



A STUDY ON EMPLOYEE EMPOWERMENT IN BHEL, TRICHY WITH SPECIAL EMPHASIS ON JOB RELATED FACTORS

B.YUBHASHINI

Part- Time Ph. D., Research Scholar in Management, Bharathiar University, Coimbatore.

Dr. S. Dhinesh Babu

P.G. and Research Department of Business Administration, Government Arts College, Paramakudi 623 701.

ABSTRACT

This research paper entitled “A STUDY ON EMPLOYEE EMPOWERMENT IN BHEL, TRICHY WITH SPECIAL EMPHASIS ON JOB RELATED FACTORS” makes a critical analysis about Employee Empowerment in BHEL. The primary data collected from the respondents by using a well-structured questionnaire. The secondary data is collected from the company profiles, Magazines and Publications. The sampling data technique adopted for the study was random sampling. A sample of 130 respondents were used for primary data collection.

KEYWORDS : Empowerment, Experience, Job and Research

Introduction

Employee empowerment refers to the management strategies for sparing decision making power. Empowerment is the process of sharing the power with employee. In certain situation, it is possible to prove their responsibilities with their powers. At the same time as an organization employee how much responsibilities he is having to perform the job and it shows what is maximum authority behind as an employee to pass the information to higher authority.

Problem of the study

Employees will have high level of the tolerance while with organization. Some times in an adaptive response to external situation. This response affects the health and performance of individuals. For every individual, there is an optimum level of stress under which he or she will perform. Sometimes employee will experience high level empowerment at the same time that will end with problems. Employees contribute in decision making, during participation in management workings. Passing the orders, receiving the orders and Administrative level decision making will create some problems very often, which ultimately make the people stressed. Management of stress has become very essential in the empowerment for the long term viability of any organization.

Objectives of the study

1. To study employee empowerment in BHEL, Trichy.
2. To make an analysis about their performance level.
3. To find the experience of the employees.
4. To list the skills needed to perform the jobs.
5. To make suggestions.

Scope of the study

Empowerment will give more work burden all because of the current position, Cadre, Designation. And while going through that process, it is possible to realize their roles in an organization. This study will help to identify the skills needed by the employees to perform their jobs. The study is restricted with employees of BHEL, Trichy. Sample size is restricted to 130.

Limitations of the study

1. The study is carried out for the duration of three months: hence in-depth research was not possible.
2. Because of high level of work load from every employee often there is not had interaction during the project period.

Research Design

Descriptive design was used to conduct the research.

Sampling method

Simple random sampling is used for this study. Samples have been drawn in such a way that every employee has an equal chance of

being having included for investigation.

Sample Size

Employees in BHEL were taken as sampling units. Out of the whole employees, 130 of the employees were enumerated for the study. In the sample size of 130 employees, 20 employees belongs to Audit section, 20 Accounts and Bill section, 40 employees in Central stores & Workshop, 20 employees form Commercial & Traffic, Remaining 20 employees from Personnel Selection.

Data Collection

The researcher relied both primary and secondary data. Primary data was collected from employees. Secondary data was collected from various books, magazines etc.

Table:1 Age

PARTICULARS	No. OF RESPONDENTS	%
20-30 years	20	15
31-40 years	30	23
41-50 years	30	23
Above 51 years	50	39
TOTAL	130	100

Source : Primary Data

From the above table, it is inferred that nearly 39% of the employees were in the age group of above 51 years serving in various departments and equal number of respondents (23%) belong to the age group of 31-40 years and 41-50 years.

Table: 2 Working experience

PARTICULARS	No. OF RESPONDENTS	%
Below 5 Years	20	16
5 to 10 Years	30	24
10 to 20 Years	40	30
20 to 40 Years	40	30
Total	130	100

Source: Primary Data

From the above table, it is inferred that equal number of (30%) respondents have got 10 to 20 years of experience and 20 to 40 years of experience which is followed by 5 to 10 years (24%) and below 5 years (16%)

Table: 3 Age and experience

AGE/EXP.	20 – 30 yrs	31 –40 yrs	41 – 50 yrs	>51 yrs	Total
Below 5 yrs	5	5	5	5	20
5 - 10 yrs	5	10	10	5	30
10 – 20 yrs	5	10	5	20	40

20 – 40 yrs	5	5	10	20	40
Total	20	30	30	50	130

Table: 4 Calculation of Chi-square

O	E	(O-E)	(O-E) ²	(O-E) ² /E
5	3.077	1.23	1.5129	0.3025
5	4.615	0.153	0.234	0.468
5	4.615	0.153	0.234	0.468
5	7.692	-2.692	7.247	1.449
5	4.615	0.153	0.234	0.468
10	6.923	3.077	9.468	0.9468
10	6.923	3.077	9.468	0.9468
5	11.54	-6.54	42.771	8.554
5	6.154	-1.154	1.331	0.266
10	9.231	0.769	0.591	0.0591
5	9.231	-4.231	18.282	3.656
20	15.385	4.615	21.298	4.257
5	6.154	-1.154	1.331	0.266
5	9.231	-4.231	18.282	3.656
5				
10	9.231	0.769	0.591	0.0591
20	15.385	4.615	21.298	4.257

Degrees of freedom = (R – 1) x (C – 1) = (4 - 1) x (4 - 1) = 9
 Table value of 2 at 5% level of significance = 16.919

Since, the calculated value is less than that of table value. And hence the hypothesis is accepted.

Table: 5 Feeling difficulties while performing the job

PARTICULARS	No. OF RESPONDENTS	%
Once in a while	78	60
Often	39	30
Never	13	10
Total	130	100

Source: Primary Data

The above table indicates the feeling of difficulties while performing the job. 60% of respondents told feeling the difficulties once in a while during the job hours, 30% of respondents opined often and remaining 10% of employees opined never with 'feeling the difficulties while performing the job'.

Table: 6 Skills required to perform the job

PARTICULARS	No. OF RESPONDENTS	%
Technical skills	54	36
Professional skills	73	54
Computer skills	13	10
Total	130	100

Source: Primary Data

54% of employees opined professional skills, 36% of employees expressed Technical skills and 10% of employees expressed computer skills are required to perform the jobs effectively.

Table: 7 Responsibilities towards jobs

PARTICULARS	No. OF RESPONDENTS	%
Yes	104	80
No	26	2
Total	130	100

Source: Primary Data

According to Table: 7, 80% of the respondents opted that they have responsibilities towards their jobs.

SUGGESTIONS

- Management can create a supportive organizational climate

with participative decision making and upward communication flows.

- Enriching jobs either by improving job content factors such as responsibility recognition and opportunities for advancement will contribute to the further development and employees growth
- The concern may take adequate steps to clarify organizational roles.
- The management of BHEL may think of reducing the employees' workload. The management can make the employees feel at ease. It can conduct training classes.
- Counselling cells must be established and the employees must be encouraged to make use of Counselling cells.
- Employees should come out themselves and mingle with others. It is the duty of the organization to create such an environment.
- Decision making responsibilities and authority can be given to the employees.
- To reduce the incidence of stress, the management can conduct yoga classes and refresher classes to make the employees free from tension and work load.

References

1. KOTHARI C.R (2002); 'Research Methodology'; Wishwa Prakashan, New Delhi, 2nd edition.
2. Richard I. Levin, Davis S. Rubin (2002), 'Statistics for Management'; Prentice hall of India Private Limited, New Delhi, 7th edition.
3. Stephen P. Robbins (2002), 'Organizational Behavior'; Prentice Hall of India Private Limited, New Delhi, 9th edition.
4. Mamoria C.B (1999), 'Personnel Management'; Himalaya Publishing House, New Delhi, 12th edition.
5. Biswajeet Pattanayak (2002), 'Human Resource Management'; PHI, New Delhi.