Enhancing The Efficacy of Organisational Competitive Advantage Through Employee Empowerment

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Abstract

The present paper look into a vital question that how managers can approach and execute a sound employee empowerment program, advantages of the program whether in the knowledge sector or in the field of business and achieve advantages of such programs leading to the organisations competitive advantage. As we push forward in the present quick moving business climate, it is basic for an organisation to have a profoundly talented, skillful, fulfilled work power. In a highly competitive and changing environment where knowledge and technology keep changing from time to time, organisations that aim at higher performance must give due importance to empower its employees. This is particularly true in the modern education sector where knowledge and technology is the subject of change invariably.

Employee empowerment is said to benefit all organisations because empowered employees are equipped with the skill and power to respond more quickly as the need arise and are more engaged in providing the right solution. In the current global competition, it becomes imperative for the organisations to achieve higher levels of efficiency and productivity to be in the race in order to outsmart the competitors. Employee empowerment is a much talked about thought in hierarchical examination and in the realm of the executives practice. Previous studies have revealed that to create a sense of responsibility and valued at workplace, employees' must be empowered. A growing body of evidence suggests that to accomplish employee empowerment the organisation, all in all, should go through a broad change measure. Enabling employees is a hierarchical change that should start with the executives.

The current review pointed toward inspecting the effect of employee empowerment on achieving at a better degree of competitive advantage through employee empowerment including various factors some of them like security, preparing, Incentives and so forth. This paper additionally investigates the idea and meaning of employee empowerment its development, its relationship to reasonable competitive advantage and the means to be taken to further develop employee empowerment measure.

Keywords: Competitive advantages, Employee empowerment, Strategic approach, Ethical leadership

INTRODUCTION

In the current era of globalization, achieving the competitive advantage of every business organisation has become a high-valued goal, requiring the adoption of modern administrative methods in emerging challenges and crises. A good and empowered employee performance is necessary for the organisation's success. Empowerment is the renowned and promising concept for enhancing the outcomes of work along with organisational efficiency and effectiveness. Empowerment is the process of giving employees the power, authority, responsibility, resources, freedom to take decisions and to find out the solution to the work-related problems in the organisation.

Employee empowerment is a much talked about idea in the world of organisational research and management practice. Employee empowerment is the process of transferring authority and responsibility to the lower level employees in the organisational hierarchy. Empowerment is the process of giving employees in the organisation the power, authority, responsibility, resources, freedom to take decisions and solve work related problems. It is the exchange of force from directors to their subordinates. Employee empowerment idea is getting famous step by step in the administration areas of current corporate world particularly in the assistance area. Employee contribution, inclusion and fulfillment are firmly connected to inspiration and execution as well as being effective in the present business climate. In a cutthroat climate where Organisations should be quicker, more streamlined, offer better support quality, be more effective and more productive. Organisations put together work processes around key business measures and regularly structure groups to complete those cycles. The accentuation of this framework is on an even organisation with solid client direction.

Accordingly, its fundamental reason is to establish an inside climate that upholds the necessities and assumptions for the clients. Organisations should work in a dynamic and serious climate. They need to make and support a competitive advantage assuming they need to endure and develop. They can utilize their own development to smooth out wasteful cycles and approaches, saving both you and your client's time and money. While the connection among empowerment and viability appears glaringly evident, there is a need to characterize the relationship unmistakably. This requires a distinguishing proof of region that should be investigated to work with the feeling of empowerment. The greater part of the analysts and numerous others contend that empowerment should be upheld and sustained by certain requirements like motivations, ability and information, and correspondence and stream of data inside an organisation environment helpful for employee empowerment to achieve employee successful execution and occupation fulfillment. Empowerment alludes to giving laborers the forces and obligations, empowering them to partake and stepping up and takes proper choices, and providing the opportunity without direct obstruction from the executives.

In such cases, individual is generally given the charge of work he does, with sufficient power and obligation, he may take choice all alone and can viably and proficiently achieve the work. It is the assumption for most individuals that they ought to have power, authority, acknowledgment, status, and obligation; and when they get every one of these, they apply drives for utilising maximum capacity, energy, capacities and capabilities trying to dominate their exhibition.

The above fact is very vivid in the education sector. The effects of empowerment are most evident in the area of teachers' attitudes about their professional work and work place. Whereby developing the competence to take charge of their growth, resolving problems and believe that they have the skills and knowledge to act on a situation, and improve it and thus bring improvement in the performance of the organisation. Empowerment helps to develop a organisation culture, where the enhanced effectiveness and efficiency is indicated by competent impact within the workforce. A conventional wellspring of competitive advantage has been dissolved. Presently it is accepted that usefulness is through individuals. Empowerment program is intended to assign power, authority by directors to their subordinates and offer liability with them. Individuals give an organisation a wellspring of competitive advantage. Different examinations have presumed that an organisation's HR can be a critical wellspring of competitive advantage. Current review pointed toward analyzing the impact of employee empowerment on competitive advantage.

LITERATURE REVIEW

Empowerment alludes to giving laborers the forces and obligations, empowering them to take part and stepping up and take proper choices, and the opportunity and certainty to play out the work in their own particular manner without direct impedance from the executives. Employee empowerment is characterized as fortifying the connection among the management and the employees. Employee empowerment thereby means assisting the employees in maintaining the motivational level. To gain the effective results,

the focus is to be made on the meaningfulness of the task, competency, self determination and empowered employee.. Empowerment should be assessed as being able to find meaning in the employee's job. Having an empowered faculty has become important at a time when institutions are looking to instill creativity in their employees, and are proactive with solutions to the current problems. In another research the author underscored the authoritative part of empowerment considering it the most common way of furnishing employees with the fundamental direction and abilities to empower independent decision making.

Rutland further in his research examines the significance of employee empowerment by taking the empirical data from the different companies and showed that employee empowerment function as a separating factor between organisations.

Balay (2012) examined the organizational commitment among 172 faculty members working in private University (Zerve University) and public University (Harran University). Results revealed that faculty members working in private university have a higher level organizational commitment as compare to public university.

Al-Hawajreh (2013) examined the level of organizational commitment of 150 nurses working in two Jordan hospitals in Amman. Study results reported that two-fifth of the nurses had higher level of organizational commitment. Male nurses had significantly higher organizational commitment as compared to female nurses.

Janoniene (2013) [1] investigated organizational commitment among 248 employees working in public and private sector organizations. Results found a significant difference among private and public sector employees about organizational commitment. Employees of 57 private sector were more affectively and normatively committed than employees in public sector.

Arjunan and Balamurugan (2013) conducted a study on the professional commitment of the teachers working in tribal area schools located in Tamil Nadu. By using the normative survey method, 121 samples were drawn by the investigator using random sampling technique from the school teachers working at secondary and higher secondary levels. The findings of the study showed that the maximum number of teachers have acquired "average" and "low level" of professional commitment. The male and female teachers have same level of professional commitment. The professional commitment of the school teachers is towards the welfare of students, welfare of society, human values and academic excellence. The findings were Organizational commitment of teachers of high schools of sample is significantly higher than conceptual average. Teachers with high and low organizational commitment were significantly different in triple types of organizational commitment.

Sawhney N, (2015) made a study to know the difference in professional commitment among urban and rural secondary school teachers teaching in government schools. Survey technique under descriptive method of research was used to conduct the investigation. A total of 4 schools were selected on the basis of convenience. The findings of the study suggested that there exists no difference in the rural and urban government secondary school teachers with respect to professional commitment. Based on the findings, it was concluded that government secondary school teachers were equally committed toward their profession as private secondary school teachers.

Empowerment is giving employees the necessary strength to create the necessary means to enable them to control the work. From the viewpoint of **Obi (2020),** it was found that empowerment is the sharing of power and responsibility through delegating them to the different levels within the organisational structure. Short and Rinehart examined the teachers perception of a greater sense of empowerment and belief to recognised the power to identify problems, institutional-change and efforts, and the responsibility for the organisational outcomes. They participate actively, openly and without fear in the endless process of transforming the organization.

Empowerment encourage the employees to share data, changing authoritative designs, fortifying work groups, empowering and spurring people to work on drive and acknowledge chances. According to a viewpoint, empowerment gives employees the power to settle on choices about client care.

RESEARCH METHODOLOGY

Competitive advantage for organisations incorporates the three primary measurements. The three primary measurements are proficiency, responsiveness and advancement. The present review paper focused the component of effectiveness which further includes the four models i.e. quality, expense, and time and consumer loyalty. These three models are building quite possibly the most significant and pertinent laws in the

administration activity and work that is called the law of efficiency. Information has been assembled from the academicians and electronic base information looked through Internet.

Dimensions for Empowerment

An empowered employee is said to possess the skills and knowledge to act in a given situation or to improve it in a positive and better way. However, for this to be realized organisations should provide an environment where employees can develop and display of their competence in handling diverse situations. This study mainly focuses on the different dimensions that genuinely motivate and empower employee. The most important dimensions that employees claim to empower them are given below:
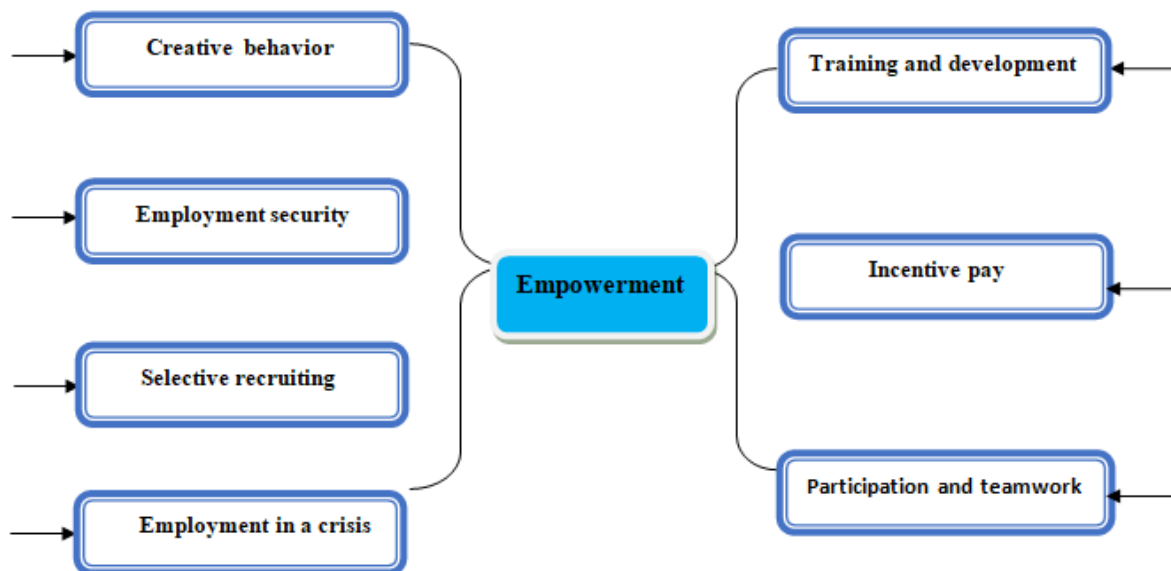

Figure 1: Empowerment Dimensions
Source: Short, P. & Rinehart, J. (1992)

Development of a creative behavior

The creativity is one of the essentials in overseeing the organization as a whole. It is known as the statement of viable strategies for achieving the work. The inventive choice is the choice that helps answers for the issue through better approaches for thinking. Conducting reenactment, an investigation of individual separation, offers the laborer age to mimic and recreate the conduct of individuals who regard them. Simulation is viewed as the main means in creating abilities and changing conduct.

Employment Security

Business security is a basic component of a superior work game plan. Sensation of stable business might create faithfulness, responsibility, or eagerness to exhaust extra endeavors for the organisation's advantages. Business security upgrades employee inclusion in light of the fact that employee s are more able to add to the work cycle when they need not dread losing their own or associates' positions. The security of business adds to preparing as both boss and employee have more noteworthy

motivators to put resources into preparing on the grounds that there is some confirmation that the business relationship will be of adequate length to procure a profit from the time and assets used in expertise improvement. The employee will think of novel thoughts when their positions are gotten in light of the fact that they realize that the presentation of the new framework won't influence their work soundness and they will welcome the changes.

Selective Recruiting

Organisations genuine with regards to cause a benefit through individuals will exhaust the endeavours expected to guarantee that they select the ideal individuals in any case. Firms genuine with regards to determination put candidates through a few rounds of meetings and a thorough choice technique. Japanese organisations have gained notoriety for their broad screening of employees. Screening is done cautiously to discover individuals, who could work better in the new workplace, learn and grow rapidly, and required less management. On the other if the organisations select a less qualified employee, the person will be a weight for the organisation for quite a while. Changing the extent of the task is to incorporate a more note-worthy part of the flat interaction.

Empowerment in a crisis

At the point when an item configuration is changed for development, this might be useful for certain clients however it may not fulfill all. When there was a grievance and should be tended to by the help individual promptly in light of a legitimate concern for the organisation and for future business. The individual deputed to go to the protest ought to be offered empowerment to take spot choice shrewdly and redress something similar as opposed to alluding it back to organisation .For this situation, an employee was offered empowerment to make it rapidly on the spot and redress something similar as opposed to alluding it back to organisation. The choice might reclaim the item for adjusting at administration focus or changing the parts for nothing at the spot of working or free swap for the whole items. These kinds of choice ought to be at the interest to fulfill a client or future business. The made a move ought to be for the interest of the organisation, not for the person. The choice taken by an individual was a choice taken by the organisation. This empowerment will carry satisfaction to the benefits for executing employee empowerment clients.

Training and Development of Skills

Preparing is a fundamental part of superior works systems because these frameworks depend on forefront employee's ability and drive to differ and resolve the concerned issues, change in work-techniques, and assuming the liability for quality. They ought to have wiliness to change. They ought to have the option to deal with a change. The colleagues ought to learn great characteristics and they set up solid relationship with the other colleagues. This is more significant for any group. All the colleagues should work with one brain to release their obligations for the interest of the organisation. They should be redesigned and retrained to procure new abilities. Preparing additionally changes and alters employee perspectives and practices. Prepared individuals ought to be set in positions in which they can apply their procured abilities.

The preparation of groups ought to be done in such manner that every one of the individuals ought to comprehend their obligations, change them with different individuals, inspire the others and they ought to have an inspirational disposition. All of this requires a gifted and persuaded labor force that has the information and ability to play out the essential assignments. Over the long haul employee's abilities might become old. Management need to understand the faculty as a talent and construct talent-management strategies. It will be a genuine test for the administration organisations to hold the quality resources. Therefore it's inevitable to understand and create essential environmental factors important to faculties. It is the faculties and their subject knowledge and skills that are critical in ensuring long term success of an organisation.

Incentive Pay

The investigation of impetuses is considered as a method for realizing how to fulfill the requirements of laborers. In the event that you see authority to build the usefulness and proficiency of your laborers, they should recognize their destinations and create their requirements by giving them proper motivators and rousing them to wanted conduct, and foster the premise of empowerment. Employees will offer more in the event that they acquire more.

The unforeseen impetus can take many structures, for example, acquire sharing, benefit sharing, stock proprietorship, pay for abilities, or different types of individual or group motivating forces. Paying for abilities securing urges individuals to acquire various positions and along these lines to turn out to be more adaptable.

Participation and Team Work

Empowerment advises numerous things to various specialists. It alludes to common impact, inventive conveyance of force, and the shared liability. It is a popularity based and enduring interaction. An errand is a gathering of individuals who structure an arrangement of interconnected substances that have a shared objective and there is an unmistakable qualification between a team and a gathering as far as the extent of the undertaking. The group is doled out with achieving the assignment and accomplishing the objective in a work limit since it is essential for the authoritative design. Interest increments both fulfillment and employee efficiency. Managers ought to support the decentralization of dynamic.

Competitive Advantages of Implementing Employee Empowerment

The idea of competitive advantage is viewed as revolutionary realm of business management at the scholastic and logical level. Scholastically, the executives is presently not seen as an inward concern or as an impermanent showdown with issues that are not of an essential measurement, but rather management is viewed as a dynamic and constant cycle pointed toward resolving numerous inner and outer issues to accomplish persistent greatness for the organisation , raw material providers, purchasers, and others. Enabling employees implies guiding them towards viable dynamic by connecting their advantage to the legitimacy of that decision that is, having a motivating force to persuade people that settling on the ideal choice won't just be helpful for the organisation yet additionally advantage them. We examined beneath about the competitive advantage is that an organisation could acquire subsequent to executing employee empowerment programs.
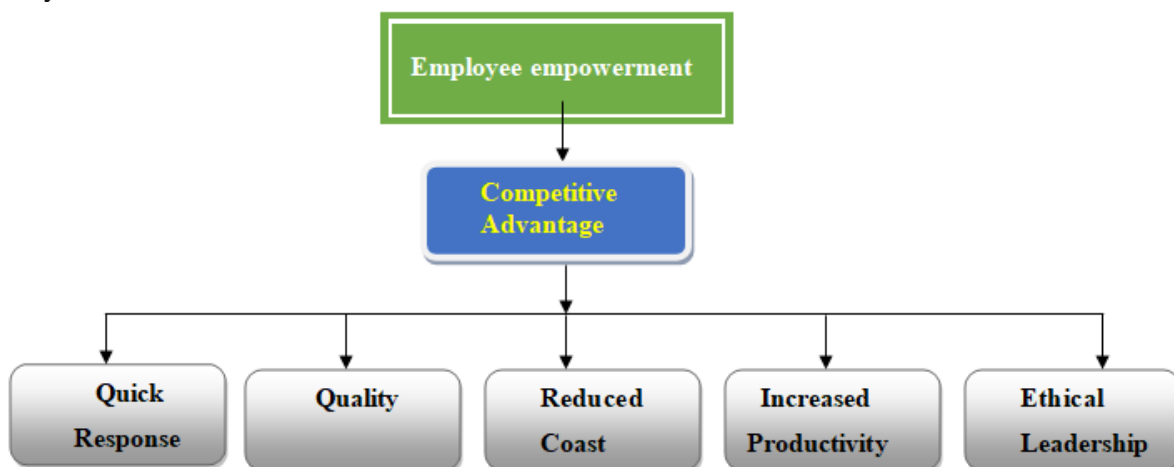

Figure 2: Competitive Advantages of Implementing Employee Empowerment
Source: Ashness, D & Lashley,C

1. Respond Quickly to Business Problems

One famous management consultant, state that employees who are engaged actively within the firm make choices that make organisations unique. Once the decision making is getting decentralized, it improvises the output of all the different departments.

2. Quality

It is an important competitive advantage demonstrating how well an individual is getting along to give items that match a client's necessities; Customers need quality items that meet the provisions they need, have highlights they expect or search for in promoting. Organisations that don't give quality items that address the issues and needs and assumptions for clients and can't be fruitful in serious dealings.

3. Reduce Costs

The Organisations that try to acquire a more noteworthy piece of the things as a reason for prosperity and matchless quality are the

ones that offer their items at a lower cost than their rivals and competitors. Bringing down the expense is the vitally functional objective of the Organisations that contend through cost.

Enabling employees can likewise diminish the requirement for center administration positions, which preserves work costs. Employees who take responsibility for work can likewise yield significant investment funds as work environment well-being. Activities the executives looks to lessen creation costs contrasted with contenders and to arrive at cutthroat costs that upgrade the competitive advantage of items on the lookout.

4. Increased Productivity, Efficiency and Effectiveness

Adaptability is the reason for accomplishing the competitive advantage of the organisation by reacting rapidly to the changes in item plan and to suit the necessities of the faculty concerned. Team work is a contextual analysis about the achievement of working environment groups in Sparks, Nevada, showed how the utilization of groups expanded yearly efficiency by 55% and decreased expenses by 5% every year during the 1990s.

5. Development of Ethical Leadership

The revolutionary changes have occurred in different natural and authoritative conditions. These changes have made the organisations mindful of the significance of having administration abilities to lead in supporting imagination and improving it among faculties and for pioneers in innovativeness to prevail with regards to pushing the inventive energies of employees. It requires inculcating the shared trust among initiatives and the employees to award them authority and forces they need to help, create and direct inventive and recognized plans to accomplish the objectives of the organisation.

CONCLUSION

In this exploratory paper, an employee empowerment was talked about. Empowerment implies connecting with employees in the thinking measures about an organisation. Organisation implies having input. Empowerment implies having input that is heard and genuinely considered. Empowerment requires an adjustment of an organisation culture, yet doesn't imply that top administration abandon their obligation or

authority. An employee empowerment is important for the powerful working of the ability of employee. From here one might say that it is on the right track to depend on the aptitude and abilities of the employee prior to engaging, however cognizant moral initiative and moral pioneers who consider the interests of the employee s and the organisation are the most able ones first and last. To arrive at positive results of empowerment zeroed in on upgrading competitive advantage. Strategy creators and administrative offices can utilize the review's discoveries to foster strategies and rules that help improve and keep up with undeniable level quality administrations through engaged employees, fully intent on working on competitive advantage. The data got from the review can likewise be utilized for government funded training.

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