

# Employee Empowerment -An Empirical Study

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## 5 **Abstract**

6 Employee empowerment is giving a certain degree of employee's autonomy and responsibility  
7 for taking decision regarding their specific organizational goals. The main purpose of this  
8 study is to determining the effect of employee empowerment strategy which is implemented by  
9 organization. Being descriptive research study, survey method was adopted for data collection  
10 to find out the factors. The researcher used this research design is to find out the fact of  
11 respondents attitude and opinion about employee empowerment. The methodology comprised  
12 research design, Target population for the study, sampling techniques, sampling Method,  
13 sample size determination etc. Data was analyzed by using Cronbach's Alpha, Simple  
14 percentage method, Chi-square method, ANOVA method and Correlation method in SPSS  
15 software. The study analyzed the effects of various strategies adopted by the management for  
16 employee empowerment.

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19 **Index terms**— employee empowerment, organization, satisfaction, strategy.

## 20 **1 Introduction**

21 The organization believes in enriching people's jobs and giving authority to exercise control over and take  
22 responsibility for outcomes of efforts. In 21 st century the industrial organizations are more concerned about  
23 knowledge workers because they are the real drivers of business. An empowering organization emphasizes on  
24 autonomy, proper information and individual participation for organizational excellence. In order to achieve  
25 empowerment, the executives must ensure that employees having the right mix of information, knowledge, power  
26 and rewards to work more enthusiastically. However, from a long-term perspective, rising incomes, improved  
27 affordability and untapped markets present promising opportunities for automobile manufactures in India.

28 Empowerment thus helps to create autonomy for employees, allows the sharing of responsibility and power  
29 at all levels, builds employee self-esteem and energizes the work force for better performance. At the individual  
30 level the personal factors which are facilitating empowerment are: challenging jobs, enthusiasm, competence,  
31 maturity, self-esteem, etc. most of these factors can be enhanced through training and development as these are  
32 playing a catalytic role in promoting employee empowerment and involvement.

33 A new way of management is employee empowerment or participative management involving the people  
34 responsible for the work processes-the people who know the processes best is where quality starts. Some think  
35 that employees work only for financial return. If they are incapable to be an integral part of the organization,  
36 this may be true. Allowing employees to have independence and feedback within the organization is what makes  
37 the empowerment process successful.

38 When employees are empowered, their confidence degree and self-reliance will increase. This extra confidence is  
39 a good thing because it creates job satisfaction and high levels of productivity. However, in some cases, confidence  
40 levels can be taken too far and end up crossing the line into arrogance. Arrogant employees are difficult to deal  
41 with, don't take direction well and can become insubordinate. Working in this type of work environment takes  
42 its toll on employees and they once again become dissatisfied with their job and productivity levels decrease. The  
43 research is to find out the empowerment of employees who is working in Manatec Electronics Pvt. Ltd., which is  
44 located in Union Territory of Puducherry State. The study is obviously to understand the level of freedom given

## 8 LIMITATIONS OF THE STUDY

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45 to the employees to do their jobs in effective manner. Finally, the research is used the various statistical tools to  
46 measure the level of satisfaction of employees at research area.

### 47 2 II.

48 Literature Review Klagge J. (1998) sees the literature in a way indicating the meaning of empowerment as to  
49 release improved "power and authority" along with the relevant duties and expertise to employees. Empowerment  
50 seems to be a powerful management tool, which is used to exchange the shared vision that the organization expects  
51 to materialize into common goals. The reality is that empowerment could be utilized as an expression to explain  
52 diverse plans providing an expedient oratory, advocating that empowerment is hypothetically a fine object that  
53 fabricates a, win-win" condition for workers and administrators (Raquib A. 2010).

54 Empowerment has been defined in numerous ways, but most authors agree that the core element of  
55 empowerment involves giving employees a discretion (or latitude) over certain task related activities. Randolph  
56 (1995) defines employee empowerment as "a transfer of power" from the employer to the employees. Blanchard

### 57 3 Year ( )

58 A et al. ??1996) for instance argued that empowerment is not only having the freedom to act, but also having  
59 higher degree of responsibility and accountability. This indicates that management must empower their employees  
60 so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives.

61 Ideas to various social reform movements in the 1960 and 1970 social reform movements such as the civil  
62 rights movement, feminism, and others. Potterfield (1999) indicates that through personal conversation with  
63 management and employee empowerment experts, he found that these experts were uncertain about when and  
64 where the term was used in management and organizational studies. Recently, Thomas and Velthouse (1990)  
65 advocated seeking alternative perspectives on empowerment that distinguish between situational attributes (e.g.  
66 management practices) and job incumbent cognition about those attributes (e.g. psychological empowerment).

67 Similarly, argue that management practices are only one set of conditions and that those practices may empower  
68 employees but will not necessarily do so. Employees can be empowered psychologically through supporting  
69 mechanisms such as those that build competencies, motivation, and knowledge sharing, placing employees in  
70 control of their work-place destiny (Spreitzer 1996). Ozaralli (2003), Where there is commitment to make  
71 change, employee empowerment becomes a function of transformational leadership. Under such a leadership  
72 perspective there is a sense of mission, pride, faith, respect, excitement and commitment. Transformational  
73 leaders will exist at all levels of the organisation, coaching staff, providing formative learning, and delegating  
74 responsibility through assigning projects that contain appropriate learning experiences. They will encourage  
75 innovative approaches to work and a critical reasoning approach to decisionmaking. "Transformational leaders  
76 create a dynamic organizational vision that often necessitates a metamorphosis in cultural values to reflect greater  
77 innovation. We can also propose that transformational behaviors on the part of leaders promote empowering  
78 cultural norms" (Ozaralli 2003).

### 79 4 III.

### 80 5 Objectives of the Study

81 ? To know and understand whether the present organizational structure values and policies are adoptable to the  
82 employees in the company. ? To determine the employees participations and satisfactions in various decision  
83 making process.

84 ? To analyze the effectiveness of training and motivational techniques adopted by the management to empower  
85 the employee.

86 ? To assess whether the present employee's empowerment have enhanced the productivity of the organization

87 ? To provide valuable suggestions and recommendations for enhancement of employees empowerment.

### 88 6 IV.

89 Need for the Study V.

### 90 7 Scope for Further Study

91 ? The study can be used as a reference for future research in the same area. ? The study can be used to  
92 bring changes in future training provided by employees in the organization. ? The study can be used by the  
93 organization for considering employees perception. ? The study is helpful for the management in understanding  
94 the employee's attitude towards the employees' empowerment.

95 VI.

### 96 8 Limitations of the Study

97 ? The study may be applicable only to Manatec Electronics Private Limited, Pondicherry. ? The duration of  
98 the study is limited. So it may not be able to cover the entire scope. ? The data have been collected from the

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99 present permanent employees only. So it may vary in the future. ? Few respondents answers were found to be  
100 personally biased. ? The researcher had to conduct the survey in the regional language due to low qualification  
101 of the employees.

## 102 **9 VII.**

103 number of sample selected for the study. The sample size for this study is fixed at 22 respondents. Probability  
104 sampling technique has been used for this study. Under this Simple random sampling method was adopted for  
105 selecting the sample item. The total population are from Manatec Electronic Private Limited. By adopting  
106 simple random method, it is proposed to select 22 respondents from the company. Data are the basic input to  
107 any decision making processing of data gives statistics of importance of the study. Primary data was collected  
108 through Questionnaire. The data those which are collected as fresh for the first time and happen to be original  
109 in character. Secondary data were collected from Company Websites. Simple percentage method, Chi-square  
110 method, ANOVA method and Correlation method.

111 VIII.

## 112 **10 Data Analysis and Discussion**

113 a) Demographic Analysis From the above table it is inferred that 23.3% of respondents are at the age of 26-  
114 33 years and 2% of respondents are at the age of above 49. It is inferred that 54.5% of the respondents are  
115 Female and remaining 45.5% of them are male. Then 45.5% of respondents experience are from 6 to10 years  
116 and 9.1% of the respondents experience are above 15 years. The table it is inferred that 27.3% of respondents  
117 education qualification is ITI and 22.7% respondents education qualification is SSLC. It is inferred that 50% of  
118 the respondents said income level is10001-15000 and 9.1% that their income level is from 25000-above.

## 119 **11 b) Data Analysis With Chi Square Hypothesis**

120 H 0 -There is no relationship between gender and I have mastered the skill necessary for the job. H 1 -There is  
121 between the gender and I have mastered the skill necessary for the job.

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123 Volume XVII Issue IV Version I Year ( ) From the SPSS output, it is generated that the significant value is  
124 less than 0.05, therefore null hypothesis is rejected and alternate hypothesis is accepted. In the above obtained  
125 result value is less than .042 so accepted the null hypothesis. Hence there is a significant association between the  
126 gender of and I have mastered the skills. From the SPSS output, it is generated the correlation value is .058 and  
127 the significant value is 0.799 which is greater than 0.05 the null hypothesis is reject. Hence, there is a negative  
128 correlation between I am self assured about my capabilities to perform my work activities.A

## 129 **13 c) Data Analysis with Correlation**

## 130 **14 d) Data Analysis with Anova H 0 -There is no significant 131 difference between the gender and self assured about my 132 capabilities to perform my work activities your work.**

133 H 1 -There is a significant difference between the gender and self assured about my capabilities to perform my  
134 work activities your work. From the above calculation it is found that p value is 0.508 which greater than 0.05,  
135 hence we accept the null hypothesis and concludes that there is no significant association between gender and  
136 self assured about my capabilities to perform my work activities your work.

## 137 **15 IX. Suggestions and Recommendations**

138 The management may consider the work load of all the employees and distribute the work and responsibility  
139 accordingly.

140 Employees meeting can be conducted on a regularly basis. This will enable the employees to exhibit the  
141 various constraints in their job. Not only will this also enable them to start their view towards the growth and  
142 development of the organization. Employees must be encouraged to participate at their fullest extent in their  
143 meetings. This will make the employees to think positively about the organization and in turn it will boost their  
144 morale towards the organization.

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147 During meeting, the ideas and opinion of the employees should be taken into consideration. By doing this,  
148 the management can invite innovative solution for the existed organizational problem. Supervision can be made  
149 moderately flexible this will enable the employees to express their individual problem freely to the management.  
150 Frequency of training can be increased in order to enhance the skills of the employees in their job.

## 17 CONCLUSION

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151 Effective feedback system must be followed to identify the exact deviation in the employees' performance  
152 which in turn may help in identifying training needs. The feeling of job security can be given to develop assertive  
153 attitude in the employees towards their organization. Training on updated technology can also be given on  
154 the periodical basis. Various self and personality development can be conducted to empower the employees.  
155 Employees can also be empowered by assisting them in pursuing higher education. Employees job can further  
156 be enhanced by maintain the equipments in a good condition. The content of training must also be improved in  
157 order to bring highest satisfaction in their learning.

158 X.

## 159 17 Conclusion

160 The study has put forth and analyzed the various efforts taken by Manatec Private Limited Puducherry in  
161 empowering their employees. The study analyzed various strategies adopted by the management for employee  
162 empowerment. The study explains that employee empowerment is a kind of motivational strategy which gives  
163 the employees a sense of satisfaction towards their job and organization. From the study, the researcher has  
164 analyzed that the employees are satisfied with the various factors such as employee trainings, self development  
165 programmers, employee meetings, employee participation in the various activities and consideration of their  
166 ideas and opinion. By this, the researcher concludes that employee empowerment in the organization is at fair  
167 level. But at the same time, the study stresses that empowering the employees at the fair level is not at all  
168 enough for yielding expected profit and improving the productivity. Therefore, the management may consider  
the suggestions that are highlighted in the project. <sup>1 2 3 4</sup>

Figure 1: ?

## 81

Socio Demographic Profile	Categories	No. of Respondents	Percentage
Age	18-25	3	13.6
	26-33	6	27.3
	34-41	5	22.7
	42-49	6	27.3
	Above 49	2	9.1
Gender	Male	10	45.5
	Female	12	54.5
Years of Experience	0.5 years	4	18.2
	6-10 year	10	45.5
	11-16 years	6	27.3
Education	15 years	2	9.1
	SSLC	5	22.7
	ITI Diploma	6	27.3
	Under Graduate	5	22.7
Income Status	3000 -10000	3	13.6
	10001-15000	11	50
	15001 -25000	6	27.3
	25000 -Above	2	9.1

Figure 2: Table 8 . 1 :

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Particulars	Value	df	Asymp. Sig.	(2-sided)
Pearson Chi-Square	9.900 a	4	.042	
Likelihood Ratio	12.093	4	.017	
Linear-by-Linear Association	5.453	1	.020	
No. of Valid Cases	22			
a. 10 cells (100.0%) have expected count less than 5. The minimum expected count is .45.				

Figure 3: Table 8 . 2 :

83

Particulars	I am self assured about my capabilities to perform my work activities	I have mastered the skills necessary for my job
I am self assured about my capabilities to perform my work activities	Pearson Correlation Sig. (2-tailed) N	.058 .799 22
I have mastered the skills necessary for my job	Pearson Correlation Sig. (2-tailed) N	.058 .799 22

Figure 4: Table 8 . 3 :

84

Particulars	Observed N	Expected N	Residual
Male	10	11.0	-1.0
Female	12	11.0	1.0
Total	22		

Figure 5: Table 8 . 4 :

85

Particulars	Observed N	Expected N	Residual
Strongly Disagree	5	4.4	.6
Disagree	2	4.4	-2.4
Neutral	7	4.4	2.6
Agree	4	4.4	-.4
Strongly agree	4	4.4	-.4
Total	22		

Table 8.6: Test Statistics

Particulars	Gender	I am self assured about my capabilities to perform
Chi-Square	.182 a	3.000 b
Df	1	4
Asymp. Sig.	0.67	0.558

a. 0 cells (.0%) have expected frequencies less than 5.

The minimum expected cell frequency is 11.0

b. 5 cells (100.0%) have expected frequencies less than 5.

The minimum expected cell frequency is 4.4

Table 8.7: ANOVA

Income level	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.744	3	0.581	0.80	0.508
Within Groups	13.029	18	0.724		
Total	14.773	21			

Figure 6: Table 8 . 5 :

### 170 .1 Research Methodology

171 Research is the process of systematic and in depth study or search of any particular topic, subject or area of  
172 investigation, backed by collection, compilation, presentation and Inference of relevant details or data. The  
173 research used Descriptive Research design. Descriptive Research design means fact finding one. The researcher  
174 used this research design is to find out the fact of respondents attitude and opinion about employee empowerment.  
175 Sample size denotes the

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