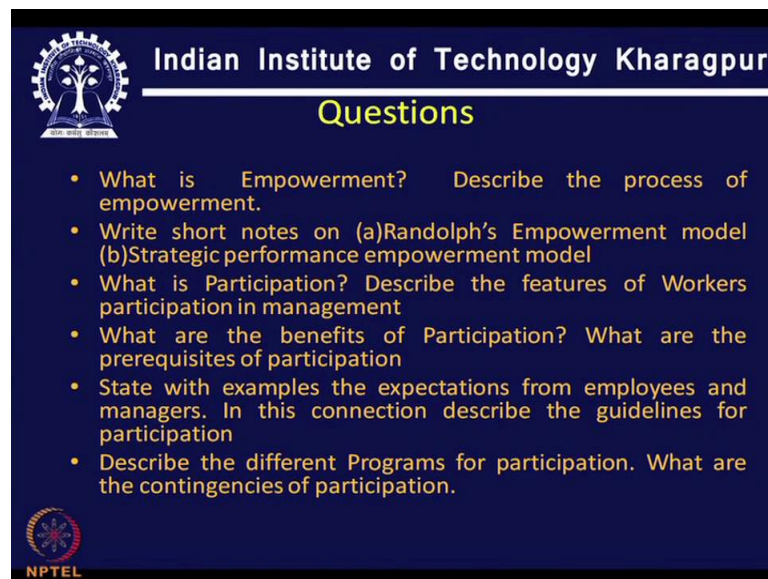
- Managers need to start relinquishing their roles of judge and critic and begin viewing themselves as partners with employees .
- They still need to communicate a direction for their unit, help set challenging goals , and monitor resources.
- But their new role invites them to view themselves as stewards of a broad range of human and technical resources.
- This stewardship paradigm shifts their emphasis from direction and control to that of servant leadership , where their challenge is to help others attain relevant goals while developing their skills and abilities.

NPTEL

And the managers, they have a new role is they should relinquish their role of the judge and critic and begin themselves as partners to the employees. Then they have to develop

more human and technical resources, and then they have to communicate about the challenging goals and how to do the things and monitor the resources. And so, it shifts from that of the controller of resource the role from controller of resources and to that of serving leadership; so where they have to help others to reach their relevant goal, while developing their skills and ability. So, there is a shift in the role of managers, it is more from direction to that of a coach, a mentor, where we are making our employees to develop. So, that they also become matured decision makers for the organization.

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Questions

- What is Empowerment? Describe the process of empowerment.
- Write short notes on (a) Randolph's Empowerment model (b) Strategic performance empowerment model
- What is Participation? Describe the features of Workers participation in management
- What are the benefits of Participation? What are the prerequisites of participation
- State with examples the expectations from employees and managers. In this connection describe the guidelines for participation
- Describe the different Programs for participation. What are the contingencies of participation.

Questions are what is empowerment? Describe the process of empowerment? Write short notes on Randolph's empowerment model, strategic performance empowerment model? Then what is participation? What are the benefits of participation? And of-course when you are talking of, what are the expectations of the employees and managers? What are the guidelines for proper participation? And what is the new role of manager? And what are the different programs for participation? And what are the contingencies for participation contingencies are very important.

So, when you are able to answers these questions, it will help you to develop a balanced idea of what is empowerment? What is participation? How it is to be done to what extent? Where do we have to stop? How do we have to guide? How to maintain a balance between over participation, under participation? What are the steps taken for empowerment, etcetera? If we realistic orientation to all these things, then it will

obviously lead to employee development, employee progress along with organizations performance.

Thank you.