

Effect Of Employee Empowerment On Job Satisfaction In Manufacturing Industry

Dr. Hitesh Keserwani¹, Rekha. P. T.², Jyothi P. R.³, Geetha Manoharan⁴, Dr. Pallavi Mane⁵, Shashi Kant Gupta⁶

¹assistant Professor, Amity Business School, Amity University – Uttar Pradesh, Lucknow Campus.

²research Scholar, Research Department Of Commerce, Bharata Mata College, Thrikkakkara, (Affiliated To Mahatma Gandhi University, Kottayam), Kochi-21

³assistant Professor, Department Of Commerce, Ccst For Women Karalmanna, Cherpulassery, Palakkad, Kerala, University Of Calicut

⁴assistant Professor, School Of Business, Sr University, Warangal, Telangana

⁵assistant Professor, Indore Management Institute And Research Centre

⁶researcher, Cse Department, Integral University, Lucknow, Up, India

Raj2008enator@Gmail.Com

Abstract

The Success Of An Organization Not Only Lies On The Product Or Services They Are Offering To The Customer. Demand For The Product Or Services Among The Customer Is Not A Success For That Organization. Managing The Human Resources And Satisfying Their Requirements And Retaining Them In The Organization Is The Real Advancement For All Forms Of Organization. When An Employee Has Clarity In Goals And Policies Of An Organization, They Will Work To Attain And Accomplish The Same. If An Employee Is Satisfied With The Working Environment, Salary/Remuneration, Employer And Employee Relationship That Is Not The Real Accomplishment Of Management. Employee Empowerment Is The Real Achievement For All Industrial Sectors. An Attempt Has Been Made To Find The Elements Constituting To Employee Empowerment In The Manufacturing Industry And Also To Analyze The Relationship Between Employee Empowerment And Job Satisfaction.

Keywords: Employee, Empowerment, Delegation Of Authority, Factors, Job Satisfaction.

I. Introduction

Empowerment Means The Employees Has To Utilize Their Full Potential. Employee Empowerment In An Organization Clearly Depicts That Providing Freedom To The Employees To Solve Work Related Problems. Empowerment Is The Process Of Providing Power, Authority, Resources, Responsibility And Freedom To Take Decisions By The Employees. Employees Will Be Given Adequate Authority And Resources To Solve Work Related

Effect Of Employee Empowerment On Job Satisfaction In Manufacturing Industry

Issues. Empowered Employee Will Become Self-Controlled. The Allocation Of Authority Is Not Based On Delegation Of Relationship. In Empowerment, It Is Trust Based Relationship Which Is Maintained Between Management And Employee. Trust Based Relationship Is A Continuous Process. Employee Empowerment Means The Employee Will Manage By Himself. Empowerment Means Development Of Individual Leads To The Development Of The Organization. The Significance Is Put Into Three Folds Practice, Policy And Research. With Respect To Research, The Findings Of This Study Add To The Existing Local And Global Literature On Works On The Job Satisfaction, As It Further Finds Out The Role Of Employee Engagement And Psychological Empowerment On This Relationship. Moreover, With Regards To The Context Of The Study, The Findings Bring Out New Insights On Job Satisfaction In The Manufacturing Industry. On The Practical Aspect, The Findings Of The Study Serves As A Reliable Source Of Information. Management Will Be Informed On The Influence Of Employee Job Satisfaction On Their Exhibition Of Helping Behaviour Which In Essence Is Vital For Productivity Especially In The Service Sector. Also, Management Will Be Informed On How Engaged And Dedicated Employees With Significant Control Of Their Work Contributes Enormously Towards Quality Service Delivery In The Manufacturing Industry, Thus This Will Guide Management In Putting Structures And Systems That Will Motivate And Attract Employees In Exhibiting Positive Job Attributes. More Importantly, Senior Management Within Institutions Can Reference From The Findings Of This Study In Making Inform Decisions In Promoting Employees' Job Satisfaction And Helping Behaviour.

Statement Of The Problem

1. To Find The Most Important Elements Constituting To Empowerment Of Employees In A Manufacturing Concern?
2. Whether Any Relationship Is Existing Between Empowerment And Satisfaction Of Employees In A Manufacturing Concern?

Objectives Of The Study

1. To Identify The Factors Contributing To Employee Empowerment
2. To Examine The Link Among Employee Empowerment And Job Satisfaction

Research Design: Researcher Applied Descriptive Research Design For Finding The Fact About The Employees Empowerment.

Sample Design: Probability Sampling Technique Has Been Applied For Selecting The Sample Form The Universe. Three Manufacturing Industry Were Selected For The Study In Coimbatore District.

Sample Size: Sample Size Is 75 Employees Working In Manufacturing Concern.

Sources Of Data: Questionnaire Were Distributed To The Respondents For Collecting The Data.

Tools And Techniques Used:

- ✓ Henry Garret Rank
- ✓ Correlation Analysis
- ✓ Chi Square Test

II. Review Of Literature

Buitendach And Hlalele (2005) In Their Study They Have Concluded That Most Of The Management Had Increased Confident To The Employees By Providing Power And Authority To The Employees In Solving And Implementing Decisions To Solve The Problems. Employees Skill And Experience Were Effectively Utilised By The Management For Increasing The Productivity Of The Organisation.

Considering How Various Authors Explained Job Satisfaction, This Study Will Adopt The Definition Given By Armstrong (2000) Which States That Job Satisfaction Is Considered As The Attitude And Feelings Individuals Perceived Concerning Their Work, Which Could Be Either Be Positive Indicating Satisfaction Or Negative Indicating Dissatisfaction.

The Importance Of Job Satisfaction Came To Light As A Result Of The Negatives Outcomes That Comes With Dissatisfaction, These Considerations Include Increased Absenteeism, Disloyalty, And Increase Number Of Accidents Thus Leading To Decrease Productivity (George, Et Al., 2008).

The Term Job Satisfaction Denotes An Individual's Intellect Of Accomplishment Widely Seen To Be Directly Connected To The Productivity Level Of Individuals As Well As Their Subjective Wellbeing (Jessen, 2011).

Whitman, Van Rooy And Viswesvaran (2010) Investigated That Factors Are Influencing The Employee's Empowerment In The Organisation. The Job Satisfaction Is The Main Determinate For An Employee To Retain In An Organization. The Freedom Provided By The Higher Authority To The Employees For Solving The Problems Had Created A Confident And Trust About That Management In The Mindset Of The Employees.

The Vigour Aspect Involves Showing A Great Degree Of Energy And Physical Resilience At The Work Environment, Perseverance Even When Predisposed To Factors Including Fatigue, And Persistence When Others Are Faced With Same Conditions That Makes Them Gave Up (Sakovska, 2012).

This In Essence Promote Organisational Efficiency. Apart From Their In Role Duties And Responsibilities, Engaged Employees Are Connected With Extra-Work Behaviours Usually Denoted As Citizenship Behaviours, These Behaviours Are Officially Not Included In The Individual's Job Specifications But Ultimately Transform Into Improved Organizational Performance (Rurkkhum And Bartlett, 2012)

Moreover Quiñones Et Al. (2013) Postulated That The Term Engagement Generally Covered Wider Grounds From Professionals Across The Globe Including Organisational Practitioners And Scholars. It Is Established That Engaged Employees Are More Instrumental To Organisational Support Since They Put On Much Effort When It Comes To Role Performance And Are More Productive (Quiñones Et Al, 2013). According To Organ (1988), Engaged Employees Are Recognized To Be Involved In Extra-Work Behaviours Thus Given An Organisation Additional Contribution Without Having To Incur Additional Cost As Compensation.

Effect Of Employee Empowerment On Job Satisfaction In Manufacturing Industry

Suresh B (2015) In His Study He Insisted That Quality Work Of The Employees Increased The Performance Of The Organisation. Employees Empowerment In All The Aspects In An Organisation Whether It Is A Manufacturing Or Service Or Trading Sector It Will Increase The Organisation Performance.

In Addition, A Study By Mutonanga (2016) Found Out The Link Between Employees' Job Satisfaction And Behaviour. The Participants For This Study Constituted 839 Permanent Staff In The Democratic Republic Of Uganda. The Instrument Used Were The Job Satisfaction Questionnaire And The Organisational Citizenship Behaviour Questionnaire. The Analytical Method Used Was Stepwise Multiple Regression To Establish The Link That Exist Between Job Satisfaction And Organisational Citizenship Behaviour.

Also Kasekende (2017) Examined How Employee Engagement Influences The Relationship Between Employer Responsibilities, Employee Responsibilities And The Nature Of The Psychological Contract And Employee Discretionary Behaviours. The Data Of This Study Was Gathered By Deploying Self-Report Questionnaires.

III. Correlation Analysis

H0 – There Is No Significant Relationship Between Empowerment And Satisfaction Of Employees In A Manufacturing Concern.

H1: An Increase In Job Satisfaction Will Lead To Increase In The Exhibition By Employees.

H2: An Increase In Employee Engagement Will Lead To Increase In The Exhibition By Employees.

H3: An Increase In Psychological Empowerment Level Will Lead To Increase In The Exhibition By Employees.

H4: An Increase In Psychological Empowerment Level Will Lead To Increase In The Job Satisfaction By Employees.

H5: An Increase In Employee Engagement Will Lead To Increase In Job Satisfaction Of Employees.

From The Above Propositions The Conceptual Framework For This Study Is Shown Below.

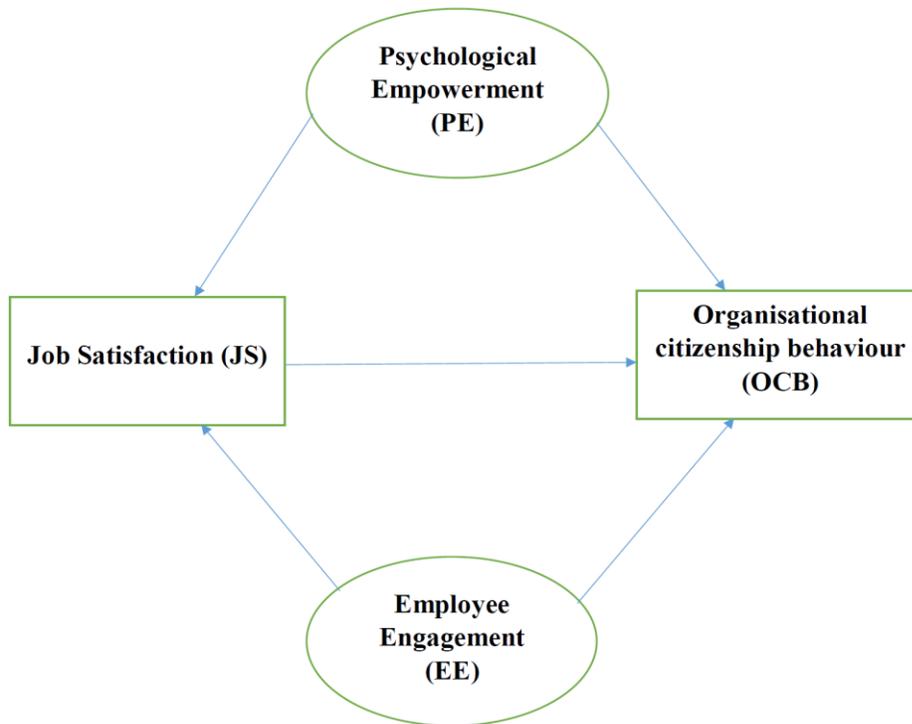


Fig. 1. Conceptual Framework To Guide The Study.

Measure Of Employee Engagement

Employee Engagement Was Measured Using The Shorten Version Of The Utrecht Work Engagement Scale Developed By Schaufeli & Baker (2003). This Scale Consist Of 9 Items That Measures Vigor, Dedication And Absorption Of Employees On Their Current Job. The Scale Has A Reported Reliability Coefficient Ranging From .89 To .97.

Measure Of Psychological Empowerment

Psychological Empowerment Was Measured By The Psychological Empowerment Scale Developed By Spreitzer (1995). The Scale Consist Of 12 Items Measuring Four Dimensions (I.E. Meaning, Competence, Self-Determination And Impact). Items On The Scale Include “*I Am Confident About My Ability To Do My Job*” And “*The Work I Do Is Meaningful To Me*”. The Validity Of The Instrument Is Very Good And The Scale Has A Reported Cronbach Alpha Of Around .80.

Measure Of Job Satisfaction

The Minnesota Satisfaction Questionnaire Was Used To Measure Job Satisfaction Of Employees (Hirschfeld, 2000; Weiss, Dawis, England, & Lofquist, 1967). The Scale Is A Shorten Version And It Consist Of 20 Items. The Scale Is A Reliable And Widely Used Scale By Many Researchers In The Tourism Industry (Gunlu, Aksarayli, & Percin, 2010). However For The Purpose Of The Study, 11 Items Were Selected And Modified To Reflect The Desired Responses Needed For The Study. The Original Scale Has A Reported Cronbach Alpha Of .92. Items On The Scale Include: “*The*

Chance To Work Alone On The Job Adds To My Job Satisfaction” And “The Working Conditions Adds To My Job Satisfaction”

IV. Results And Discussion

Based On The Ranking Method It Was Identified That Encouragement From Management, Participation In Decision Making, Clarity In Goals And Policies, Training Offered And Delegation Of Authority Were The Main Factors Contributing To Employee Empowerment.

Table 1: Factors Contributing To Employee Empowerment

Factors	Total Score	Rank
Job Enrichment	509	X
Participation In Decision Making	620	Ii
Training	589	Iv
Clarity In Goals And Policies	603	Iii
Rewarding System	519	Ix
Delegation Of Authority	578	V
Encouragement	629	I
Self-Management Of Team Work	546	Vii
Job Security	557	Vi
Support And Guidance From Management	532	Viii

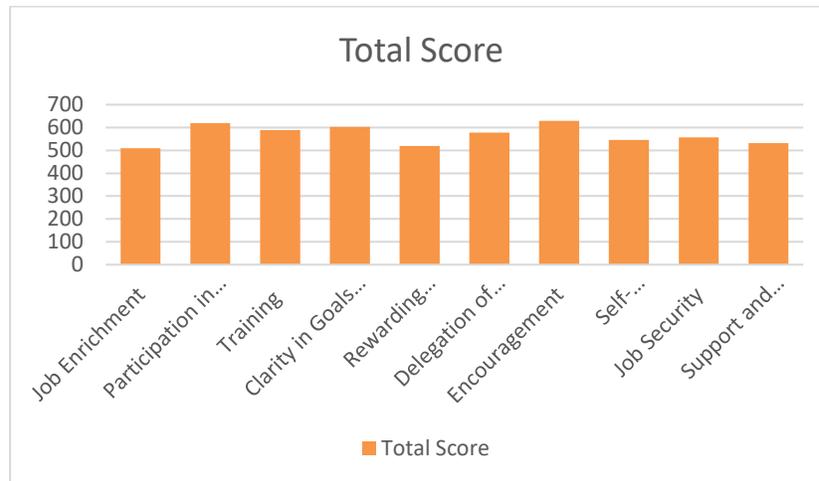


Fig. 2 Factors Contributing To Employee Empowerment.

The Correlation Value For These Two Variables Is 0.675. The Variables Were Positively Correlated At 1 Percent Level Of Significance. H0 Is Rejected.

Table 2: Correlation Analysis

	Employee Empowerment	Job Satisfaction
Employee Empowerment		
Correlation	1	.675**
Sig	-	.001
N	75	75
Job Satisfaction		
Correlation	.675**	1
Sig	.001	-
N	75	75

Chi Square Test

Table 3: Demographic Factors And Employee Empowerment

Demographic Factors	Chi Square Value	S/Ns
Age	12.03	S
Gender	11.09	Ns
Educational Qualification	16.54	S
Number Of Years Of Services	14.58	S
Income	19.23	Ns
Family Size	18.15	Ns

S – Significant, Ns – Not Significant

It Is Found From Table 3 That, Age, Qualification And Number Of Years Of Services Were Significantly Associated With The Employee’s Empowerment.

Findings

- Encouragement From Management, Participation In Decision Making, Clarity In Goals And Policies, Training Offered And Delegation Of Authority Were The Main Factors Contributing To Employee Empowerment.
- When Autonomy Is Given To Employees In Taking Decisions In Work Related Affairs, Employees Were Satisfied With The Working Environment.
- The Calculated Correlation Value Between Empowerment And Satisfaction Of Employees Is 0.675. The Variables Were Positively Correlated.
- Age, Educational Qualification And Service Period Were Undoubtedly Correlate With Empowerment Of Employees
- Self-Confidence And Self-Control Are The Two Major Determinant To Empower An Employee.

Suggestions

- New And Challenging Assignments Must Be Assigned To Employees. The Creativity And Problem-Solving Tactic Of Employees Will Be Enriched
- Training Programs Must Be Conducted For Self-Evaluation And Also For Increasing Their Self Confidence
- Management Has To Trust Their Employees, Freedom And Authority Must Be Provided To Employees For Solving The Work-Related Issues.

Conclusion

The Purpose Of This Study Was To Provide An Understanding Of How Employee Engagement And Psychological Empowerment Influence The Relationship Between Job Satisfaction And Organizational Citizenship Behaviour. The Study Was Underpinned With Two Theories That Is The Social Exchange Theory And The Job Demand Resource Theory. Employees Own Ideas And Actions Will Be Considered By The Management And They Will Be Free From The Rigors Control Of The Employer. Treating Employees With Respect And Dignity Is Employee Empowerment. Employees Must Be Allowed To Create Team Structure. Employees Must Be Provided Freedom, Information And Control To Perform Their Jobs. Employees Empowerment Has To Enable The Employees To Set Their Own Goals, Take Decisions And Solve Problems Within Their Responsibility And Authority. When The Work Related Issues Are Shared With The Employees And Their Views And Opinion Considered For Decision Making And Full Autonomy Provided To The Employees For Sharing And Solving The Work Related Problems Is The Real Empowerment Of Employees.

References

1. Lynn, H. And Susan, C. (2003), "Empowerment, Stress And Satisfaction: An Exploratory Study Of A Call Centre", *Leadership & Organization Development Journal*, 24(3), Pp. 131-140.
2. Yuhanis Ab Aziz (2008), " The Effects Of Emotional Dissonance And Employee's Empowerment On Service Quality And Customer Satisfaction Perception : Customer Level Analysis.", *Journal Of Economics And Management* 2(2), Pp.237-258
3. Yang, S. B., And Lee, K. H. (2009), "Linking Empowerment And Job Enrichment To Turnover Intention: The Influence Of Job Satisfaction", *International Review Of Public Administration*, 14(2), Pp.13–23.
4. Anbugeetha,D.(2017), "Fostering Women Empowerment Through Entrepreneurship", *Paripex-Indian Journal Of Research*, 6(40), Pp.31-39.
5. Dr. D.Anbugeetha, Ms. S. M. Suryaandand B.Nandhini, (2019), "A Study On Employee Empowerment With Special Reference To Sri Alamelu Ammal Private Ltd.,Batalagudu", *Paripex - Indian Journal Of Research*, 8(2), 72 – 74.
6. Taylor, B., Kermode, S., & Roberts, K. (2007). *Research In Nursing And Health Care: Evidence For Practice*, Sydney: Thomson.
7. Swaminathan S., & Jawahar P. (2013). *Job Satisfaction As A Predictor Of Organizational Citizenship Behaviour: An Empirical Study*. *Global Journal Of Business Research* 7, 71-80.
8. Stangor, C. (2011). *Research Methods For The Behavioural Sciences*. Ca: Wadsworth.
9. Shapira-Lishchinsky, O., & Tsemach, O. (2014). *Psychological Empowerment As A Mediator Between Teachers' Perceptions Of Authentic Leadership And Their Withdrawal And Citizenship Behaviours*. *Educational Administration Quarterly*, 50(4), 675–712.
10. Schaufeli, W. B. (2013). *What Is Engagement? Employee Engagement In Theory And Practice*, 15, 321.
11. Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods For Business Students*, (6th Ed). London: Pearson Education.

Effect Of Employee Empowerment On Job Satisfaction In Manufacturing Industry

12. Sakovska, M. (2012). Importance Of Employee Engagement In Business Environment: Measuring The Engagement Level Of Administrative Personnel In Vuc Aarhus And Detecting Factors Requiring Improvement, Aarhus C, Aarhus University, Denmark.
13. Saif, N. I., & Saleh, A. S. (2013). Psychological Empowerment And Job Satisfaction In Jordanian Hospitals. *International Journal Of Humanities And Social Science* 3(16).
14. Quiñones, M., Van Den Broeck, A. & De Witte, H. (2013). Do Job Resources Affect Work Engagement Via Psychological Empowerment? A Mediation Analysis. *Journal Of Work And Organizational Psychology*, 29(3), 127-134.
15. Nunkoo, R. (2016). Toward A More Comprehensive Use Of Social Exchange Theory To Study Residents' Attitudes To Tourism. *Procedia Economics And Finance*, 39, 588–596.
16. Mu Yeh, C. (2013). Tourism Involvement, Work Engagement And Job Satisfaction Among Frontline Hotel Employees. *Annals Of Tourism Research*, (42), 214–239.
17. Murray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational Identification, Work Engagement, And Job Satisfaction. *Journal Of Managerial Psychology*, 30(8), 1019-1033.
18. Lahap, J., Ramli, N. S., Said, N. M., Radzi, S. M., & Zain, R., A. (2015). A Study Of Brand Image Towards Customer's Satisfaction In The Malaysian Hotel Industry. *Procedia - Social And Behavioural Sciences* 224(16), 149 – 157