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Study of Importance of Empowered Delegation and Measures to Develop Empowered Delegation Skill Among Employees For Better Productiveness Of an Organization

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Abstract

In modern business organizations the effective problem solving and taking corrective decision for organization by top level management and middle level management is being too complex and difficult. Delegation and empowerment are the two key aspect which can help the top and middle level management to face and perform in these situation effectively. The empowerment and delegation are the two side of a single coin which are deeply interconnected with each other and plays an important role in organizational business development process. Some measures are kept to develop empowered delegation skill in the employees, if they are not capable to take responsibility of organization effectively and making them productive for organization betterment. With the help of effective empowered delegation of work to subordinate, productivity of organization can be enhanced and product quality also improved which leads to achievement of organizational goals and objectives.

Key words:- Effective empowered delegation skill, enhanced productivity, strong mutual relationship, product quality improvement, achievement of organizational goal and objectives.

Introduction

Delegation and empowerment are two important elements in an organization as for top level and superior manager's development and making decision making stronger. they plays a vital role for organizational efficiency with the efficiency of top level and superior managers and help them to achieve organizational objectives and end goals with the help of subordinates. Delegation normally refers to assignment of a task. Delegation means taking correct responsibility and predictability and giving up some control. where as empowerment means providing employees freedom in doing what they want . it is against the concept of getting what they want without any specific control. empowerment is the process of authorizing employees to think ,behave, take corrective actions and control work and take decision autonomous and independently. In this way delegation is the assignment of authority and responsibility to another person, normally from a manager to a subordinate, to carry out specific activities. However the person who delegated the work remains accountable for the outcome of the delegated work. empowement involve the way people think about themselves. Therefore , empowered delegation is a means by which managers can assign a task while simultaneously empowering employees.

In this way, to understand empowered delegation, one has to understand deep meaning of "power". The term power may be defined as the capacity to exert influence over others. If a person has power , it means that he is able to influence the behavior of other individuals. a manager's power may be measured in terms of the ability to :-

- 1) Give order.
- 2) Give rewards.
- 3) Commitment and promises.
- 4) Threaten to withdraw current rewards.
- 5) Threaten punishment.

- 6) Orderly hard punishment.
- 7) Strong influencement.

Sources of power :-

John French and Bertrem Raven have identified five sources or base of power which may occur at all levels of the organization. these are discussed as follows :-

- 1) **Reward Power:** - it is based on the influencer having the ability to reward the influence for carrying out orders. The extent of reward power depends upon the extent to which one has control over rewards that are valued by another.
- 2) **Coercive power:** - it is based on the influencer's ability to punish. The influence for not carrying out order or for not meeting requirements. Fear of punishment may make the subordinate execute the instructions of the boss.
- 3) **Legitimate power:** - it is based on the formal right one receives as a result of holding a an organization. it may also be called positional power because of authority inherent in the position. It exists when an influence acknowledges that the influencer is law fully entitled to exert influence. It is also implied that the influence has on obligation to accept this power.
- 4) **Exert power:** - it is based on the perception or belief that the influencer has some relevant expertise or special knowledge that other does not have.
- 5) **Referent power:** - it is based on the influence's desire to identify with or imitate the behavior of the influencer. It develops out of others' admiration for a person and their desire to model their attitudes and behavior after that person.

These are potential sources of power only. Possession of some or all of them does not guarantee the ability to influence particular individuals in specific ways.

Major Elements of Empowered Delegation :-

1) Self Efficiency of Manager.

The first major element in empowered delegation is the self efficiency of top level or middle level manager to delegate work effectively. The whole task is depend on the managers that how they delegate the entire work and which method they produce or use to delegate a certain task to subordinate effectively by which task or work can be completed successfully and with out any constraint.

2) Self Style of Manager.

The second element in the empowered delegation is, the style of top or middle level managers, they use to delegate work to the employees or subordinates. every manager has his own style to give or delegate work to his subordinate depends on his condition in the an organization and the authority he has given by apex authority level. On the other hand some managers use traditional approach to delegate work to the employees and some of them use the modern approach to delegate the work or task to the employees depends on their working style.

3) Self Skill of Manager and Employees:-

An important element and aspect in the process of empowered delegation of work to the employees is, the skills of managers to complete a certain task or work and along with that if he delegate the certain task to the employees so, the skills of employees to take it positively and complete it in best manner. The skills are very

important to complete the task successfully at the both side ; managers side and subordinate side. Skills are required at both side to complete the task effectively and efficiently.

4) Organizational Staff of Company:-

Organizational staff is also a key point in the process of effective empowered delegation of work, depends on how the departments and staffs are divided in management and production process. An appropriate procedure must be opted to dividing the staff along with departments by top level managers to process the work first step to last step easily and comfortable. Delegation of work is important but it must be in suitable hands or suitable staffs. Competitive employees in the staff play a vital role to carry the work at the last stage successfully.

5) Self Determination of Manger employees:-

In the process of empowered delegation, the self determination of managers is very essential to complete the task and achieve the end objectives and goals of an organization along with the self determination of each and every employees in the organization. for achieving end objectives and goals self determination is must at both side at managers and employees.

6) Personal Consequences of Manager and Employees.

Personal consequences are also the major elements in the process of empowered delegation. Mutual relationship and mutual dedication for the end result from both sides, is first necessity for organization to be productive and competent and in this personal consequence plays a vital role.

7) Meaningful job and Nature:-

Work and the task in the Job will be more interesting and enjoyable for managers at the top level or their subordinate if it will be meaningful like it is associated with employees development and along with this the nature of this job must give more job satisfaction to the employees and top level managers. The meaningful job and positive nature of job leads to achievement of end objectives and goals of an organization.

8) Manager's trust on employees:-

Trust is a mandatory and very essential condition for managers to carry work to the next stage successfully. Mutual trust is important at the both side ; at managers side and at employees side towards managers. If manager does not have trust on his subordinate, he will not ever delegate work to his subordinate which leads to be constraint in the process of effective and strong empowered delegation of work.

Importance of effective empowered delegation:-

- 1) Development of employee's skill in the organization:** - empowered delegation plays important role in development of employee's skill. Giving them opportunity to solve their own problems and please customers on their own ways, help some of them to to learn new tactics and skill on their organizational learning part and this opportunity help them to develop their skills for their career in organization.
- 2) Organizational Goal achievement in short period:** - Through the process of empowered delegation any individual organization can achieve its organizational goal in short period. every work, in the organization, done through dividing it to so many parts by top level managers with the help of subordinates which make easier to achieve organizational goal soon.
- 3) Sharing of work – load:** - the very important aspect of effective empowered delegation is, every work is done through the help of over all participation with the help of subordinates. in any organization managers have many work and

thinks to do and in which the main thing is “decision making”. when he transfer his works to his subordinate, he reduces his some work pressure and load.

- 4) **Increase and enhance problem solving:** - In effective empowered delegation, top level and middle level managers effectively delegate their normal work to subordinates. by doing this work they save more time for thinking on a complex problem deeply. This makes for them to solve the problem effectively and enhanced their problem solving strength.
- 5) **Best use of employee’s full potential:** - upper management must be committed and provide employees with resource to promote continuous improvement in their company. Management by doing effective delegation use employees full strength and potential. This leads to help the organizations effectiveness and career.
- 6) **Enhanced employees motivation:** - In the company where effective delegation is offered or given primary importance in their organization, there always be availability of intrinsic motivation in the all employees. Some employees like to have some more responsibility as on their part to learn new work and learn new skill being in the organization.
- 7) **Enhanced job satisfaction within the employees :-** the organizations where employees participation are taken in decision making of some of important issues of organization and offered some of complex work which are related to top level managers, the employees feel honored to take it and giving some important alternatives and decisions to solve them. this leads to enhance their job satisfaction that they are being recognized by top level managers and organization.
- 8) **Better performance:** - the most measurable aspect of empowered delegation is, it increase better performance in the organization whether it is related to managers part or employees part. Both works for improvement of organizational effectiveness and give their better performance because they are free to take the decision freely in the organization.
- 9) **Bridge of better relations:** - effective empowered delegation works as a bridge of better relation in the organization between manager to employees and among employees. Every individual knows his work that what he has to operate in effectively manner and freeness to complete it on his own way. Along with this employee to employee and employees to manager communication and transaction made better relationship in both of them.
- 10) **Increase productivity :-** In the organization every employee get higher job satisfaction and freeness to take decision on current problems on best way this leads to improve his productivity and all together improve and increase whole productivity of organization.

Measures to Develop Empowered Delegation in employees :-

- 1) **Providing Resources:** - Manager should provide the resources needed to accomplish the task.

Employees should be given the training and development needed as well as the space, time, and equipment required. Managers should ensure people have access to communication and interpersonal networks that will make their job easier.

- 2) **Provide Information:** - Manager should give the important information to the subordinate or employees when the needed. It is very important to develop empowerment skill among them.

when managers provide employees with more information rather than restricting it to themselves, people gain a sense of empowerment. providing information enable people to experience more self determination, personal control and building trust with others.

3) Making and communicate a clear Goal and vision :- Developing empowerment requires clear communication of conveying the vision and goals. managers should create an environment of empowerment. It involves guidance to employees regarding the vision and goals. they are also guided on how they have to achieve goals through their individual efforts.

Empowerment is enhanced when specific behavior goals are identified that help guide individual's behavior as they work on their tasks. Researchers suggested that goals must be SMART.

- a) Specific Goals.
- b) Measurable Goals.
- c) Aligned Goals.
- d) Realistic Goals.
- e) Time bound Goals

4) Fostering personal experiences: - the most important thing a manager can do to empower other people is to help them experience personal mastery over some challenge or problem. A manager should break up a large into smaller task. The key is to start with easy task and progress by small steps to more difficult task until the person experiences a sense of mastery over the entire problem.

5) Modeling: - Another way of empowering people is by modeling. It includes explaining the employee, through past successful, about how they have to perform. This is an effective way as it helps employees in observing someone else succeeding. It provides someone else succeeding. It provides passion and inspiration that they too can succeed.

6) Emotional Arousal: - for empowering people or employees, managers must help to make the work environment funny and attractive. Emotional arousal means replacing negative emotions with positive emotion such as excitement, passion, and anticipation. To empower people, managers should help to make the work environment fun and attractive. Emotional arousal does not simply mean tooting horns; the emotional arousal is associated more with personal values than with organization profitability and goal achievement.

7) Providing support: - Managers should make supportive environment for empowerment. It can be done by encouraging them, inspiring, motivating them, awarding and rewarding them, praising them and taking feedback. Several ways that managers can make people feel empowered through providing support are as follows :-

- a) Monitor behavior or performance less closely.
- b) Reaffirm each person's value to the organization.
- c) Provide feedback.
- d) Write letters or notes.
- e) Hold regular ceremonies where individual achievements are recognized.
- f) Arrange for opportunities to receive social support.

Suggestions and Finding :-

- 1) Empowered delegation is very essential aspect of any organization and this process must be implemented to the employees effectively and carefully.
- 2) Employees should be well competent through education, training and involvement for making effective empowered delegation worthwhile and effective.
- 3) Employees must know the core values of organization and its strategic plan along with their roles relative to it.
- 4) Managers must release their power to employees. Some may change as they become responsible for results and making decisions. It is favorable to the managers and whole organizational improvement and productivity.
- 5) Delegation of work is important but it always must in the mind of top level or middle level managers that what to delegate and whom to delegate the work along with authority.
- 6) Top level or middle level managers must remember that giving work pressure is important to improve employee's skills but over load of work decrease the productivity of employees.
- 7) Best decision making and effective problem solving by top and middle level managers only may be done if organization follows some important point of developing empowered delegation as mentioned above.
- 8) Effective implementation of delegation of work and authority, save time, decrease cost of production and increase productivity of the organization.
- 9) In implementation of delegation and empowerment, there must be establish some specific control channel which could control the employee in some of specific area to take decisions where organization could restrict any one in the organization, except top level management.
- 10) Effective implementation of empowered delegation process, improve the quality of work and product too.
- 11) Efficient and effective empowered delegation improve and enhance mutual relationship between superior and subordinate.
- 12) Effective Delegation of work along with authority ensures and needs less supervision by superior managers or top level managers to the subordinate employees.

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