Employees Advocate:
Handling employee’s grievances is a very critical issue. Effective grievance handling is very essential in any organization. One of the main reasons why employees leave companies is because of the problems with their managers. An HR professional can be termed an employee’s advocate and a bridge between top management and employees at all levels. There is a huge gap between HR professionals and employees in terms of understanding challenges and delivering requirements. HR has not really understood the problems associated with employees’ careers and jobs. The company’s overall plans and strategies also depend on HR professionals as they voice employees’ problems and requirements. By doing this, it is easier to meet the company’s business targets.

Free or subsidized food & transportation facilities:
If the organization is far away from city, many employees find it difficult to arrange lunch for them, especially the backhaulers. If free or subsidized lunch/dinner are made available by the organization, the chances of leaving may become thinner. Due to shortage of space to setup offices, corporate houses are setting their offices far away from the city place. Many times, the employees feel inconvenient to manage the conveyance from home to office. Keeping the same problem in view many organizations are providing free transportation facilities to their employee either on sharing basis or part of benefits.

Employee stock ownership plan:
Employee stock ownership plan, i.e., ESOP is a kind of reward scheme that enables employees to acquire the status and benefit of ownership in their company without investing their money. It creates the direct link between employee productivity and employee benefits. ESOPs also encourage employees to develop a sense of ownership and commitment. They provide increased financial incentives, create a sense of ownership, and help to build teamwork.

Conclusion
Human Capital is the most crucial resource on which the Information Technology & Information Technology Enabled Services (IT & ITES) and Media & Advertising Industry depends. Next to the location advantage that India has, the factor for the country’s immense success in the overseas markets is the abundant & cost-effective human capital which is one of the key assets that has kept India sustain its edge in the ITES and Media & Advertising sector.

In the best of worlds, employees would love their jobs, like their co-workers, work hard for their employers, get paid well for their work, have ample chances for advancement, and flexible schedules so they could attend to personal or family needs when necessary. And never leave. But then there’s the real world. And in the real world, employees do leave, either because they want more money, hate the working conditions, hate their co-workers, want a change, or because of any other reasons mentioned before in the project.

If a company wants to have an effective hiring campaign, it has to think long term. When hiring new employees, it can be difficult to consider how they will benefit the organization for the long haul. Fortunately, there are a variety of ways to make sure that the company picks the right employees who will stay with the company.

Employee Participation & Empowerment to Reduce Work Overload

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Introduction:
The great Indian saying ‘Aham Brahmasmi’ - I am that Infinite which identifies the innermost consciousness of any individual with that of the Divine Power lies in the core of the belief of employee empowerment. It is in fact that longing for associating oneself with what one considers being the highest, for a quality of refinement which alone can afford meaning and a purpose to life and can very well be related to the concept of employee empowerment within an organization for improving employee productivity, quality of output, and ultimate customer satisfaction.

The age-old management paradigm entrusted the decision-making to the top management, while keeping the frontline employees shackled to their desks ignoring the very fact that the front-line employees indeed have all the information and knowledge about the customers and expertise to cater to their changing needs promptly. However slowly, with knowledge revolution making a mark, the old belief that top management alone could define priorities and monitor operations through management information systems has become an illusion. The higher education level of the workforce resulting in a desire and ability of the work force to participate in decision-making, many repetitive jobs now being done by technology and remaining jobs requiring skills and judgments by the workforce along with the importance of meeting customer needs often requiring employees to make immediate decisions when dealing with customers along with the increased business awareness in the new economy business has driven the executives towards the new-found belief of ‘employee empowerment’ emphasizing the need of employees always wanting to relate themselves to the top management and share the sense of ownership for organizational well-being. It would be apt enough to define ‘empowerment’ in the organizational context which is a process by which managers help their subordinates acquire and use the power needed to make performance. Thus empowerment is the process of delegating decision-making authority to lower levels within the organization. Empowerment of the workforce is of particular mention here which is a major step beyond participation - it brings democracy to the workplace after years of autocracy. Workforce empowerment means encouraging people to take the initiative and broaden their scope of activity along with the management being supportive to mistakes that are made.

As employees become more empowered in their work, the feeling of ownership and responsibility becomes more meaningful. Further, the act of empowering employees provides evidence of management’s trust. Such steps prove to be a change in the culture of an organization and to help reduce the mental demands of jobs. Thus it can be said that empowerment has the potential of providing opportunities for the workforce and can result in a positive outlook about their jobs by the workforce thus reducing the negative mental demands that often come with work overload.
Main Thrust:

Since empowerment does not come alone. It brings responsibilities and freedom of choice with it. And people are asked to give 110 percent. Some people work 24/7 - many managers and professional are "on call" 24 hours a day and 7 days a week. Those extra hours are usually not recorded and lead to productivity figures that are overstated. Not only this, countless time it results into:

- Long workdays, often with the eyes at half mast
- Unwound overtime, paid or unpaid
- State and federal lawsuits accusing companies of avoiding overtime pay by requiring hourly employees to work "off the clock" or reclassifying hourly employees as managerial. Also suits by managerial and professional employees claim that they must work excessive hours without overtime pay
- Inability to meet goals with available time and resources
- Difficulty in taking vacation time
- Responding to work problems during non-work time, including taking work home.
- Frequent "firefighting" usually as unexpected as a sneeze.
- "Add-on" tasks making it difficult to focus on the core job
- Lost work days due to illness or other personal life engagements
- Borrowing employees from other activities to fill in for absent employees
- Frequent interruptions

Errors caused by tired employees

Some people enjoy their job so much that such work environment is appealing to them, but many find it appalling. These symptoms snowball when managerial style involves criticism without help, threats, intimidation and bullying. Thus crop up job demands exceeding the time and resources available and "Work Overload" becomes the buzz word among the employees. Today many organizations suffer from the problem of work overload, and the problem is particularly serious in industries where customer contact is intensive and continuous and where communication is super fast and essential.

Many people suffering from work overload are highly educated, self-motivated and attracted to demanding jobs where the risks and rewards are high. So overload does not at all mean a failure of the people doing the work. It is primarily a failure of the design of the work system and results from:

- Insufficient resources
- Firefighting
- Lack of control of the work process
- Work process not Capable
- Unclear goals and responsibilities
- Inputs from suppliers

Key effect of work overload is the increase in stress - the harmful emotional and physical response when the requirements of a job do not match the capabilities, resources, or needs of the worker. Long-term stress and frustration result in "burnout", a state of physical or emotional exhaustion. Apart from this, work overload reduces job satisfaction and eventually leads to turnover of key middle managers. Further when these managers switch to another organization, they hire away some of their former colleagues who still suffer from work overload. Not only that, work overload causes errors in products and services. Finding and correcting these errors reduce productivity and increases cost. In addition, overload of front-line employees who deal face to face with customers can result in unpleasant encounters with customers and peer groups. Frustrated in these tasks in when employees at all levels observe the poor quality of work. Most importantly work overload causes errors that can result in injuries to employees and to customers.

Such chronic work overload requires strong action with a sense of urgency on the part of managers and management. In order to correct current work overload - and to prevent future work overload - the work design must be changed and resources should be added along with teaching the employees how to handle stress due to overload and all this can be achieved only through employee empowerment as stated earlier in the paper because "no one knows a workplace and a radius 20 feet around it better than the worker". But the fear is that the workforce may resist such participation because it could result in a loss of jobs - themselves or someone else. And it is a natural reaction. Hence before proceeding management needs to hit this head on in the light of the following realities of empowerment:

1. Many middle managers and supervisors fear empowerment. They do not want to give up their authority to subordinates, particularly when the middle managers are accountable for the results. Further they wonder what their role is. They have great doubts about the new approach. They do not voice their concern if higher management is in favor of workforce empowerment. The need is to understand this concern of middle management and encourage them to understand empowerment because the first step is to convincing them of the concept otherwise it cannot be implemented.
2. Many workers fear empowerment and some choose not to participate. Some want to keep authority but don't want to be held accountable. As empowerment provides more authority, the scope of responsibility and accountability becomes more intense. Some people prefer that the work be left out for them and not be considered their decision making. Some people view the decision making as additional mental demand. Yet there are many people who view the decision making as a positive relieving some of the mental demands of the job. Organizations need to recognize these differences among people instead of trying to make them all fit one mold.
3. True empowerment requires a fundamental change in management style - from command and control to participation.

Once these realities are understood it becomes easy to implement empowerment in order to mitigate work overload. A few guidelines in the direction are as under:
1. Organizations must be specific about the goal of empowerment and provide policies concerning execution and limits on the authority being delegated, both for middle management and for workers.

2. Organizations must spend money to develop the knowledge, skills and expertise of people.

3. Organizations must empower only those employees who demonstrate that they have the knowledge and skills to make certain decisions. Though it is difficult to make this distinction.

4. Organizations must provide support and understanding to middle managers who truly use empowerment to delegate authority to subordinates.

5. Organizations must hold periodic meetings of managers to confirm the approach and offer suggestions for improving the decision making for the future.

6. Organizations must expect requests for additional salary and rewards from those who are now empowered to use their knowledge and skills. These requests are appropriate - because the jobs have changed. Management should take the initiative and provide the salary increases.

7. If appropriate, organizations must give employees some control of financial and other resources including such matters as hiring and firing employees.

8. If appropriate organizations may give employees access to customers, suppliers, and higher management.

Once these changes for empowerment are brought in, the basic roles of upper management, middle management and the workforce needs to be redefined wherein:

1. Upper management acts as shapers and coaches. As a shaper, it creates, communicates, and supports the organization’s mission. As a coach, it helps when asked but avoids entering the day-to-day problems of middle management.

2. Middle management not only runs its area of responsibility but also works as a group to integrate all parts of the organization. In addition, it supports the workforce by eliminating obstacles to progress.

3. The workforce is the primary producer of the output for customers. Its closeness and knowledge about its work means that it uses its empowerment to determine how the work can best be done.

Conclusion:

Apart from customer satisfaction, reduced costs, increased revenue and improved communication among front-line employees and management, the most important benefit that empowerment brings along is a reduction in work overload in specific jobs by the workforce by:

1. Identifying and eliminating wasted effort in processes so the time saved can help to reduce work overload

2. By analyzing the jobs leading to ideas for job redesign without the fear of losing jobs

3. By instituting some of the job changes immediately and presenting other changes to managers for possible modification, changes in procedures, changes in physical work environment and then implementing.

4. By addressing the mental demands and psychological issues involved in many jobs. For all this it is very essential for management to provide employees with the information feedback, and means of regulating their work that is, meeting the three elements of self-control is a prerequisite for empowerment and subsequent motivation. Self-control includes the training needed to make good decisions under empowerment. Empowerment requires employees to have the capability, the authority, and the desire to act. Here it must be understood that empowerment is not something that is given but is more of being sought by an individual/employee - all by himself. It is only the power which is internalized, that can reflect in an individual’s behavior. A given power does not exhibit any transformation in the workforce. Indeed, both the giver and the taker of power must have immense faith in and longing for performing from a platform of empowerment. Then only empowerment becomes truly functional. And this happens only when there is a commitment on the part of employees towards organizational initiatives which is fundamental to the organizations - their economics, strategic financial controls, business processes, and all that goes with it. It is only because of this that activates the mind and generates action towards improving organizational efficiency. Therefore however, strong a management is in empowering its employees, nothing substantial can be achieved without active commitment of employees to an organizational initiative and reducing work overload is no exception.