

EMPLOYEE PERCEPTION ABOUT EMPLOYEE EMPOWERMENT AND ITS IMPACT ON JOB SATISFACTION

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INTRODUCTION

Employee empowerment is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities. The most notable benefits of promoting employee empowerment are increased trust in leadership, improved motivation levels, increased creativity and higher levels of employee retention.

Employee empowerment refers to the manner in which companies provide their employees with anything and everything they need to succeed. This involves far more than simple resource allocation, however. Companies that are interested in empowering employees should act on the following:

- Give employees a voice by regularly soliciting and acting on their feedback.
- Provide opportunities for employees to grow through more autonomy, additional responsibilities, or even an entirely new role.
- Recognize employees frequently to increase their engagement and confidence in their own abilities.
- And, of course, provide employees with the tools, training, and authority they need to excel.

Empowering leadership connotes “sharing power” and motivating employees to put in exceptional performance in their work. Extant literature suggests that empowering leadership influence employee work performance and routine task performance. For empowering leadership to be effective, the delegated responsibilities must be perceived as motivating by employees.

Empowerment plays significant role in employee's satisfaction thus promoting their performance in organizations. Empowerment is also defined as the process of enabling and authorizing individuals to think, behaves, take action and decision and control work autonomously. It is the feeling of self control of one's own destiny (Heathfield, 2012). Menon (1995) surveyed 311 employees in a company and found that greater job autonomy and meaningfulness of the job led to greater perceived control and greater empowerment. He found that the greater the empowerment the greater was the motivation to work among employees which led to less job stress and increased employee commitment to organizational goals. However, it is estimated that well over half of empowerment initiatives fail.

REVIEW OF LITERATURE

Jaya Kumar (2017) Employee Empowerment – An Empirical Study. *Global Journal of Management and Business Research: A Administration and Management* Volume 17 Issue 4 Version 1.0 Year 2017.. The main purpose of this study is to determining the effect of employee empowerment strategy which is implemented by organization. Being descriptive research study, survey method was adopted for data collection to find out the factors. The researcher used this research design is to find out the fact of respondents attitude and opinion about employee empowerment. The methodology comprised research design, Target population for the study, sampling techniques, sampling Method, sample size determination etc. Data was analyzed by using Cronbach's Alpha, Simple percentage method, Chi-square method, ANOVA method and Correlation method in SPSS software. The study analyzed the effects of various strategies adopted by the management for employee empowerment.

Kavitha M, (Sep/2017) Factors Influencing Employee's Job Satisfaction - An Empirical Study Among Employees of IT Sectors in Chennai City..*International Journal of Applied Business and Economic Research*, Vol.15 (2017).ISSN : 0972-7302. The main aim of this study is to identify the perceptual difference of Employees with respect to the job satisfaction of the firm and to find out the factors determining Job Satisfaction of employees in the firm. Finally, To measure the impact of job satisfaction of employees. The researcher used Simple random sampling technique has been used for analysis. Sample size of the study consists of

100 respondents. The results shows that monetary factors of salary and Non-monetary factor training and development influenced employees to get job satisfaction. Finally it concludes that job satisfaction is the main factor to increased wealth of the firm and to feel happiness to the employees.

IpsitaMohapatra (2018) Impact Of Employee Empowerment On Employee Performance. *International Journal of Advanced Technology & Engineering Research (IJATER)*. In today's global competitiveness, there is a great desire on the part of the employees to play an active role in organizational activities and as such, every effort should be made to accommodate employees' views. Employee Empowerment, as the name suggests, is to empower or uplift the employees in the organisation by providing them the autonomy to take decisions of their own which essentially leads to various positive outcomes among which a better organisational performance is a part. If the employees in an organisation are empowered and involved in various decision making activities, then they are positively motivated, their individual performance develops and contribute towards their own as well as organisational objectives. This paper basically deals with the relationship of the empowerment with the employee performance.

Luxm (2018) Influence of Employee Empowerment on Job Satisfaction: A Study of Consultancy Firms in Gurugram. *Apeejay Journal of Management & Technology* Vol. 13, Number 1, January 2018, 37-46. The aim of this research project is to enhance our understanding on interrelationship between these variables. The research was carried in the consultancy firms based in Gurugram. Employee empowerment is measured through 16 sub variables such as autonomy, management's information and resource sharing, extent of participation in decisions, goal clarity, communication, extent of feedback, fairness of respond system, perception of job, response to problem solving, accountability for performance, role perception, teamwork, leadership style, management style, responses to risk and innovations and organisational culture. The job satisfaction is also measured keeping in mind two parameters: intrinsic and extrinsic. The study concluded that there is a positive relationship between employee empowerment and job satisfaction; it means that business with more employee empowerment practices show higher capability in enhancing job satisfaction among the employees. The present study has real world implications on how

employee empowerment needs to be supported by the leaders of the organizations in order to have a satisfied workforce

NilanjanSengupta (2018) Status Of Employee Empowerment: An Empirical Study. *Journal of Management (JOM)* Volume 5, Issue 3, May – June 2018, pp. 15–23, Article ID: JOM_05_03_003. It was revealed that, the respondents felt most empowered, when they were bestowed upon with trust; they were allowed to have flexibility at work, and, when they were assured that they would receive management support, when needed. Also, for certain issues, under each factor, managers differed significantly in assigning importance level. For example, respondents differed in assigning the importance of flexibility vis-à-vis autonomy; ‘performance recognition’ vis-à-vis ‘reward for performance’; and, ‘encouragement’ vis-à-vis ‘management support’ and ‘trust’.

AGU (2019) Effect Of Employee Empowerment On The Performance Of Selected Manufacturing Organisations In Enugu State, Nigeria. *International Journal of Advanced Research in ISSN: 2278-6236 Management and Social Sciences* The purpose of this work is focuses on effect of employee empowerment on the performance of selected manufacturing organisations in Enugu State. Specifically the study aimed to pursue the following objectives: to determine the effect of training on productivity in manufacturing organisations, to ascertain the nature of the relationship between proper employee compensation and employee performance and to determine the extent at which employee involvement in decision making influence employee commitment. . The study has a population size of 2835, out from which a sample size of 351 was realized using Taro Yamane’s formula at 5% error of tolerance and 95% level of confidence. Instruments used for data collection were primary questionnaires and interview.

Kavitha M (2022) Performance Appraisal And Its Impact On Employee’s Perception. *Neuroquantology*.Volume 20. No.21. Performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards.The main aim of this study is to find the employee’s perception towards performance

appraisal and to analyze the impact on performance appraisal on staff productivity. Employees are having various perceptions about performance appraisal. There are develop skill, career growth, determine goal, determine growth, identify weakness, self-appraisal, evaluate strength of the employees. Finally, it concludes that performance appraisal shows the positive impact staff productivity.

INTENT OF THE STUDY

1. To find the perceptions of employees about employee empowerment in IT sector
2. To study the impact of employee empowerment on job satisfaction of employees working in IT sector

HYPOTHESES OF THE STUDY

1. There is no significant difference among the perceptions about employee empowerment in IT sector
2. There is no significant impact of employee empowerment on job satisfaction of employees working in IT sector

PERCEPTIONS OF EMPLOYEES TOWARDS EMPLOYEE EMPOWERMENT IN IT SECTOR

Empowerment is the process of giving employees in the organization the power, authority, responsibility, resources, freedom to take decisions and solve work related problems. In order to take such initiatives and decisions, they are given adequate authority and resources. The following table shows the perceptions of employee empowerment in IT sector

Table 1 T-test for Employee Empowerment							
	N	Mean	Std. Deviation	Std. Error Mean	T value	significance	Rank
Employee Engagement	529	3.71	1.311	.057	64.984	.000	6
Increase productivity	529	3.56	1.274	.055	64.285	.000	7
Decision Making skill	529	3.59	1.207	.052	68.459	.000	3
Leadership	529	3.74	1.240	.054	69.404	.000	2
Motivation	529	3.73	1.220	.053	70.405	.000	1
Develop efficiency	529	3.68	1.250	.054	67.672	.000	4
Career Development	529	3.64	1.263	.055	66.276	.000	5

Source –Computed data

From the above table it can be found that the mean values range from 3.56 to 3.74 with the respective standard deviation and standard error. The t values 64.984, 64.285, 68,459, 69.404, 70.405, 67.672 and 66.276 are statistically significant at the 5 % level. Therefore, it can be concluded, among the seven factors employees feel, employee empowerment gives motivation to the employees in the IT sector.

IMPACT OF EMPLOYEE EMPOWERMENT ON JOB SATISFACTION

The Employee empowerment covers seven variables and its influence over Job satisfaction is measured through linear multiple regression analysis. The findings are given below

Table 2 Model Summary for Employee empowerment				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.655	.649	7.626
a. Predictors: (Constant), F7, F1, F5, F3, F6, F4, F2				

Source –Computed data

It was shown in the above table R=.809 R square = .655 and adjusted R square .649. It indicates the Employee empowerment variance stimulates 65% variance over the Job satisfaction. The cumulative influence of seven variables of Employee empowerment over Job satisfaction is computed through the following one way analysis of variance.

Table 3 ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57332.014	8	7166.502	123.222	.000 ^b
	Residual	30242.730	520	58.159		
	Total	87574.743	528			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), F7, F1, F5, F3, F6, F4, F2						

Source –Computed data

It was given in the above table $f=123.222$ $p=.000$ are statistically significant at 5% level. This establishes all the seven variables cumulatively responsible for Job satisfaction. The individual influence of all this seven variables is clearly given in the following co-efficient table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.788	1.178		10.008	.000
	Employee Engagement	2.975	.387	.275	7.692	.000
	Increase productivity	.613	.501	.060	1.225	.221
	Decision Making skill	1.489	.477	.150	3.120	.002
	Leadership	1.060	.491	.104	2.161	.031
	Motivation	1.440	.384	.145	3.748	.000
	Develop efficiency	2.167	.398	.213	5.448	.000
	Career Development	-.005	.422	-.001	-.012	.990

a. Dependent Variable: Job Satisfaction

Source –Computed data

It revealed in the above table Employee Engagement(Beta=.275, t=7.692, p=.000), Decision Making skill(Beta=.150, t=3.120, p=.002), Leadership (Beta=.104, t=2.161, p=.031), Motivation(Beta=.145, t=3.748, p=.000) Develop efficiency(Beta=-.213, t=5.448, p=.000) are statistically significant at 5% level. This enables that the employee empowerment leads motivation and employee engagement in the IT sector.

FINDINGS AND CONCLUSIONS

Empowered employees know that their ideas matter to the success of the company, so they tend to take a greater interest in creating a more efficient and profitable company. Higher morale means that employees take less scheduled time off and productivity increases. Employees have various perceptions about employee empowerment. There are employee empowerment enables employee engagement, increase productivity, decision making skill, leadership, motivation, develop efficiency and career development. They strongly believe employee empowerment motivates them to work hard. It shows the impact on job satisfaction among the employees in IT sector.

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