

# The Impact of Employee's Responsibility on Employee-ship Culture in Indian Organizations

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## Abstract

The present study attempts to explore the association between employee's responsibility and employee-ship culture in context to Indian organizations. The aspect of responsibility among employees has been examined on the parameters including: making people responsible for better performance; voluntary acceptance of responsibility for the results of an organization; promoting employees to make them more creative and talented; decision-making at all levels; authorization to employees for making use of resources, systems, equipment, determination of working conditions and time plans and to act on behalf of the organization; personal and professional development of employees; meeting the expectations of suppliers and customers; Finding challenges in their jobs; making each employee an organization within the organization and non-tolerance for irresponsibility. Responses of three hundred respondents of twelve organizations from five different sectors were recorded for the purpose and the results divulge that aspect of employee's responsibility is positively associated with employee-ship culture. The outcomes also reveal that delegation of responsibility to employees and the sense of accountability exhibited by the employees towards the organization play a critical role in establishing the employee-ship culture towards achieving organizational excellence.

## Keywords:

Employee-ship, Employee Responsibility.

## Introduction

Responsibility is amongst the basic instincts of human resources at workplace and has always been recognized as one of the most essential aspects in order to ensure smooth administration, operations and continued growth of the organization. In the present dynamic and uncertain business environment, organizations need to identify and implement strategies pertaining to psychological facets of human resource, focusing specifically on the characteristics of responsibility. Ideally, an employer expects from its employees to develop and represent a sense of responsibility towards organization but unfortunately fails to provide a positive environment and neglects the features like delegating authority, responsibility and accountability appropriately.

In order to ensure employee responsibility towards organization, first the organization is required to create a healthy environment and should focus on issues pertaining to delegation of responsibility. Considering the significance of the aspect, the present study has been designed and conducted mainly to understand the concept of responsibility, its importance and impact on

prevalence of employeeship culture in an organization for attaining sustained competitive advantage.

### Conceptualization

In the present competitive era it has already been established by the scholars that the success of any organization is not because of the effectiveness of management alone rather it is more due to the availability of responsible people. And, therefore, every entrepreneur aspires that all employees working in the organization are happy and do their best for its success. But this aspiration is seldom fulfilled because of the low level of commitment of employees towards the performance of the organization and if the management is really interested in achieving the above aspiration then it is imperative to increase the commitment level of employees by making them more responsible. And, thus, responsibility is the central point for effective employeeship as it insures the loyalty and initiative of employees and also facilitates the emergence of more active and new managerial role with expended range of administrative responsibility and low involvement of direct supervision. Further, decentralized personnel responsibility minimizes the focus on the role and importance of managers and also brings a significant change in attitude and behavior of both employees and managers.

Thus, based on above description, delegation of responsibility to each member is one of the best means available with the management to mobilize human energy, talent and creativity for the benefits of all stakeholders as in an employeeship culture everybody takes responsibility for the success and failure of the organization.

The Dictionary meaning of responsibility is the duty or obligation to satisfactorily perform or complete an assigned task that one must fulfill and which has a consequent penalty for failure. Further, once duty is assigned and authority is given to a subordinate, the delegator creates an obligation to perform and this obligation is known as responsibility.

However, according to Moller for employeeship the concept of responsibility has many dimensions, meanings and forms. Moller (1994) describes the levels of responsibility on personal level, departmental level, organizational level, community level and stake-holders level. Similarly responsibility may be for own development, for the development of the department, organization and also for the development of the society. Further, he has defined the types or classification of responsibility based on Imposed, Given or Chosen Responsibility; Legal or Moral Responsibility and Partial or Complete Responsibility.

### Operational Concept

For the purpose of this study the operational concept of responsibility as an essential element of Employeeship culture is, an opportunity or ability to act independently and take decisions without authorization or it is an act which one is required to do as a part of his job, role, or legal obligation.

### Review of Literature

In his book on Employeeship Moller (1994) explained that employees' responsibility towards their organization along with the reciprocity from organization towards their employees comprises one of the most essential elements of employeeship

culture. Moller also argued against the conventional view that managers must take the blame for failures and, in return, must get the credit for success. The study debates that the manager's role is highly exaggerated and questions the prevailing belief in the management's total responsibility. The author further argues that management is just a part of the overall organization and, therefore, can only be held partly responsible. The study elaborates on the argument suggesting that it is possible to create good cooperation and commitment in an organization where both management and staff feel responsible for the success or failure of the organization.

Wilkinson (1998) argued that there exists an urgent need for the companies to make a change from utilizing economics of scale to more flexible, innovative and responsive organizations. The emergence of empowerment is a call for a change in the business environment. This shift was variously referred to as post-Fordism, flexible specialization, and lean production. Earlier management thinkers like-Druker (1988) and Kanter (1989)also emphasized on the new management paradigm including de-bureaucratization, de-laying, and decentralization. According to Wilkinson all these changes urged employers to move away from an approach based on compliance, hierarchical authority and limited employee discretion to one where there was greater emphasis on high trust relations, team working and empowerment, which calls for employee commitment and the utilization of workforce expertise. Further, he viewed empowerment as a solution provider to the age-old problem of Taylorised and bureaucratic workplaces where employees' creativity is stifled and workers become alienated.

Dose and Klimoski (1995) concluded in their study that changing trends and the nature of the work force dictated increased personal responsibility by employees and expanded use of self-management practices and the organizations also felt the need to maintain external control. The study also inferred that the success of accountability forces is determined primarily by the relationship between the principal delegator and the employee. The employee's felt responsibility is enhanced to the extent that accountability leads to the structuring of expectations; it's perceptions of the task or activity as significant, and the employee's perception of control over the situation.

Pongratz and Vosharp (2003) presented the argument that the business world is witnessing a fundamental transformation in society's disposition of labor capacity, seen in changes in the labor strategy of large employers. The also authors explained that this phenomenon may lead to a new type of labor power that could be called 'self-entrepreneurial' and further coined the term 'entmployee'.

Light (2004) states that employee responsibility or empowerment is significantly related to employee involvement and engagement, and is further prominently associated to employee satisfaction. The study also determines that employee satisfaction is positively related to the intent to remain with the company. He compared the four job-types of hourly salary, non-management, engineers, and managers to each other and found significant difference in their attitudes concerning employee responsibility or empowerment and employee satisfaction with Managers being the most satisfied in all three categories. He also analyzed four processes of involvement to find them correlated to involvement, and employees commented in particular about information and

rewards.

Hall and Atkinson (2006) investigated employee perceptions of the flexibility they utilize and then related these perceptions to the concept of control. The findings of the study reveals that informal rather than formal flexibility was more widely used and valued, although staff needed to be proactive to access formal flexibility. On the other, some staff did not see formal flexibility as relevant to themselves and informal flexibility generated an increased sense of employee responsibility.

Devi (2009) in her article "Employee engagement is a two-way street" emphasizes that successful organizations recognize that employee retention and talent management are integral to sustaining their leadership and growth in the marketplace. Creating retention-rich organization that attracts, engages and builds lasting loyalty among the most talented employees is a key to success in the modern globalized economy. She further argues that pay and benefits can motivate workers – to an extent, but in order to effectively engage employees the, organizations need to develop cultures characterized by teamwork, pleasant working conditions, the considerate treatment to employees, growth opportunities, skill enhancement and abundant training opportunities.

Seung-Bum and Sang (2009) examined the effect of employee empowerment on team performance in the context of municipal work teams on four identified different dimensions of employee empowerment including autonomy, responsibility, information, and creativity and the results suggest that autonomy, responsibility, information, and creativity each have positive and significant effects on team performance.

## Research Methodology

### Focus and Objective of the Study

The focus of the study is to assess the impact of employee's responsibility on employeeship culture. And, thus, the core objective of the study is to examine the significance of practice of delegation of Responsibility and its impact on Employeeship Culture in Indian organizations.

### Research Design

The research design of the present study is exploratory- cum-descriptive- cum- diagnostic. It is exploratory as no specific research study has been conducted by earlier scholars to examine the prevalent employeeship culture in organizations on the element of responsibility. The study builds its foundation on the basis of the conducted review of relevant literature, which examines the importance of the element of responsibility and its impact on the organizational culture and performance makes the study descriptive. The study is also diagnostic because an attempt has been made to see the impact of employee's responsibility on employeeship culture in the sampled organizations.

### Universe and Survey Population

The universe of the study includes organizations from five different categories, consisting of banking, consumer durables, information technology, production and telecom, operative in India. However, the survey population of the study is confined to only twelve organizations selected on the basis of purposive non-random sampling technique. Accordingly, four organizations from

banking, and two organizations each from consumer durables, information technology, production and telecom sectors were chosen. The selected organizations include Bank of America, Royal Bank of Scotland, HDFC Bank and State Bank of India; Samsung and Haier; Tata Consultancy Services and Infosys; APL Apollo Tubes and Coal India Limited; and Bharti Airtel and ZTE India; to represent the sector wise population respectively.

### Sample and Sampling Technique

From the selected organizations, Managers / Executives were chosen to represent the sample of the respondents. A uniform number of 25 respondents have been taken from each organization as the respondents belonging to a particular organization have indicated more or less the same position pertaining to the statements on employee's responsibility and employeeship culture included in the data collection instrument. Managers/executives were selected on the basis of non-random-purposive and quota sampling techniques, making a total sample size of 300 respondents.

### Methods of Data Collection

The observations and inferences of the study were drawn mainly on the basis of primary data. For the collection of primary data we constricted mainly to the techniques of questionnaire, telephonic discussion with respondents and observations. To adjudge the prevalent level of employees responsibility and its association with employeeship culture, the responses were obtained on twelve statements pertaining to the aspects like: Making people responsible for better performance; Voluntarily acceptance of responsibility for the results of the organization; Promoting employees to make them more creative and talented; Decision-Making at all levels; Authorization to employees for making use of resources, systems, equipment, determination of working conditions and time plans and to act on behalf of the organization; personal and professional development of employees; meeting the expectations of suppliers and customers; finding challenges in their jobs; making each employee an organization within the organization; non tolerance for irresponsibility. To record the perceptions of respondents all the items were measured on Likert-type five point Scale. Spearman Brown Split half method and test-retest methods were applied to test the reliability of the developed scale and its validity was established on the basis of opinions of experts and by calculating correlation between items and total obtained scores for measurement of prevalent level of Responsibility and employeeship culture.

### Hypothesis

In view of the importance of element of responsibility and its impact on employeeship culture, it may be hypothesized that higher the degree of delegation of responsibility, superior would be the employeeship culture and the organizational performance.

### Analysis

#### Data Analysis

For the purpose of analysis of the impact of delegation of responsibility on employeeship culture in the organizations, statistical tools including Mean Scores, Cumulative Mean and Standard Deviation, one way Analysis of Variance, Post-Hoc Group Comparison and Percentage Analysis have been applied by

using PSAW statistical package version 18.0. In the process of analysis, firstly, the mean scores of the respondents and the cumulative mean scores along with standard deviation from each organization were calculated. Thereafter, One-way ANOVA was applied to statistically confirm the differences and variance, followed by application of Duncan's Range Test (Post Hoc Group Comparison) to explore the significantly differing groups. A statement and organization-wise percentage analysis was also conducted to confirm the results.

The simple mean scores of the respondents of each organization

were calculated ( $n = 25$ ) to analyze the prevalent employeeship culture in the sampled organizations on the basis of element of responsibility, the calculated mean values of the responses, Bank of America has the highest score followed by Royal Bank of Scotland, Haier, Tata Consultancy Services and HDFC Bank. Samsung, ZTE India, Airtel and Infosys have the next highest scores followed by Coal India Limited, APL Apollo Tubes and State Bank of India having the least mean score on the element of responsibility contributing to the prevalent state of Employeeship culture in the organization.

**Table 1: Mean Scores of sampled organizations on Delegation of Responsibility and prevailing Employeeship Culture.**

S. No.	Organization	Mean Scores
1	Bank of America	66.16
2	Royal Bank of Scotland	65.88
3	HDFC Bank	64.40
4	State Bank of India	42.72
5	Samsung	60.32
6	Haier	65.16
7	Tata Consultancy Services	64.80
8	Infosys	46.52
9	APL Apollo Tubes	43.48
10	Coal India Ltd.	45.64
11	Airtel	51.56
12	ZTE India	53.08

Subsequently, the cumulative mean score and standard deviation of all the sampled organizations for the dimension of prevalent employeeship culture in the organizations on the basis of employee

responsibility were calculated and the results are presented in Table: 2. The cumulative mean score was computed at 55.81 with Standard Deviation at 11.45 ( $N = 300$ ).

**Table 2: Cumulative Mean and Standard Deviation ( $N = 300$ )**

Sr. No.	Dimensions	Mean	Standard Deviation
1.	Responsibility and Employeeship Culture	55.81	11.45

The One Way Analysis of Variance (ANOVA) was applied to examine whether the calculated mean scores given in Table: 1,

significantly differ statistically or not. The summary of results is exhibited in Table: 3.

**Table 3: Summary table of One-way Analysis of Variance (ANOVA)**

S. No.	Dimensions		Sum of Squares	Df	Mean Square	F
1.	Responsibility and Employeeship Culture	Between Groups	25238.09	11	2294.37	47.39**
		Within Groups	13944.08	288	48.42	
		Total	39182.17	299		

The responses of the respondents of the twelve organizations in context to prevalent employeeship culture on the basis of the element of responsibility differ significantly with 'F' value at 47.39

and 11, 288 degree of freedom which is significant at 0.01 level of confidence.

**Table 4: Summary table of Duncan's range test (Post Hoc Group Comparison).**

S.No.	Organization	Subset for alpha = .05 (n = 25)			
		1	2	3	4
1	State Bank of India	42.72			
2	APL Apollo Tubes	43.48			
3	Coal India Limited	45.64			
4	Infosys	46.52			
5	Airtel		51.56		
6	ZTE India Ltd.		53.08		
7	Samsung			60.32	
8	HDFC Bank				64.40
9	Tata Consultancy Services				64.80
10	Haier				65.16
11	Royal Bank of Scotland				65.88
12	Bank of America				66.16

Means for groups in homogeneous subsets are displayed.  
Harmonic Mean Sample Size = 25.

According to the obtained value of 'F' from the One Way Analysis of Variance, it is evident that at least one group is different from the other significantly on this dimension. The Duncan's Range Test (Post Hoc group comparison) was applied to identify the significantly different groups and the results of the test are exhibited in Table: 4.

Amongst the obtained mean scores, State Bank of India scored the lowest and on the other hand, the score of Bank of America was found to be highest. As a result of the post hoc comparison of the scores, the twelve organizations formed four subsets based on the differences in the scores. State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys with lowest scores were found to be forming one subset (1), followed by the subset (2) formed by Airtel and ZTE India, with slightly higher scores than the Subset (1). HDFC Bank, Tata Consultancy Services, Haier, Royal Bank of Scotland and Bank of America with the highest scores formed the other subset (4). Samsung with significantly different mean score, which is higher than the organizations forming the subsets (1) and (2) and lower than the organizations forming subset (4) with the

highest scores, did not fall in any of the mentioned subsets. Though, the organizations within the subsets did not differ significantly from each other, but, there is significant difference between the subsets.

Further, to confirm the results attained through Mean, Cumulative Mean and Standard Deviation, one way Analysis of Variance and Post-Hoc Group Comparison, statement and organization wise percentage analysis was also conducted. From the results of percentage analysis, it may be observed and confirmed that the delegation of responsibility have a significant impact on the prevalence of employeeship culture, as the overall percentages of the sampled organizations range between 57.0 on lower side and 88.2 on the higher side. It is least for State Bank of India, followed by APL Apollo Tubes, Coal India Limited and Infosys with overall percentages ranging between 57.0 and 62.0 on the scale. On the other hand, the delegation of responsibility is highest at Bank of America followed by Haier, Tata Consultancy services, HDFC Bank and Royal Bank of Scotland with recorded overall percentage scores between 88.2 and 85.9 (Refer to Table: 5).

**Table 5: Summary of Percentage Analysis**

S. No.	Statement / Organizations	Bank of America	Royal Bank of Scotland	HDFC Bank	State Bank of India	Samsung	Haier	Tata Consultancy Services	Infosys	APL Apollo Tubes	Coal India Limited	Airtel	ZTE India	Composite
1	Basic philosophy of the organization is that responsible people are better performer	86.4	89.6	87.2	75.2	86.4	88.8	85.6	49.6	76	78.4	82.4	84.8	80.9
2	Employees voluntarily takes responsibility	90.4	88	85.6	48	83.2	88	85.6	56	45.6	56.8	80	70.4	73.1
3	Organization believes responsibility mobilizes human energy	91.2	88	82.4	62.4	77.6	84.8	81.6	61.6	61.6	69.6	61.6	71.2	74.5
4	Organization promotes responsibility	92.8	84.8	80.8	50.4	80.8	86.4	81.6	68	51.2	59.2	74.4	64.8	72.9
5	Decision-making responsibility is delegated	93.6	85.6	85.6	54.4	76.8	84.8	90.4	67.2	56	59.2	72	54.4	73.3

6	Employees are authorized to use resources	96.8	92.8	89.6	52.8	81.6	87.2	88	80	55.2	63.2	82.4	76	78.8
7	Employees are authorized to determine working conditions and time plans	82.4	89.6	87.2	43.2	80	88	90.4	70.4	52.8	43.2	54.4	70.4	71
8	Employees are authorized to act on behalf of the organization	86.4	86.4	84.8	51.2	86.4	90.4	84	76	51.2	59.2	62.4	65.6	73.7
9	Employees are responsible for self-development	87.2	88	85.6	57.6	85.6	89.6	80	68	55.2	72.8	74.4	75.2	76.6
10	Employees are responsible for organization's development	87.2	91.2	86.4	69.6	76.8	84.8	75.2	56.8	53.6	79.2	78.4	77.6	76.4
11	Employees are responsible for meeting the expectations of suppliers and customers	87.2	92.8	89.6	60	76.8	84.8	91.2	55.2	54.4	40	40	40	67.7
12	Employees are responsible for finding challenges in their jobs	85.6	85.6	86.4	64	78.4	85.6	96	58.4	75.2	59.2	64	80.8	76.6
13	Employees take responsibility for making things ready for the next person	88	84.8	80.8	58.4	80	87.2	75.2	62.4	71.2	54.4	66.4	80.8	74.1
14	Makes every effort against the law of irresponsibility	80	84.8	87.2	62.4	80	87.2	96.8	57.6	64.8	63.2	68.8	78.4	75.9
15	Each employee is an organization within the organization with all stake holders	88	85.6	88.8	44.8	76	85.6	94.4	43.2	45.6	55.2	69.6	71.2	70.7
	<b>N* items = 1875</b>	<b>88.2</b>	<b>83.9</b>	<b>85.9</b>	<b>57</b>	<b>80.4</b>	<b>86.9</b>	<b>86.4</b>	<b>62</b>	<b>58</b>	<b>60.9</b>	<b>68.7</b>	<b>70.8</b>	<b>74.4</b>

Our item-wise percentage analysis also confirmed that the delegation of responsibility along with adequate authority has not been delegated much to empower their employees particularly engaged in State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys and, therefore, perhaps employees also do not accept responsibility voluntarily.

Contrarily, in other organizations lot of importance is attached to their employees and, hence, employees are adequately empowered to take responsibility willingly for the development of self, department, organization and also to satisfy all the stake holders as the obtained scores for all the fifteen items are between 75.20 and 96.80 that indicates the prevalence of higher level of employeeship culture.

### Major Observations

The following observations may be recorded on the basis of One-way ANOVA, Duncan's Range Test and statement and organization-wise percentage analyses:

- The responses of the respondents of the twelve organizations in context to prevalent employeeship culture on responsibility differ substantially with value of 'F' significant at 0.01 level of confidence.
- According to the responses of the respondents, it may be

inferred that the delegation of responsibility contributes significantly in construction of employeeship culture in Bank of America with the highest mean score. On the other hand, the delegation of responsibility is significantly low at State Bank of India.

- The organizations: State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys formed a subset (1) were found insignificantly different, but with significant lower scores. These organizations do not indicate any element of responsibility which shows that employeeship is insignificant in their culture.
- The organizations falling within the subset (2) formed by ZTE India and Airtel do not differ much on the responses among themselves but differ significantly from all the organizations forming the other three subsets. With considerably lower mean scores, the delegation of responsibility is very low in these organizations and the organizational culture does not demonstrate employeeship.
- The HDFC Bank, Tata Consultancy Services, Haier, Royal Bank of Scotland and Bank of America, falling within the subset (4) with the highest mean scores on the dimension of responsibility do not differ much on the responses among themselves. And, thus, it may be inferred that responsibility

composites a strong employeeship culture in these organizations.

- Samsung with significantly different and notably higher score has shown a meaningful contribution of delegation of responsibility and presence of employeeship culture in the organization.
- The inferences drawn on the basis of percentage analysis shows that the percentage for Bank of America, Royal Bank of Scotland, Haier, Tata Consultancy Services and HDFC Bank stand highest (between 85.90 and 88.20) in comparison to that of State Bank of India, APL Apollo Tubes, Coal India Limited, and Infosys for which the range of scores is between 57.00 and 62.00 per cent.
- Thus, it is affirmed from the above analysis that the employees of State Bank of India, APL Apollo Tubes, Coal India Limited, and Infosys do not perceive that the quantum of delegation of responsibility is sufficient to promote the employeeship culture in their organizations as apart from few items, the obtained percentage scores for almost all the included items were even below the moderate level.
- The factors on which State bank of India, APL Apollo Tubes, Coal India Limited and Infosys were observed to be at below moderate level include: authorization to represent the organization, freedom to determine working conditions and time plans, responsibility pertaining to maintain relationships with suppliers, customers and stakeholders and a sense of responsibility towards the organization as a whole.
- On the other hand based on the results obtained from initial analysis and confirmed with significantly higher scores on all the items in the percentage analysis, it may be stated that Bank of America, Royal Bank of Scotland, Haier, Tata Consultancy Services and HDFC Bank have reasonably devised good mechanism of delegation of responsibility along with required authority to strengthen the employeeship culture in their respective organizations.

Our above conclusions pertaining to delegation of responsibility to create employeeship culture in the organization through empowering people, have also been confirmed by the observations of Alderfer (1967), Drucker (1988), Kanter (1989), Dose and Klimoski (1995), Wilkinson (1998), Moller (1994) Tengblad (2003), Pongratz and Vosharp (2003), Light (2004), Hall and Atkinson (2006), Devi (2009) and Seung-Bum and Sang (2009) on the subject.

#### Major Deficiencies

On account of responsibility and employeeship culture, it was observed that State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys are less inclined towards delegation of responsibility and authority to empower their employees. Apart from this, the management is not emphasizing much on better relationship with the stakeholders and employees are not authorized to determine their working condition and the time plans, and the responsibilities are imposed on employees rather than accepted voluntarily. And, thus, employees of these organizations are least responsible for meeting the expectations of

suppliers as well as customers.

#### Recommendations

On the basis of the above identified inadequacies relevant to the aspect of responsibility and prevailing employeeship culture, it is strongly recommended that:

- The State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys are required to delegate the responsibility along with adequate authority for the empowerment of their employees at various levels to take effective decisions and for formulating meaningful strategies to achieve the desired level of organizational success particularly taking note of the present competitive scenario.
- The prevalence of employeeship culture depends on the needs of the organization, the nature of business, the competitive market situation, the existing economic scenario, the management style, working relations, commitment of the organizations towards the society and adaptive culture of the organization. Therefore, the organization must inculcate the employeeship culture by keeping in view the above aspects.
- For effective employeeship, the organization has to identify strong and weak aspects of its culture; assess the need for improvement, create awareness and change the mind-set of employees and prepare action plan for accepting responsibility.
- To strengthen employeeship culture, the organization must limit the bureaucratic role and break down the hierarchical system, promote concepts of learning, creative and innovative organization. Further, the organization is required to clarify its vision, mission, goals and strategies and also aligning these with the goals of the employees.
- It is high time for the organizations to understand that if both management and employees are sharing responsibility in good personal partnership along with personal relations, results of their organizations would also improve.

#### Conclusions

Thus, the above analysis confirms that aspect of delegation of responsibility is vital and is positively associated with the employeeship culture. Also based on the results it may be concluded that Bank of America, Royal Bank of Scotland, Haier, Tata Consultancy Services and HDFC Bank have reasonably devised good mechanism of delegation of responsibility along with required authority to strengthen the employeeship culture in their respective organizations. However, respondents of ZTE India and Airtel confirmed that mainly decisions in their organizations are taken at top level without much empowerment even at managerial level and State Bank of India, APL Apollo Tubes, Coal India Limited, and Infosys where delegation of responsibility is insufficient to promote the employeeship culture needs to restructure their processes and execution framework in order to progress and sustain. Therefore, for the success and failure of the organization everybody must take the responsibility which is possible only when management develops positive attitude towards employees working at all levels irrespective of their positions.

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