
Impact of Employee Empowerment On Job Satisfaction and Organizational Commitment: An Empirical Investigation with Special Reference to Selected Cement Industry In Chhattisgarh.

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ABSTRACT

A state like Chhattisgarh has limited number of cement companies. The rate of retrenchment was seen to be high in these companies. The study is focused mainly on the Impact of employee empowerment on Job satisfaction and organizational commitment. Since Cement Industries involve strenuous and long working hours, the workers needed liberty. They want to work in a conducive environment where they have a say. As a whole they were demanding empowerment. It was observed that empowered employees have succeeded in building goodwill for the organization as compared to those workers who are still working in a rigid framework.

Key Words- Employee Empowerment, Job Satisfaction, Organizational Commitment.

INTRODUCTION

Employee empowerment is a widely used phenomenon in organizational research and in the world of managerial practice. Some writers and researchers consider empowerment as an optimal strategy to obtain competitive advantage in the ever changing industrial world. Review of various studies and literature provides an idea regarding employee empowerment, which means a process of transferring power, authority with responsibility and accountability to the employees through the managers. It is a process in which power is transferred from the managers to their subordinates. It is widely believed that when a person works for some years he develops a thorough idea regarding knowledge, skill, ability associated with the job and everything comes into his grip. If such a person is given an overall charge of the overall work he does in the organization, with adequate authority and responsibility, he can take decision on his own, accomplishing the job effectively and efficiently. Most employees of the organization expect to have power, authority, recognition, status, responsibility; and when they get all these, they show an urge to utilize their full potential, energy, abilities and competences in order to excel their performance. Empowerment programme is designed to delegate power, authority through managers to their subordinates and share responsibility with them. All this help in enhancing status and recognition of empowered employees. Such empowered employees develop their mindset to perform, to win and to give their best. Thus by empowering employees a congeniality is developed between individual goals, team goals and organizational goals.

Job satisfaction describes how content an individual is with his or her job. The very term job satisfaction has gained recognition in recent times as in the previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. A number of

factors influence employees degree of job satisfaction. Few of the factors are pay roll and its benefits, fair promotion schemes of the organization, congenial working environment , leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are with their jobs, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked with it. It is the job design which helps in enhancing job satisfaction through various performance methods like job rotation, job enlargement and job enrichment. Other factors which influence job satisfaction are management style, organizational culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is an important attribute which contributes towards the success of the organizations.

Organizational commitment is defined as the degree to which employees develop a sense of belongingness for the organization. A feeling of oneness is generated among the employees of the organization through continuous involvement of the employees in various organizational activities. This continuous involvement is done by seeking suggestion from employees, listening to their grievances and by involving them in the decision making process of the organization to a certain extent. Through this employees feel to be participative in the organization.. In short, it can be thought of as attitudes and behavior that links an employee to the organization.

LITERATURE REVIEW

About Employee Empowerment:

There is a direct relation between employee empowerment & organizational outcomes such as innovation, greater effectiveness & better performance. (Kanter 1977) .

Empowered employees in the organization adapt positive work behaviour which is associated with organizational competitiveness. (Chan & Taylor et al 2008) .

In today's management reforms, employee empowerment has become one of the most powerful management strategies. Employee empowerment has also emerged as a trend in both, public & private organizations. (Pitts, 2005) .

Employee empowerment has become an area of interest among organizational theory researchers & practitioners. (Conger & Kanungo, 1988) .

To enhance the empowerment of employees in the organization the organizations need to be shaped. (Peterson & Speer 2000) .

About Job Satisfaction:

The extent to which employees have a positive inclination towards employment provided by the organization is known as job satisfaction (price, 1997) .

According to woods at el (2004), Job satisfaction can be achieved when employees generate oneness with the organization , give their best as per their ability and show commitment , moreover reward has a positive impact on both – job satisfaction and performance.

Job satisfaction can be measured through five parameters namely, skill variety, task identity, task significance, autonomy, and feedback. (Glisson and Durick 1988) .

(Muller & Kim 2008) ' There are two kinds of job satisfaction, and both of them are based on employees' feelings for job. The first is 'Global Job satisfaction 'and the second is 'Job Facet organization ' . The former refers to overall feelings of employees regarding their job and the latter refers to feeling regarding particular aspects such as – salary, benefits and quality of relationship with superiors, peers and subordinates.

Job satisfaction is nothing but attitude of employees towards their job, (Brief 1998).

About Organizational Commitment:

(Moris & Sherman 1981), Employees performance & turnover can be easily predicted through organizational commitment.

Organizational commitment connects individual's identification & attribution with the organization & performance of his duty through a mental contract. (Wallace 1995).

(Etzioni 1961), Organizational commitment is directly related to employees' compliance with organizational objectives.

(Mathieu & Zajac 1990) Organizational commitment was viewed as a component of attitude & behaviour.

Organizational commitment determines organizational citizenship & behaviours that are central to flatter organizations, form effective teams & provide empowerment. (Dessler 1999).

RESEARCH METHODOLOGY

A: Objective of the Study:

- 1) To study the relationship between Employee Empowerment and Organization Commitment
- 2) To study the relationship between Employee Empowerment and Job Satisfaction.
- 3) To study the relationship between Job Satisfaction and Organization Commitment.

B: Population of the Study:

For this study, the Population is finite and employees from all the cement industry of Chhattisgarh form the Population.

C: Sample Size:

The Sample Size for the study is 200. Respondents were from a balanced mix of various demographic factors (age, gender, nature of work, designation and work experience).

D: Research Hypothesis:

H_{a1} =There is no significant relationship of employee empowerment on organizational commitment.

$H_{\beta 1}$ = There is significant relationship of employee empowerment on organizational commitment

H_{a2} = There is no significant relationship of employee empowerment on job satisfaction.

$H_{\beta 2}$ = There is significant relationship of employee empowerment on job satisfaction.

H_{a3} = There is no significant relationship of organizational commitment on job satisfaction

$H_{\beta 3}$ = There is significant relationship of organizational commitment on job satisfaction.

RESULT ANALYSIS

Table 1: Correlation Analysis

Correlations		Employee Empowerment	Organizational Commitment
Employee Empowerment	Pearson Correlation	1	.493 **
	Sig. (2-tailed)		.000
	N	200	200
Organizational Commitment	Pearson Correlation	.493 **	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

The correlations table displays Pearson correlation coefficients, significance values, and the number of cases with non-missing values (N). The values of the correlation coefficient range from -1 to 1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative). The absolute value of the correlation coefficient indicates the strength, with larger absolute values indicating stronger relationships. The correlation coefficients on the main diagonal are always 1, because each variable has a perfect positive linear relationship with itself. The significance of each correlation coefficient is also displayed in the correlation table given below. The significance level (or p-value) is the probability of obtaining results as extreme as the one observed. Here the significance value of p is 0.000 which is less than 0.01 indicates the Positive relationship between Employee Empowerment and Organizational Commitment .

Table 2: Correlation Analysis

Correlations		Employee Empowerment	Job Satisfaction
Employee Empowerment	Pearson Correlation	1	.529**
	Sig. (2-tailed)		.000
	N	200	200
Job Satisfaction	Pearson Correlation	.529**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

The correlations table displays Pearson correlation coefficients, significance values, and the number of cases with non-missing values (N). The values of the correlation coefficient range from -1 to 1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative). The absolute value of the correlation coefficient indicates the strength, with larger absolute values indicating stronger relationships. The correlation coefficients on the main diagonal are always 1, because each variable has a perfect positive linear relationship with itself. The significance of each correlation coefficient is also displayed in the correlation table given below. The significance level (or p-value) is the probability of obtaining results as extreme as the one observed. Here the significance value of p is 0.000 which is less than 0.01 indicates the Positive relationship between Employee Empowerment and Job Satisfaction.

Table 3: Correlation Analysis

Correlations		Organizational Commitment	Job Satisfaction
Organizational Commitment	Pearson Correlation	1	.398**
	Sig. (2-tailed)		.000
	N	200	200
Job Satisfaction	Pearson Correlation	.398**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

The correlations table displays Pearson correlation coefficients, significance values, and the number of cases with non-missing values (N). The values of the correlation coefficient range from -1 to 1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative). The absolute value of the correlation coefficient indicates the strength, with larger absolute values

indicating stronger relationships. The correlation coefficients on the main diagonal are always 1, because each variable has a perfect positive linear relationship with itself. The significance of each correlation coefficient is also displayed in the correlation table given below. The significance level (or p-value) is the probability of obtaining results as extreme as the one observed. Here the significance value of p is 0.000 which is less than 0.01 indicates the Positive relationship between Organizational Commitment and Job Satisfaction.

FINDINGS

The present study was undertaken to analyze the impact of empowerment on job satisfaction and commitment in cement industries having existence in Chhattisgarh. The relationship stated in the hypotheses were investigated and tested for five companies with a sample size of 200 employees after scrutinizing the available literature with respect to the framework of study.

The findings of the proposed research work can be summarized as under-

1. There is a significant Positive relationship between of Employee Empowerment and Job Satisfaction.
2. There is a significant Positive relationship between Employee Empowerment and organizational commitment.
3. There is a significant Positive relationship between organizational commitment and Job satisfaction.

CONCLUSION

This study focuses on the Impact of Employee empowerment on Job Satisfaction and Organizational Commitment. As Employee empowerment is the oil that lubricates the exercise of learning, so it is important to develop psychological empowerment in employees. As a result of this Employee empowerment contributes to job satisfaction and organizational commitment of an employee. In the present scenario the additional work pressure and emerging high salary structure lead to low retention. Employee empowerment by providing authority to an individual along with the responsibility can lower job switching and thereby retaining the employees by generating higher level of job satisfaction

Similarly job satisfaction has a significant relation with retention of an employee. It means if an employee feels Employee empowerment, then it will contribute to job satisfaction and organizational Commitment in turn will help in retaining employees. Hence from this research it can be concluded that Employee empowerment is an important aspect for retaining employees in the institute.

During the study it was very minutely observed that employees of cement industry, in such a tedious working condition were demanding empowerment. If they are not empowered, they are ready to switch over to another job providing them better opportunity not only in terms of pay but also in terms of empowerment.

SUGGESTION

Cement industry in India is facing numerous problems which are inevitable in nature. Such unavoidable problems lead to the increased work stress and less productivity. Thus measures to enhance employee commitment must be taken else the industry might get affected in the global

crisis. Organizational commitment is dependent on the psychological well being of employees and their participation in organizational goals.

From the research work carried out it can be concluded that the empowerment plays a vital role in enhancing job satisfaction and commitment. It is evident from the research findings that higher the level of empowerment greater would be satisfaction and commitment. And the components used to represent relationship of empowerment with job satisfaction and commitment is well explained by the model defined and tested. The work thus authenticates the measures proposed in such a way that Cement Industries should focus more on developing such culture in the organization which would actually facilitate the development of employee empowerment in the organization.

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