

Training of Trainers
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Lecture 45 - A Research Approach in Training - II

So last time we have discussed about the structure of training program through research. I have mentioned in the previous model that is you have to first come out with the topic. Topic may be suggested by the organization or topic may be offered by the trainer. For example we have taken two topics; Empowering leadership and Employee loyalty. First we will brief about the concept that is the employer, employee loyalty and empowering leadership, both I have discussed that is how first we have to discuss with the trainees, give them the concepts.

And now we will ask them to go to fill the standard scale. Last time I have mentioned that is a scale we can adopt from the database published by Scopus, SCI, SSCI or ABDC listed journals. So these are the certain, the recognized reputed databases from where we can take the scales. Now concept is discussed. Now we are taking the scales.

What is the scale? That I have discussed in the previous model, that is the scale is a questionnaire which is having the high reliability and validity. And that scale can be from the different sources. This scale can be from the Indian authors, it can be from the foreign authors.

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Detail of Standard Scale

Empowering leadership (Ahearne, Mathieu and Rapp, 2005).

Dimensions of empowering leadership

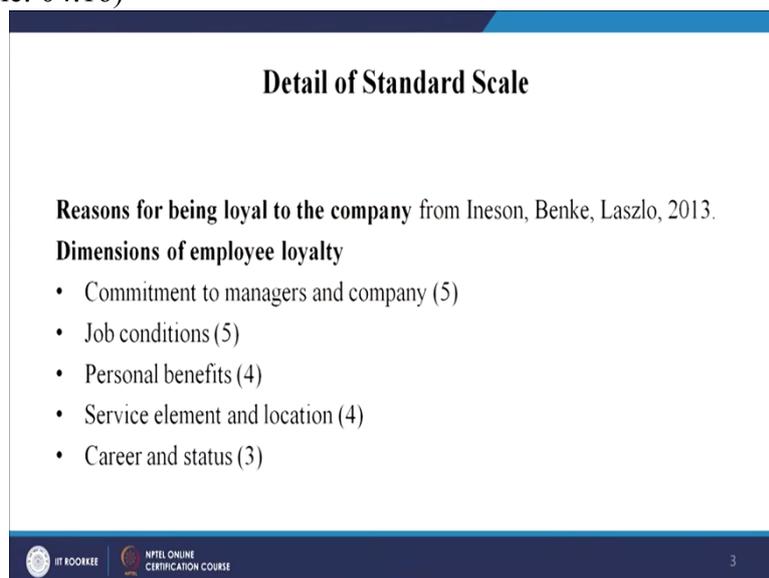
- Enhancing the meaningfulness of work (3)
- Fostering participation in decision making (3)
- Expressing confidence in high performance (3)
- Providing autonomy from bureaucratic constraints (3)

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Now here for the Empowering leadership, we have taken Ahearne, Mathieu and Rapp, 2005 scale. Now this particular scale is having these four dimensions: Dimensions of enhancing the meaningfulness of work, fostering participation in decision making, expressing confidence in high performance, and providing autonomy from bureaucratic constraints. Now in the bracket you see the 3 figure. The 3 figure is the number of items. What are the number of items? Number of items are the statements which are given under this particular dimension.

So we will say empowering leadership is a variable. Under this there are four dimensions; enhancing the meaningfulness of work, fostering participation in decision making, expressing confidence in high performance, and providing autonomy from the bureaucratic constraints. So these are the four dimensions. Each dimension is having the three items, so therefore we are talking about empowering leadership scale with the twelve items. What are those items? How to get it filled from the trainees? That I will come later.

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Detail of Standard Scale

Reasons for being loyal to the company from Ineson, Benke, Laszlo, 2013.

Dimensions of employee loyalty

- Commitment to managers and company (5)
- Job conditions (5)
- Personal benefits (4)
- Service element and location (4)
- Career and status (3)

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Second scale is that is about employee loyalty. This scale is given by the Ineson, Benke, Laszlo, 2013 and the reasons for being loyal to the company that has been mentioned. Here also there are certain dimensions. So employee loyalty is a variable. Dimensions are, or some people say factors, they are commitment to managers and company, job conditions, personal benefits, service element and location, career and status. So these are the five dimensions are there.

So commitment to managers and company, this particular dimension is having the five items. Job conditions is having the five items, personal benefits four items, items means statements as I mentioned, statements given in this scale under this particular dimension. Service element and location four dimension, four items and career and status it is having the three items. Now we will go with this particular scale, the standard scale docs.

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The screenshot shows a Microsoft Word document with the following content:

Respondent's profile

Gender: Male () Female () Marital Status: Married () Unmarried () Department: _____

No. of years worked for current organization: _____ Job position: _____

Education: Primary Level () Secondary level () Graduate () Post Graduate & Above ()

Age (in Years): Below 25 () 25-35 () 36-50 () Above 50 () Organization Name & State: _____

Total work experience (in years): _____ Name of Job - Part Time/ Full Time/ Contract/Temporary: _____

In this section, we will be asking you few questions about you and your organization. Please give your honest and genuine responses.

1. Strongly disagree 2. Disagree 3. More or less disagree 4. Undecided 5. More or less agree 6. Agree 7. Strongly agree

Empowering leadership (Enhancing the meaningfulness of work - 3, Fostering participation in decision making - 3, Expressing confidence in high performance - 3, Providing autonomy from bureaucratic constraints - 3)

| | | | | | | | |
|--|---|---|---|---|---|---|---|
| My manager helps me understand how my objectives and goals relate to that of the company | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager helps me understand the importance of my work to the overall effectiveness of the company | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager helps me understand how my job fits into the bigger picture | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager makes many decisions together with me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager often consults me on strategic decision | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager solicits my opinions on decisions that may affect me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager believe that I can handle demanding tasks | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager believe in my ability to improve even when I make mistakes | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager expresses confidence in my ability to perform at a high level | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager allows me to do my job in my way | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager makes it more efficient for me to do my job by keeping the rule and regulations simple | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager allows me to make important decisions quickly to satisfy the customer needs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Reasons for being loyal (Commitment to managers and company - 5, Job conditions - 5, Personal benefits - 4, Service element & location - 4, career and status - 3) by Larson, Brink, Lusk, 2013

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I enjoy good communication with my managers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I respect my head of department | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy good communication with my managers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I respect my head of department | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Now this particular standard scale, this work is going, is in process by my Ph.D. scholar Mr. Abhishek Singh and Abhishek will talk about this particular scale. Here, Abhishek please join me. Here you will find, that is the first part, there are part a and part b. Part b will be explained by Abhishek. Part a is I mentioned that is the demographic variables. We have to include the training, connect the training, integrate the training with research.

For research data will be required. To get that data we have to also take the demographic variables. So demographic variables are gender, marital status, number of years worked, then the positions, so you can talk about level 1, level 2, level 3, education, does education affect the empowering leadership and employee loyalty? Age and then the total work experience and name of job is there. So they are the demographic variables like the gender, marital status, work experience, education and age. So then that will be also there.

Now some of them may like to give the name, some of the respondents they do not like to give the name. So it hardly matters. So trainees are there. Trainees may give the response; trainees may not give the name. Trainees may give the name. Trainees may not give the

name. It hardly matters. But we have to ask them, that is the, we want this particular data which will not disguise them and therefore in that case it will be that this particular information that will help in making the research. Now here we will talk about, yes Abhishek....

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Respondent's profile

Gender: Male () Female () Marital Status: Married () Unmarried () Department: _____

No. of year worked for current organization: _____ Job position: _____

Education: Primary Level () Secondary level () Graduate () Post Graduate & Above ()

Age (in Years): Below 25 () 25-35 () 36-50 () Above 50 () Organization Name & State: _____

Total work experience (in years): _____ Nature of Job - Part Time/ Full Time/ Contract/Temporary _____

In this section, we will be asking you few questions about you and your organization. Please give your honest and genuine responses.

1. Strongly disagree 2. Disagree 3. More or less disagree 4. Undecided 5. More or less agree 6. Agree 7. Strongly agree

| Empowering leadership (Enhancing the meaningfulness of work - 3, Fostering participation in decision making - 3, Expressing confidence in high performance - 3, Providing autonomy from bureaucratic constraints - 3) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| My manager helps me understand how my objectives and goals relate to that of the company | | | | | | | |
| My manager helps me understand the importance of my work to the overall effectiveness of the company | | | | | | | |
| My manager helps me understand how my job fits into the bigger picture | | | | | | | |
| My manager makes timely decisions together with me | | | | | | | |
| My manager often consults me on strategic decisions | | | | | | | |
| My manager solicits my opinion on decisions that may affect me | | | | | | | |
| My manager believe that I can handle demanding tasks | | | | | | | |
| My manager believe in my ability to improve even when I make mistakes | | | | | | | |
| My manager expresses confidence in my ability to perform at a high level | | | | | | | |
| My manager allows me to do my job in my way | | | | | | | |
| My manager makes it more efficient for me to do my job by keeping the rule and regulations simple | | | | | | | |
| My manager allows me to make important decisions quickly to satisfy the customer needs | | | | | | | |
| Reasons for being loyal (Commitment to managers and company - 5, Job conditions - 5, Personal benefits - 4, Service pleasant & location - 4, career and status - 3) by Larson, Beale, Laska, 2013 | | | | | | | |
| I enjoy good communications with my managers | | | | | | | |
| I respect my head of department | | | | | | | |

Abhishek: Before distributing these all questionnaire what we do, first we discuss the each item or each statement of this questionnaire with the participants so that they can understand and they could give the appropriate marks on particular statements. So we read in front of the participants whoever is participating in that particular training program.

So here I will read these all items of empowering leadership. First three items explain in enhancing the meaningfulness of work, next three explain the fostering participation in decision making, next three explain expressing confidence in high performance, and last three items of empowering leadership explain how to provide autonomy from the bureaucratic constraints.

So here we give instructions to the participants. Read carefully and then give, give marks accordingly. Like 1 for strongly disagree, 2 for disagree, 3 for more or less disagree, 4 for undecided, 5 for more or less agree, 6 for agree and 7 for strongly agree. Like I will read first statement like, my manager helps me understand how objective and goals relate to that of, that of the company.

So here if subordinate feels that manager helps them to understand the organization objective and goals and how it is related to the company, related to the company, if the manager explains them they can give 7 or 6. If they feel manager does not help then they can give 1 or 2. So that is how they can give response on this questionnaire.

So in the same way we have four reasons for being loyal for that particular organization. So we have 21 items for this also, so accordingly these participants can give their, state their response on this questionnaire and after that we can collect all questionnaires from the participants and very quickly we will put all their responses into the, we will enter all these responses into the Excel sheet. And then we will, in the next step we will...

Professor: That I will show, that is how in the Excel sheet, we have to, that he will discuss, oh sorry. So you can go with the second.

Abhishek: Next slide.

Professor: Now the second part we will talk about is the how the respondents the scales they are responding.

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| ID | Department | Education | Job position | Total work experience | State | Age | Empowering Leadership | | | Providing autonomy from bureaucratic constraints | | | | | | | | | | | |
|----|-------------|------------|-----------------|-----------------------|----------|-----|--------------------------------------|--|---|--|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Enhancing the meaningfulness of work | Fostering participation in decision making | Expressing confidence in high performance | | | | | | | | | | | | |
| 1 | Medical | UG | Executive | 1 | Andhra | 25 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 |
| 2 | Non-Medical | PG | Asstt. Manager | 2 | Karnatak | 26 | 2 | 2 | 2 | 6 | 2 | 2 | 1 | 5 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 3 | Medical | PG & Above | Manager | 3 | Punjab | 27 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 |
| 4 | Non-Medical | UG | General Manager | 4 | Punjab | 28 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 5 | Medical | PG | Executive | 5 | Punjab | 29 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 |
| 6 | Non-Medical | PG & Above | Asstt. Manager | 6 | Punjab | 30 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 7 | Medical | UG | Manager | 7 | Delhi | 31 | 3 | 2 | 2 | 7 | 3 | 4 | 2 | 9 | 2 | 2 | 2 | 6 | 3 | 2 | 2 |
| 8 | Non-Medical | PG | General Manager | 8 | Punjab | 32 | 1 | 2 | 2 | 5 | 1 | 2 | 1 | 4 | 2 | 1 | 1 | 4 | 1 | 4 | 1 |
| 9 | Medical | PG & Above | Executive | 9 | Punjab | 33 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 10 | Non-Medical | UG | Asstt. Manager | 10 | Punjab | 34 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 11 | Medical | PG | Manager | 11 | Delhi | 35 | 1 | 2 | 2 | 5 | 2 | 2 | 1 | 5 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 12 | Non-Medical | PG & Above | General Manager | 12 | UP | 36 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 1 | 1 |
| 13 | Medical | UG | Executive | 13 | Punjab | 37 | 1 | 1 | 1 | 3 | 2 | 2 | 3 | 7 | 1 | 2 | 2 | 5 | 1 | 1 | 1 |
| 14 | Non-Medical | PG | Asstt. Manager | 14 | Punjab | 38 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 15 | Medical | PG & Above | Manager | 15 | Punjab | 39 | 2 | 2 | 2 | 6 | 2 | 2 | 3 | 7 | 2 | 3 | 2 | 7 | 2 | 2 | 2 |
| 16 | Non-Medical | UG | General Manager | 16 | Haryana | 40 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 17 | Medical | PG | Executive | 17 | Punjab | 41 | 1 | 1 | 1 | 3 | 1 | 2 | 2 | 5 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 18 | Non-Medical | PG & Above | Asstt. Manager | 18 | Punjab | 42 | 1 | 1 | 1 | 3 | 2 | 2 | 1 | 5 | 1 | 1 | 1 | 3 | 1 | 1 | 1 |
| 19 | Medical | UG | Manager | 19 | Bihar | 43 | 2 | 2 | 2 | 6 | 3 | 2 | 2 | 7 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 20 | Non-Medical | PG | General Manager | 20 | Punjab | 44 | 2 | 2 | 2 | 6 | 3 | 3 | 3 | 9 | 2 | 2 | 2 | 6 | 2 | 2 | 2 |
| 21 | Medical | PG & Above | Executive | 21 | UP | 45 | 2 | 2 | 2 | 6 | 2 | 1 | 1 | 4 | 2 | 1 | 2 | 5 | 2 | 2 | 2 |
| 22 | Non-Medical | UG | Asstt. Manager | 22 | UP | 46 | 3 | 2 | 2 | 7 | 3 | 2 | 2 | 8 | 2 | 1 | 1 | 4 | 1 | 1 | 1 |
| 23 | Medical | PG | Manager | 23 | UP | 47 | 2 | 2 | 2 | 6 | 3 | 2 | 3 | 8 | 3 | 3 | 3 | 9 | 3 | 2 | 2 |
| 24 | Non-Medical | PG & Above | General Manager | 24 | UP | 48 | 2 | 2 | 2 | 6 | 3 | 3 | 3 | 9 | 3 | 3 | 3 | 9 | 2 | 2 | 2 |
| 25 | Medical | UG | Executive | 25 | Nepal | 49 | 1 | 1 | 1 | 3 | 2 | 2 | 1 | 5 | 2 | 1 | 2 | 5 | 2 | 1 | 1 |

Professor: So therefore we will take above this particular Excel sheet. Before going for the Excel sheet I am sure you have gone through that is the, both the dimensions, their items and their responses whatever the responses they are giving that will be there. Now how to enter into the Excel sheet that Abhishek will tell you.

Abhishek: So as you have seen that first part of the questionnaire, in that we have demographic variable, some variables are related to the job and some variables are related to the employee. Like age, sex and so these are the variables which are related to the employee, so we can open the Excel and very neat and cleanly we can make some columns into it and we can put this particular information.

Like you can see in this Excel sheet, department is there, education is there. Job position is there. Total work ex is there, state is there and age is there. And why we are putting this information into this Excel, because it helps us to make, help us to analyze this data very carefully. And here I will, in the later part we will discuss how this information is useful to analyze the data.

So first thing that we have done, first we have entered this demographic variable and accordingly whatever they have given the response to the second part of the questionnaire, like first three items explain the enhancing the meaningfulness of work.

like these, that is you do not have the much time because normally it has been observed that is, these responses are to be taken in the presence of the trainer itself.

Avoid to give one day before and ask them to come next day with responses to save the time, but whenever we are talking about the research it becomes very important that is they go statement by statement, if there is any confusion to them the trainer should be available to them to clarify.

If any particular word is not clear, any particular sentence is not clear, they want to ask any confusion, if there is no clarity then immediately the trainer can be accessed. So he is present in the class. So therefore that is, if you give one day before then they may guess some of the responses. So therefore the scientific way is that is give in the class. Now suppose you do not have time for the two scales, then give one scale only. But the entry of the data is to be done there itself. Get the responses, data has to be entered.

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| Job position | Total work experience | State | Age | Employee Loyalty | | | | Total | Service |
|--------------------|-----------------------|-------|-----|------------------------------------|----------------|-------------------|-------|-------|---------|
| | | | | Commitment to managers and company | Job conditions | Personal benefits | Total | | |
| 5 Executive | 25 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | |
| 6 Asstt. Manager | 25 | 1 | 1 | 1 | 1 | 1 | 6 | 1 | |
| 7 Manager | 27 | 2 | 2 | 2 | 2 | 2 | 10 | 2 | |
| 8 General Manager | 4 | 4 | 4 | 4 | 4 | 4 | 16 | 4 | |
| 9 Executive | 29 | 2 | 2 | 2 | 2 | 2 | 10 | 2 | |
| 10 Asstt. Manager | 30 | 2 | 2 | 2 | 2 | 2 | 10 | 2 | |
| 11 Manager | 31 | 2 | 2 | 2 | 2 | 2 | 9 | 2 | |
| 12 General Manager | 4 | 4 | 4 | 4 | 4 | 4 | 16 | 4 | |
| 13 Executive | 33 | 3 | 3 | 3 | 3 | 3 | 9 | 3 | |
| 14 Asstt. Manager | 34 | 2 | 2 | 2 | 2 | 2 | 8 | 2 | |
| 15 Manager | 35 | 3 | 3 | 3 | 3 | 3 | 10 | 3 | |
| 16 General Manager | 17 | 17 | 17 | 17 | 17 | 17 | 10 | 17 | |
| 17 Executive | 37 | 3 | 3 | 3 | 3 | 3 | 7 | 3 | |
| 18 Asstt. Manager | 38 | 3 | 3 | 3 | 3 | 3 | 7 | 3 | |
| 19 Manager | 39 | 3 | 3 | 3 | 3 | 3 | 9 | 3 | |
| 20 General Manager | 16 | 16 | 16 | 16 | 16 | 16 | 10 | 16 | |
| 21 Executive | 20 | 4 | 4 | 4 | 4 | 4 | 20 | 4 | |
| 22 Asstt. Manager | 27 | 2 | 2 | 2 | 2 | 2 | 7 | 2 | |
| 23 Manager | 28 | 2 | 2 | 2 | 2 | 2 | 10 | 2 | |
| 24 General Manager | 29 | 3 | 3 | 3 | 3 | 3 | 11 | 3 | |
| 25 Executive | 30 | 2 | 2 | 2 | 2 | 2 | 8 | 2 | |
| 26 Asstt. Manager | 31 | 2 | 2 | 2 | 2 | 2 | 9 | 2 | |
| 27 Manager | 32 | 2 | 2 | 2 | 2 | 2 | 10 | 2 | |
| 28 General Manager | 33 | 3 | 3 | 3 | 3 | 3 | 10 | 3 | |

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| Empowering Leadership | | | |
|--|----------------------------|-----------------------------|-----------------------------|
| Type | Lower Level of Empowerment | Medium Level of Empowerment | Higher Level of Empowerment |
| Enhancing the meaningfulness of work (3 items) | 3-9 | 10-15 | 16-21 |
| Fostering participation in decision making (3 items) | 3-9 | 10-15 | 16-21 |
| Expressing confidence in high performance (3 items) | 3-9 | 10-15 | 16-21 |
| Providing autonomy from bureaucratic constraints (3 items) | 3-9 | 10-15 | 16-21 |
| Total Score (12 items) | 12-36 | 37-60 | 60-84 |

| Employee Loyalty | | | |
|--|------------------------|-------------------------|-------------------------|
| Type | Lower Level of Loyalty | Medium Level of Loyalty | Higher Level of Loyalty |
| Commitment to managers and company (5 items) | 5-15 | 16-25 | 26-35 |
| Job conditions (5 items) | 5-15 | 16-25 | 26-35 |
| Personal benefits (4 items) | 4-12 | 13-16 | 17-21 |
| Service element & location (4 items) | 4-12 | 13-16 | 17-21 |
| Career and status (3 items) | 3-9 | 10-15 | 16-21 |
| Total Score (22 items) | 12-36 | 37-60 | 60-84 |

So what we have done? We have explained the concepts. After explaining the concepts we have given them the scales. These scales, they have responded. That response is taken on this particular Excel sheet and now we have to tell them and interpret this particular response.

Abhishek: So here you can see first, for empowering leadership we have four dimensions. And for higher level of perception about the empower, for higher level of perceived empowerment in the organization how we will judge? Like first three items, they are giving score between 3 and 9. Then we will say that these employees are those employees who are perceiving lower level of empowerment.

If score comes between 10 and 15, then we will say these employees are having medial, medium level of perceived empowerment. If score comes between 16 to, between 16 and 21 then we will say this, these are the employees who are having higher level of empowerment. Now question comes how this score will come.

Here we are having three items. So one item, if someone is giving minimum response that is the 1. So three items, minimum score that we will add all three minimum score then it comes 3. So we will say this is the minimum limit. And maximum limit how we will decide? Because we have gone till 3. 1 to 3, it means this is the lower level of perceived empowerment. So that is why 3 items, multiply by 3 because we are saying 1 to 3 as a lower level of perceived empowerment.

Professor: Now suppose somebody has given the, in the first is 3. Second is given 2. And third is given 4, right. So his total will be 9. So even if his total is 9, we will say it is the lower level of empowerment. So in three items, minimum will be 3 but even if he gives the 2 and 3, and 4 and 5 and whatever but the total of these three items is 9 only. So then in that case that employee's level of empowerment is low. Medium.

Abhishek: So here in the same way like Sir has explained how this medium level comes, in the same way if one participant is there who gives 5, 6 and 7. So then we can add these all three, 5, 6, and 7 so it comes 18. So here that we can see that it comes between 16 to 21, so we will say that employee perceived higher level of empowerment. So that is how we will interpret this entire scale.

Professor: Suppose medium level, please explain.

Abhishek: In the case of medium level like one employee who gives 4 for one item and for next 5, and for next 3. So 4 plus 5 is 9 plus 3 is 12, plus 3 is 12 so here we can say that the 12 comes between 10 to 15. So then we will say this employee have perceived medium level of empowerment.

Professor: especially the enhancing the meaningfulness of work. If you are explaining the first row then we will say he is having the medium level of enhancing the meaningfulness of work.

Abhishek: Which is the one of the dimensions of empowering leadership. So in the same way, we can interpret for fostering participation in the decision making because this is also having the three items. Next a dimension also has three items, and next dimension also has three dimensions. So we can interpret this scale in this way. But in the case of employee loyalty.

Professor: Now here I would like to add, that is low level of empowerment that is the total score, right of that particular variable, that will be between 12 to 36 is the score, then definitely in that case lower level of empowerment. And if it is 37 to 60 it is medium level of

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| Gender | Marital Status | Department | Education | Job position | Total work experience | State | Age | Enhancing the meaningfulness of work | Fostering participation in decision making | Expressing confidence in high performance | |
|--------|----------------|------------|-------------|--------------|-----------------------|-------|-----------|--------------------------------------|--|---|---|
| 4 | M | Married | Medical | UG | Executive | 1 | Andhra | 25 | 1 | 1 | 1 |
| 5 | M | Unmarried | Non Medical | PG | Asstt. Manager | 2 | Karnatak | 26 | 2 | 2 | 2 |
| 6 | M | Married | Medical | PG & Above | Manager | 3 | Punjab | 27 | 1 | 1 | 1 |
| 7 | M | Unmarried | Non Medical | UG | General Manager | 4 | Punjab | 28 | 2 | 2 | 2 |
| 8 | M | Married | Medical | PG | Executive | 5 | Punjab | 29 | 1 | 1 | 1 |
| 9 | M | Unmarried | Non Medical | PG & Above | Asstt. Manager | 6 | Punjab | 30 | 2 | 2 | 2 |
| 10 | M | Married | Medical | UG | Manager | 7 | Delhi | 31 | 3 | 2 | 2 |
| 11 | M | Unmarried | Non Medical | PG | General Manager | 8 | Punjab | 32 | 1 | 2 | 2 |
| 12 | M | Married | Medical | PG & Above | Executive | 9 | Punjab | 33 | 2 | 2 | 2 |
| 13 | M | Unmarried | Non Medical | UG | Asstt. Manager | 10 | Punjab | 34 | 2 | 2 | 2 |
| 14 | M | Married | Medical | PG | Manager | 11 | Delhi | 35 | 1 | 2 | 2 |
| 15 | M | Unmarried | Non Medical | PG & Above | General Manager | 12 | MP | 36 | 1 | 1 | 1 |
| 16 | M | Married | Medical | UG | Executive | 13 | Punjab | 37 | 1 | 1 | 1 |
| 17 | M | Unmarried | Non Medical | PG | Asstt. Manager | 14 | Punjab | 38 | 2 | 2 | 2 |
| 18 | M | Married | Medical | PG & Above | Manager | 15 | Punjab | 39 | 2 | 2 | 2 |
| 19 | M | Unmarried | Non Medical | UG | General Manager | 16 | Rajasthan | 25 | 2 | 2 | 2 |
| 20 | M | Married | Medical | PG | Executive | 17 | Punjab | 26 | 1 | 1 | 1 |
| 21 | M | Unmarried | Non Medical | PG & Above | Asstt. Manager | 18 | Punjab | 27 | 1 | 1 | 1 |
| 22 | M | Married | Medical | UG | Manager | 19 | Bihar | 28 | 2 | 2 | 2 |
| 23 | M | Unmarried | Non Medical | PG | General Manager | 20 | Punjab | 29 | 2 | 2 | 2 |
| 24 | M | Married | Medical | PG & Above | Executive | 21 | UP | 30 | 2 | 2 | 2 |
| 25 | M | Unmarried | Non Medical | UG | Asstt. Manager | 22 | UP | 31 | 2 | 2 | 2 |
| 26 | M | Married | Medical | PG | Manager | 23 | UP | 32 | 2 | 2 | 2 |
| 27 | M | Unmarried | Non Medical | PG & Above | General Manager | 24 | UP | 33 | 2 | 2 | 2 |
| 28 | M | Married | Medical | UG | Executive | 25 | Nepal | 34 | 1 | 1 | 1 |

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| Empowering Leadership | | | |
|--|----------------------------|-----------------------------|-----------------------------|
| Type | Lower Level of Empowerment | Medium Level of Empowerment | Higher Level of Empowerment |
| Enhancing the meaningfulness of work (1 items) | 3-9 | 10-15 | 16-21 |
| Fostering participation in decision making (4 items) | 3-9 | 10-15 | 16-21 |
| Expressing confidence in high performance (3 items) | 3-9 | 10-15 | 16-21 |
| Providing autonomy from bureaucratic constraints (1 items) | 3-9 | 10-15 | 16-21 |
| Total Score (12 items) | 12-36 | 37-60 | 60-84 |
| Employee Loyalty | | | |
| Type | Lower Level of Loyalty | Medium Level of Loyalty | Higher Level of Loyalty |
| Commitment to managers and colleagues (5 items) | 5-15 | 16-25 | 26-35 |
| Job conditions (5 items) | 5-15 | 16-25 | 26-35 |
| Personal benefits (4 items) | 4-12 | 13-16 | 17-20 |
| Service element & location (4 items) | 4-12 | 13-16 | 17-20 |
| Career and status (1 items) | 3-9 | 10-15 | 16-21 |
| Total Score (12 items) | 12-36 | 37-60 | 60-84 |

So if this is, it means that these groups, overall, that also you can identify. That is the overall is 5.8. So 5.8 means that it means that it is having the, so we will talk about that particular 5.8 is there.

So 5.8 is coming overall between the lower level of empower, 3 to 9, if it is coming 3 to 9 the 5.8 is the response it means that they are having the low level of empowerment. And if there is a low level of empowerment it means that we are required to increase their, this meaningfulness of work. Now how, now the trainer's role? Please understand here, very important point, that is how trainer? Now why it is the 5.8, because this is 3, 6, 3, 6, 5. Why it is 3? Because 1, 1, 1.

(Refer Slide Time: 22:51)

Respondent's profile

Gender: Male () Female () Marital Status: Married () Unmarried () Department: _____

No. of year worked for current organization: _____ Job position: _____

Education: Primary level () Secondary level () Graduate () Post Graduate & Above ()

Age (in Years): Below 25 () 25-35 () 36-50 () Above 50 () Organization Name & State: _____

Total work experience (in years): _____ Nature of Job - Part Time/ Full Time/ Contract/ Temporary _____

In this section, we will be asking you few questions about you and your organization. Please give your honest and genuine responses.

1. Strongly disagree 2. Disagree 3. More or less disagree 4. Undecided 5. More or less agree 6. Agree 7. Strongly agree

Empowering leadership (Enhancing the meaningfulness of work - 3. Fostering participation in decision making - 3. Expressing confidence in high performance - 3. Providing autonomy from bureaucratic constraints - 3)

| | | | | | | | |
|--|---|---|---|---|---|---|---|
| My manager helps me understand how my objectives and goals relate to that of the company | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager helps me understand the importance of my work to the overall effectiveness of the company | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager helps me understand how my job fits into the bigger picture | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager makes many decisions together with me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager often consults me on strategic decisions | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager solicits my opinion on decisions that may affect me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager believes that I can handle demanding tasks | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager believes in my ability to improve even when I make mistakes | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager expresses confidence in my ability to perform at a high level | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager allows me to do my job in my way | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager makes it more efficient for me to do my job by keeping the rule and regulations simple | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| My manager allows me to make important decisions quickly to satisfy the customer needs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Reasons for being loyal (commitment to managers and company - 5. Job conditions - 5. Personal benefits - 4. Service element & location - 4. career and status - 3) by Inness, Burke, Lusk, 2013

| | | | | | | | |
|---------------------------------|---|---|---|---|---|---|---|
| I respect my bond of department | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I respect my bond of department | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

So therefore in that case that whenever we are talking about this particular items and in the meaningfulness of work if it is coming 1, it means that my manager helps me understand how my objectives and goals related to that of the company and the response is 1, strongly disagree. It means manager does not help. Manager does not help to understand how that particular trainee's objectives and goals relate to that of the company.

So what is to be done to improve the empowering leadership, meaningfulness of work? For that purpose his manager is to be advised, the finding, finding of this research is that is the manager is not helping to understand the link between the employee's goal and organizational goal or objectives or the goals of the company.

So therefore the result is that we have to make a recommendation that is, in this organization there is a need that the manager helps to understand the individual goals to the organizational goals that manager has to give this particular type of training, right. So that is the one part of this is there.

(Refer Slide Time: 24:13)

| Empowering Leadership | | | |
|--|---------------------------|----------------------------|----------------------------|
| Type | Lower Level of Engagement | Medium Level of Engagement | Higher Level of Engagement |
| Enhancing the meaningfulness of work (3 items) | 3-9 | 10-15 | 16-21 |
| Fostering participation in decision making (3 items) | 3-9 | 10-15 | 16-21 |
| Expressing confidence in high performance (3 items) | 3-9 | 10-15 | 16-21 |
| Providing autonomy from bureaucratic constraints (3 items) | 3-9 | 10-15 | 16-21 |
| Total Score (12 items) | 12.36 | 37.60 | 60.84 |

| Employee Loyalty | | | |
|--|------------------------|-------------------------|-------------------------|
| Type | Lower Level of Loyalty | Medium Level of Loyalty | Higher Level of Loyalty |
| Consultation to managers and company (5 items) | 5-15 | 16-25 | 26-35 |
| Job conditions (5 items) | 5-15 | 16-25 | 26-35 |
| Personal benefits (4 items) | 4-12 | 13-16 | 17-21 |
| Service element & location (4 items) | 4-12 | 13-16 | 17-21 |
| Career and status (3 items) | 3-9 | 10-15 | 16-21 |
| Total Score (22 items) | 12.36 | 37.60 | 60.84 |

Now you were talking about the employee loyalty.

Abhishek: Like in employee loyalty like empowering leadership, we have five dimensions. But here what is the important thing like each dimension is having different number of items or statements. So because of that, here lower limit and higher limit of each dimension will differ. So like you can see for first dimension which is having the five items, so we have the lower limit for lower level of loyalty which is 5 and higher limit is 15.

Calculation system is the same like we have discussed for the empowering leadership like if all, one respondent has given small number which is the 1 for all five items, so minimum level, minimum score for all five dimensions is 5. If all members have, one member has given 3 marks for each dimension then that higher limit for lower level of employee loyalty will be 15. Because from 4 onwards, if someone is giving 4, then we will include into the medium level of loyalty. So here you can see the calculation system for these all dimension is the same like empowering leadership.

(Refer Slide Time: 25:42)

| Employee Loyalty | | | | | | | | | | | | | | | | | | | | | | |
|------------------|----------------|------------|-------------|--------------|-----------------------|-------|----------|------------------------------------|----------------|---|-------|-------|-----|----|---|---|---|---|---|----|---|----|
| Gender | Marital Status | Department | Education | Job position | Total work experience | State | Age | Commitment to managers and company | | | Total | Per | | | | | | | | | | |
| | | | | | | | | Total | Job conditions | | | Total | Per | | | | | | | | | |
| 5 | M | Married | Medical | UG | Executive | 1 | Audisha | 25 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 1 | 1 | 1 | 1 | 3 | 7 | 7 |
| 6 | M | Unmarried | Non-Medical | PG | Asstt. Manager | 2 | Kanishka | 26 | 1 | 1 | 1 | 1 | 1 | 9 | 2 | 3 | 1 | 3 | 3 | 12 | 3 | 12 |
| 7 | M | Married | Medical | PG & Above | Manager | 3 | Poojash | 27 | 2 | 3 | 4 | 5 | 5 | 19 | 4 | 3 | 2 | 3 | 3 | 15 | 4 | 15 |
| 8 | M | Unmarried | Non-Medical | UG | General Manager | 4 | Poojash | 28 | 2 | 2 | 2 | 3 | 4 | 11 | 2 | 3 | 4 | 2 | 3 | 14 | 3 | 14 |
| 9 | M | Married | Medical | PG | Executive | 5 | Poojash | 29 | 2 | 2 | 1 | 2 | 1 | 8 | 2 | 2 | 2 | 2 | 2 | 10 | 1 | 10 |
| 10 | M | Unmarried | Non-Medical | PG & Above | Asstt. Manager | 6 | Poojash | 30 | 2 | 2 | 1 | 2 | 1 | 8 | 2 | 2 | 2 | 2 | 2 | 10 | 1 | 10 |
| 11 | M | Married | Medical | UG | Manager | 7 | Dhruv | 31 | 2 | 2 | 2 | 1 | 2 | 9 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 5 |
| 12 | M | Unmarried | Non-Medical | PG | General Manager | 8 | Poojash | 32 | 3 | 1 | 2 | 1 | 1 | 8 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 5 |
| 13 | M | Married | Medical | PG & Above | Executive | 9 | Poojash | 33 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 1 | 1 | 2 | 2 | 7 | 2 | 7 |
| 14 | M | Unmarried | Non-Medical | PG | Asstt. Manager | 10 | Poojash | 34 | 2 | 1 | 2 | 1 | 2 | 8 | 1 | 1 | 1 | 2 | 2 | 7 | 1 | 7 |
| 15 | M | Married | Medical | PG | Manager | 11 | Dhruv | 35 | 1 | 1 | 1 | 1 | 2 | 6 | 1 | 2 | 2 | 2 | 2 | 10 | 1 | 10 |
| 16 | M | Unmarried | Non-Medical | PG & Above | General Manager | 12 | MP | 36 | 2 | 1 | 2 | 1 | 2 | 8 | 1 | 2 | 2 | 3 | 2 | 10 | 1 | 10 |
| 17 | M | Married | Medical | UG | Executive | 13 | Poojash | 37 | 1 | 1 | 1 | 1 | 1 | 7 | 3 | 3 | 5 | 4 | 5 | 20 | 5 | 20 |
| 18 | M | Unmarried | Non-Medical | PG | Asstt. Manager | 14 | Poojash | 38 | 1 | 1 | 1 | 1 | 2 | 7 | 1 | 2 | 2 | 1 | 1 | 7 | 2 | 7 |
| 19 | M | Married | Medical | PG & Above | Manager | 15 | Poojash | 39 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 1 | 3 | 3 | 4 | 12 | 1 | 12 |
| 20 | M | Unmarried | Non-Medical | UG | General Manager | 16 | Rishika | 25 | 2 | 2 | 2 | 3 | 4 | 13 | 2 | 3 | 2 | 3 | 3 | 19 | 4 | 19 |
| 21 | M | Married | Medical | PG | Executive | 17 | Poojash | 26 | 4 | 4 | 4 | 4 | 4 | 20 | 5 | 5 | 5 | 5 | 5 | 25 | 5 | 25 |
| 22 | M | Unmarried | Non-Medical | PG & Above | Asstt. Manager | 18 | Poojash | 27 | 2 | 1 | 2 | 1 | 1 | 7 | 1 | 1 | 1 | 2 | 2 | 7 | 1 | 7 |
| 23 | M | Married | Medical | UG | Manager | 19 | Rishika | 28 | 2 | 1 | 1 | 1 | 3 | 7 | 2 | 2 | 3 | 3 | 4 | 14 | 3 | 14 |
| 24 | M | Unmarried | Non-Medical | PG | General Manager | 20 | Poojash | 29 | 1 | 1 | 1 | 1 | 2 | 6 | 1 | 2 | 3 | 2 | 3 | 11 | 2 | 11 |
| 25 | M | Married | Medical | PG & Above | Executive | 21 | UP | 30 | 7 | 7 | 7 | 6 | 6 | 33 | 6 | 6 | 6 | 6 | 6 | 31 | 7 | 31 |
| 26 | M | Unmarried | Non-Medical | UG | Asstt. Manager | 22 | UP | 31 | 7 | 7 | 7 | 6 | 6 | 33 | 6 | 5 | 6 | 6 | 6 | 29 | 5 | 29 |
| 27 | M | Married | Medical | PG | Manager | 23 | UP | 32 | 2 | 1 | 2 | 1 | 1 | 7 | 2 | 2 | 2 | 2 | 2 | 10 | 2 | 10 |

So here you can see the scores for the first dimension which is the manager's and which is commitment to managers and company. But before explaining this I would like to discuss the role of the demographic variables. Because these demographic variable makes the very interesting finding in term of like if we are interested to know whether males are more loyal or females are more loyal.

So here we can, we have the data for males as well as for females. So here we can segregate the data for males and female and then we can calculate. And we can identify who is more loyal, whether males or female. So that is the role of this demographic variable that is the first variable gender. In the same way if we are interested to know married male or unmarried female, who is more loyal? So here we have the data for gender like male and female and marital status. Then we can check and we can identify who is more loyal.

In the same way we can identify the which department is more loyal to the organization? Whether medical people are more loyal or non-medical, because I have collected this data from the hospital so that is why I have divided these all departments, into two categories, one is medical and other one is non-medical. So if we would like to know who is more loyal, whether medical people or non-medical, so that also we can easily identify.

In the same way, education level, does education level has any impact on the loyalty, so that also we can do like, undergraduate, post graduate and above, post doctorate or such kind of classification that we can give into the education category an then we can check whether

undergraduate people are more loyal and, or post graduate people are more loyal and so that we can identify through this analysis.

Professor: These statistics.

Abhishek: These statistics and role of trainer will, why this particular group is loyal, that has to be explained by the trainer. And in the same way we can identify from the job position total work ex, whether work ex has any impact on loyalty, if someone is having 25 years of work ex, whether that person is more loyal or someone who is not having that experience, that person will be more loyal. One or two year experience person will be more loyal?

So that also we can calculate and then we can identify the reason why this particular person is more loyal or not loyal. And in the state wise geographical, because geography as we know that India is a very diverse country. So each and every state is having different culture and their own beliefs, religions. So that also may have impact on the loyalty...

Professor: May or may not.

Abhishek: May or may not have the impact, so that is....

Professor: That we can identify.

Abhishek: That also we can identify through these statistics. So now I was, now I will talk about this first dimension score.

(Refer Slide Time: 28:55)

The screenshot shows a Microsoft Excel spreadsheet with the following data structure:

| Row | Gender | Medical | PG & Above | Manager | Score | ... | Total | |
|-----|--------|-----------------------|----------------------------|----------------------|-----------|-----|----------|----|
| 115 | F | Medical | PG & Above | Manager | 11 | ... | 31 | |
| 116 | F | Unassured/Non Medical | UG | General Manager | 12 | ... | 29 | |
| 117 | F | Medical | PG | Executive | 13 | ... | 20 | |
| 118 | F | Unassured/Non Medical | PG & Above | Asstt. Manager | 14 | ... | 10 | |
| 119 | F | Medical | Medical | UG | Manager | 15 | ... | 6 |
| 120 | F | Unassured/Non Medical | PG | General Manager | 16 | ... | 20 | |
| 121 | F | Medical | Medical | PG & Above/Executive | 17 | ... | 18 | |
| 122 | F | Unassured/Non Medical | UG | Asstt. Manager | 18 | ... | 14 | |
| 123 | F | Medical | Medical | PG | Manager | 19 | ... | 15 |
| 124 | F | Unassured/Non Medical | PG & Above/General Manager | 20 | ... | ... | 5 | |
| 125 | F | Medical | Medical | UG | Executive | 21 | ... | 5 |
| 126 | F | Unassured/Non Medical | PG | Asstt. Manager | 22 | ... | 2 | |
| 127 | F | Medical | Medical | PG & Above/Manager | 23 | ... | 2 | |
| 128 | F | Unassured/Non Medical | UG | General Manager | 24 | ... | 4 | |
| 129 | F | Medical | Medical | PG | Executive | 25 | ... | 6 |
| 130 | F | Unassured/Non Medical | PG & Above/Asstt. Manager | 1 | ... | ... | 5 | |
| 131 | F | Medical | Medical | UG | Manager | 2 | ... | 3 |
| 132 | F | Unassured/Non Medical | PG | General Manager | 3 | ... | 7 | |
| 133 | F | Medical | Medical | PG & Above/Executive | 4 | ... | 5 | |
| 134 | F | Unassured/Non Medical | UG | Asstt. Manager | 5 | ... | 5 | |
| 135 | F | Medical | Medical | PG | Manager | 6 | ... | 2 |
| 136 | F | Unassured/Non Medical | PG & Above/General Manager | 7 | ... | ... | 3 | |
| 137 | F | Medical | Medical | UG | Executive | 8 | ... | 1 |
| 138 | F | Unassured/Non Medical | PG | Asstt. Manager | 9 | ... | 4 | |
| 139 | F | Medical | Non Medical | PG & Above/Manager | 10 | ... | 5 | |
| 140 | | | | | | | 11.88889 | |

Total score which comes 11.8, 11.8.

(Refer Slide Time: 29:00)

The screenshot displays two tables with the following data:

| Empowering Leadership | | | |
|--|---------------------------|----------------------------|----------------------------|
| Type | Lower Level of Engagement | Medium Level of Engagement | Higher Level of Engagement |
| Enhancing the mentoring/followers of work (3 items) | 3-9 | 10-15 | 16-21 |
| Fostering participation in decisions making (3 items) | 3-9 | 10-15 | 16-21 |
| Expressing confidence in high performance (3 items) | 3-9 | 10-15 | 16-21 |
| Providing autonomy from bureaucratic constraints (3 items) | 3-9 | 10-15 | 16-21 |
| Total Score (12 items) | 12-36 | 37-60 | 60-84 |

| Employee Loyalty | | | |
|---|------------------------|-------------------------|-------------------------|
| Type | Lower Level of Loyalty | Medium Level of Loyalty | Higher Level of Loyalty |
| Committed to managers and company (5 items) | 5-15 | 16-25 | 26-35 |
| High confidence (5 items) | 5-15 | 16-25 | 26-35 |
| Personal benefits (4 items) | 4-12 | 13-16 | 17-20 |
| Service element & location (4 items) | 4-12 | 13-16 | 17-20 |
| Career and status (3 items) | 3-9 | 10-15 | 16-21 |
| Total Score (22 items) | 11-36 | 37-60 | 60-84 |

It means again lower level of loyalty. It means employees are not very committed to manager and their company. So like this is a healthcare industry, hospital data, so these employees may not be loyal because they are having very high work pressure in the hospital. So they may have very constraint with the manager or manager may not able to give the proper time to their subordinates.

So there might be some issues because of that they may not, they are not, employee subordinate are not able to offer their commitment to the manager and company. It could be one reason but while discussing with the participant we need to understand what is the exact

reason in that particular company. So in our next step like suggesting the some valuable inputs to that particular organization we can give, we can incorporate in our report and then we can give it to the organization as well.

And likewise we can explain these all dimensions as well as overall score for the empowering leadership. Like we can add the scores for all four dimensions like we are having twelve items.

(Refer Slide Time: 30:20)

| | | | | | | |
|--|---|---|---|---|---|---|
| My manager often consults me on strategic decisions | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager solicits my opinions on decisions that may affect me | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager believe that I can handle demanding tasks | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager believe in my ability to improve even when I make mistakes | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager expresses confidence in my ability to perform at a high level | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager allows me to do my job in my way | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager makes it more efficient for me to do my job by keeping the rule and regulations simple | 1 | 2 | 3 | 4 | 5 | 6 |
| My manager allows me to make important decisions quickly to satisfy the customer needs | 1 | 2 | 3 | 4 | 5 | 6 |
| Reasons for being loyal (Commitment to managers and company - 5, Job conditions - 5, Personal benefits - 4, Service element & location - 4, career and status - 3) by Iqbal, Beale, Lusk, 2003 | | | | | | |
| I enjoy good communications with my managers | 1 | 2 | 3 | 4 | 5 | 6 |
| I respect my head of department | 1 | 2 | 3 | 4 | 5 | 6 |
| I enjoy good communication with my work mates | 1 | 2 | 3 | 4 | 5 | 6 |
| I am proud of my company | 1 | 2 | 3 | 4 | 5 | 6 |
| I think of the workplace as my second home and workmates as my family | 1 | 2 | 3 | 4 | 5 | 6 |
| I receive good training with this company | 1 | 2 | 3 | 4 | 5 | 6 |
| There are opportunities for skill development in my job | 1 | 2 | 3 | 4 | 5 | 6 |
| The working hours are suitable for me | 1 | 2 | 3 | 4 | 5 | 6 |
| The job is varied, each day is different | 1 | 2 | 3 | 4 | 5 | 6 |
| I have job security | 1 | 2 | 3 | 4 | 5 | 6 |
| The benefits offered are good | 1 | 2 | 3 | 4 | 5 | 6 |
| The salary offered is good | 1 | 2 | 3 | 4 | 5 | 6 |
| The maternity /paternity package is good | 1 | 2 | 3 | 4 | 5 | 6 |
| The job is fun | 1 | 2 | 3 | 4 | 5 | 6 |
| I like providing good service to the customers | 1 | 2 | 3 | 4 | 5 | 6 |
| I enjoy meeting customers | 1 | 2 | 3 | 4 | 5 | 6 |
| I get personal satisfactions from my job | 1 | 2 | 3 | 4 | 5 | 6 |
| The location of my workplace is convenient for me | 1 | 2 | 3 | 4 | 5 | 6 |
| My job is highly respected in the industry | 1 | 2 | 3 | 4 | 5 | 6 |
| My job is highly respected in the society | 1 | 2 | 3 | 4 | 5 | 6 |

So we can add the scores for all twelve dimensions and then we can think whether overall all employees, what they are feeling. Whether they are feeling empowered or not. Whether all employees of that particular organizations are loyal or not. So that is how we can make our, we can customize our finding according to the department, according to the positions, according to the males and females and according or for, or entire organization as well. So that is...

Professor: Here we, we have to also, you may have a question that is, there are the, in some dimensions there are five items. In some dimensions there are four items. So what we do, we take the average. So therefore even though the items are more or less in the dimensions but whatever value is there, you bring the uniformity in the value.

And then you can go for the different statistical test. But in training program in general you can talk about, that is the whether you are having the high loyalty or it is the group is having

the high loyalty or low loyalty. If it is in the high loyalty, under which dimension they are higher, under which dimensions they are lower, under which item they are higher, under which item they are lower.

And like this you can interpret and tell and advise and help them that is your this particular item is scoring less. There is a result is this dimension is scoring less, and therefore you have to improve on this particular item as I mentioned.

Like I have job security. If the response is low, right so then in that case it means that that is the person is having that fear of the job. So we have to talk about, that is the people are concerned about the job security is there. And then we have to suggest them there is the, if he is having high job security and high is there, that is becoming the reason for being the loyal with the organization.

Or if the score is low, like my job is highly respected in the society, so therefore it is the, the person will be having this particular dimension which is high because of the, he is having the reason for the high respect in the society of his job. Therefore he is liking his job very much. So like this type of interpretations will be there.

Abhishek: Yes.

Professor: Right?

Abhishek: Yes, sir.

Professor: Anything else you want to say?

Abhishek: One important feedback that we have got from our training programs, like when we distribute these questionnaire to the participant and when they read these all items carefully they understand construct very well. When you are delivering the lecture, you are explaining it they may not understand. But when they read these all items carefully one by one, they understand what exactly we are trying to say about empowering leadership and how it can be practiced at the organization.

Because sometimes we are, when we are talking about this empowering leadership or any concept it could be very much theoretical. But employee do not understand how it should be practiced because they are not coming from the academic background, very strong academician who will understand these all things. But when you will give these items to them, they will understand, they will interpret it and how they will, how they will help them to develop their employees.

Like if I will say, take the example of my manager express the confidence in my ability to perform at a high level. So if some manager is there in the training that will understand how I can empower the employee, I need to believe in the abilities of the subordinate. So that is the one way to empower the employees. If we are talking about empowering leadership, empowering leadership, manager may not understand.

But by reading these all items they can understand very well what exactly they need to do. So that is how we can increase the transfer of training. Like right after the training they can implement such kind of behavior at their workplace in order to increase the satisfaction, productivity of the subordinates.

Professor: What are the limitations of this process?

Abhishek: Sometimes what happens, this social, desirable response is also there. Like we were talking about loyalty to impression management. That is the threat. In the same way for this questionnaire common method biasness and social, desirable responses are the limitations. Like if I give you small example, like do you like your boss? If even you do not like but still you have to say yes, I like my boss.

Professor: Maybe the boss might be also be present in the training program. So he may also see that whether you like or not.

Abhishek: So sometimes what happens, like these, because we are making entire interpretations based on our responses, so sometimes if employees are not honest and they are not giving appropriate responses, so our interpretation may go in wrong way also.

So what we need to do, before distributing this questionnaire we need to discuss in detail with the participants so that they will give their honest response to their particular item in order to increase the effectiveness of that particular training program.

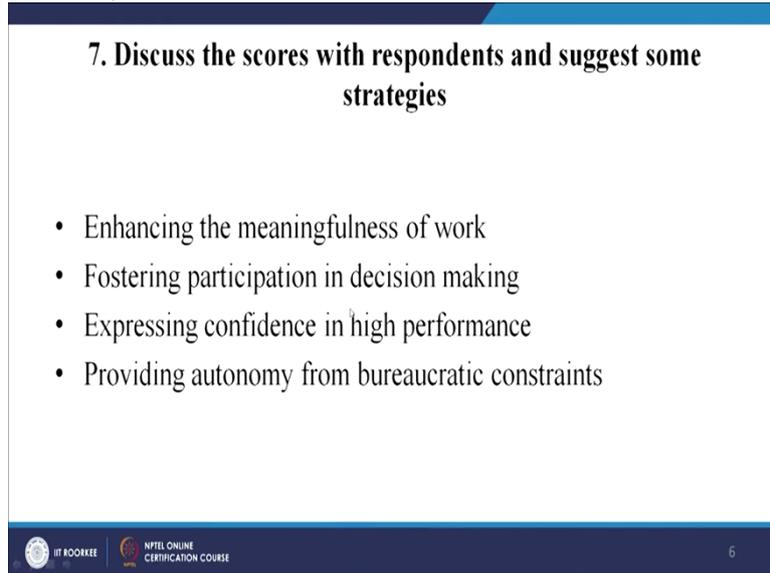
Professor: Right, there can be other solutions also. That is, you can increase the sample size also, so therefore the error will be less. Second is you can apply the common method bias test, right and therefore by applying common method bias test, you can minimize that error and the third is, which is nowadays very popular, that is the does this statistical, because the statistical result will be more loyalty, better will be the growth of the organization or better will be the interpersonal relationship, right? But does it justify with the help of the qualitative data?

And for that purpose what I would like to say, that is whenever we are talking about these responses of the scales and the scores, please do not rely only these quantitative data but try to see the case studies. Quantitative data means please see the case studies, interviews of the people, content of any organization, the manuals of the organization, the reports of the organization, and then see that really that whatever we are talking on the basis of the quantitative, is it matching really with the other documents of the organization?

And then if it is supporting then definitely we can say that is our findings of the quantitative and supported by qualitative, their finding of the research is accurate. So thank you Abhishek.

Abhishek: Yes sir, thank you.

(Refer Slide Time: 37:35)



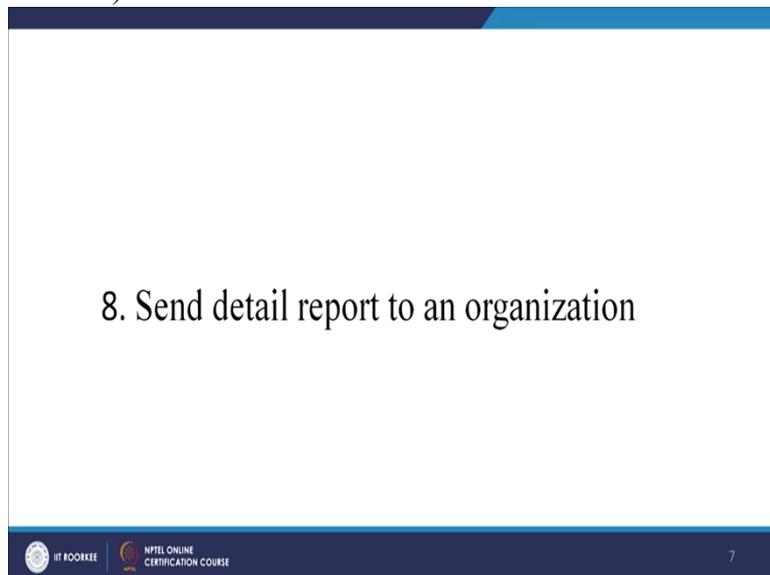
7. Discuss the scores with respondents and suggest some strategies

- Enhancing the meaningfulness of work
- Fostering participation in decision making
- Expressing confidence in high performance
- Providing autonomy from bureaucratic constraints

IT ROORKEE | NPTEL ONLINE CERTIFICATION COURSE 6

Professor: So when are talking about the scores with the respondents and suggesting some of the strategies, and therefore we can talk about whether the respondents are having the meaningfulness of the work, are they fostering the participation in decision making? Are they expressing the confidence in high performance? Are they providing the autonomy from the bureaucratic constraints? And therefore higher the score better will be the interpretation.

(Refer Slide Time: 37:46)



8. Send detail report to an organization

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Now on basis of this we can prepare a detailed report. We can talk to the trainees. They can go item-wise item and then that interpretation can be done. We can help the trainees; that is how these different dimensions where they can enhance and they can increase their performance. So detailed report will be there. I was talking about the training research and the, in the consultancy; now here when we are doing this survey, we are taking these

findings, interpreting that and finally we can prepare the report. This particular session I have started with the, like the training program in ABCD company.

Now that ABCD company's that detailed report, that I can prepare on the basis of the responses, as Abhishek has also mentioned about this particular interpretation we can go, we can develop a detailed report and then can suggest the model to the organization with the help of conducting the training program, taking responses, preparing the report, how organization can focus its future strategies.

So this is all about the making the use of the training program with the help of the research, research findings and developing a research environment in the organization. Thank you.