



ORIGINAL RESEARCH PAPER

Management

A STUDY ON EMPLOYEE EMPOWERMENT WITH SPECIAL REFERENCE TO SRI ALAMELU AMMAL PRIVATE LTD., BATALAGUDU.

KEY WORDS: Employee Empowerment, Service Quality, Structural Empowerment.

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ABSTRACT

Empowerment is the process of giving authority to do something. In the current scenario, across the world, every individual wants to be empowered. This change in attitude of people globally has made HR managers to think about Employee Empowerment as a tool to motivate their work force. Employee empowerment implies giving employees a certain degree of independence and authority with respect to decision making for their organisation. Employee empowerment provides an employee with some level of ownership in making decisions and ultimately leading to the achievement of the organizational goals. It may lead to increase in the level of productivity in an organization. It may also bring about a sense of work commitment among the employees. The aim of the present study is to analyze the employee empowerment practices engaged in the selected organization and to identify factors contributing to employee empowerment.

1. INTRODUCTION

Empowerment is the process of giving authority to do something. Moreover it is a state of mind & way of working." (Ken Gilliver). In the current scenario, across the world, every individual wants to be empowered. This change in attitude of people globally has made HR managers to think about Employee Empowerment as a tool to motivate their work force. The term employee empowerment is so widely used now a day in 'progressive' management circles. Employee empowerment implies giving employees a certain degree of independence and authority with respect to decision making for their organisation. Employee empowerment provides an employee with some level of ownership in making decisions and ultimately leading to the achievement of the organizational goals. It may lead to increase in the level of productivity in an organization. It may also bring about a sense of work commitment among the employees. Employee empowerment does not exist in a vacuum. The frame work in which it exists is the purpose of the organization. Hence, employee empowerment is viewed as building up employees to be extremely customer centric. The organizational culture must be an enabling environment for this to happen. Managerial interest in employee empowerment may give it a competitive advantage with changing employee attitudes and customer needs.

This increases the need for research in employee empowerment practices in different industries. The aim of the present study is to analyze the employee empowerment practices engaged in the selected organization and to identify factors contributing to employee empowerment. A detailed review of literature was done for the purpose. Based on the reviews (Storm and Davis, 1984; Lawler, 1992; Potter, 1999) the current study views employee to be made of eight factors namely; Delegation of Authority, Participative Decision Making, Encouraging Self-management, Job-Enrichment, Education & Training Facilities, Teams with Team Spirit, Advancement in Technology and Motivation.

The eight factors are operationalised as follows:

1. Delegation of authority

Delegation of authority provides an employee with an opportunity to take power in the organization.

2. Participative Decision Making

Participative decision making is the extent to which employees are allowed to share ideas or participate in organizational decision making.

3. Encouraging Self-Management

Self management refers to taking of responsibility for one's own behavior and well - being

4. Job Enrichment

Job enrichment emphasises job design in such a way that it has additional motivating factors as compared to alternative modes of job design.

5. Education & Training Facilities

Education and training facilities are welfares for the employees which make them feel comfortable.

6. Teams with Team Spirit

It refers to feelings of fellowship among the members of a group, enabling them to cooperate and work well together.

7. Advancement in Technology

Development in technology used in the organisation that makes the work of employees much easier than before.

8. Motivation

Motivation is a drive which triggers an employee to be dedicated and to perform better.

2. Review of Literature

According to new Storm and Davis (1984), empowerment process that provides greater autonomy through the sharing of relevant information and provision of control over factors affecting job performance.

According to Lawler (1992) in their study on the effectiveness of the employee empowerment, says that empowerment has a broad context and it can be viewed through various dimensions and perspectives. It can be viewed as a set of managerial practices aimed at increasing an employee's autonomy and responsibilities.

According to Potter Field (1999) the intellectual roots of empowerment can be traced to a wide array of movements and ideas over the past few centuries.

K. Ayuppa and T. H. Chug in (2010) "empowerment: hotel employee's perspective" Found that from that from the hotel employees perspective, communication, coaching, participation in decision making, training and rewards have apposite training and rewards have a positive relationship with empowerment.

According to B.Suresh April in (2015) a study of the employee

empowerment in he says that the purpose of this is to contribute towards the important aspects of employee empowerment and organizational performance in India.

Based on the literature review, it is observed that a lot of studies are done in their area of employee empowerment. However, studies specific to factors that make employee empowerment possible inside an organisation is found to be scarce. Moreover, most of the studies focused only on service sector employees. The researcher identified a researcher gap here. Hence, the researcher in the present study examines the employee empowerment practices followed in Sri Alamelu Ammal Textile Mills private Ltd situated in Batalagundu, manufacturing yarn and textiles. In addition to this the study also tries to assess the association between the working experience of an employee in the same organisation and their opinion about empowerment of employees in the organisation.

2. Research Methodology

Employee empowerment grants an employee with a power of being in authority and to ascertain the organizational objectives. Even though there are enormous works to be done in this area, this study tries to bring out the various factors that make an employee empowered. The following objectives are framed for the study:

Objectives

- To identify the major factors contributing to employee empowerment.
- To assess the association between the working Experience, in the company and opinion about empowerment of employees in the organisation.

Based on the above objectives following hypothesis is formulated: H01: There is no association between working experience of the employees and their opinion about empowerment.

A proper and a correct methodology provide a strong base for any study. It gives an outline for a research plan. It describes what must be done, how it will be done, how data will be collected and its procedures. The following table presents the major research parameters used in the study.

Table 1: Showing the Research Parameters Used in the Study

Research Design	Descriptive Research
Sample Size	123
Sampling Technique	Simple Random sampling (Explained below)
Data Collection Method	Structured Questionnaire
Source of Data	Primary and Secondary
Tools used for analysis	Chi-square test, simple ranking method

Sampling Technique

The study focuses only on the employees working in Sri Alamelu Ammal textile mills, Batalagudu, started in the year 2007. A total of 500 employees were working when the study was conducted. They were marked as the universe. To randomize, every second person in the list was decided to be included in the sampling frame. Hence, the sampling frame consisted of 250 employees. Even after repeated tries, in certain cases it was not possible to reach a few of them. The researcher finally distributed the questionnaire to 204 employees personally, explaining to them the purpose of research. A few employees were not able to return the questionnaire within the time period; a few were incorrect and a few were in complete. Hence, those response sheets were removed from the sample. After all the omissions the final sample consisted of 123 respondents.

4. Data Analysis and Interpretation

Chi-square test is used to analyze the association between working experience of the employees and their opinion about empowerment.

From table 2, it can be inferred that, chi-square value is 18.480 with p value 0.001. Since it is lesser than 0.05, the null hypothesis is rejected. Hence, it can be concluded that there is a significant association between working experience of the employees and their opinion about empowerment. Further, it can be observed that only 9 out of 123 employees possess the feeling of empowerment, and this feeling of empowerment decreases as the experience increases.

Table 2: Showing the Association between Working Experience of the Employees and their opinion about Empowerment

WORKING EXPERIENCE	OPINION OF THE RESPONDENTS ABOUT EMPOWERMENT OF EMPLOYEES		TOTAL
	Agree	Disagree	
1-5 years	5	10	15
6-10 years	1	9	10
11 years and above	3	95	98
TOTAL	9	114	23
Chi square value p-value	18.480 0.001		

Simple ranking method was used to identify the major factors contributing to employee empowerment. Based on the analysis it was observed that factor Participative Decision Making is ranked 1, followed by the factor Encouraging Self Management. The factor education and training facilities is ranked 3. It can be observed that, participative decision making has a significantly higher score compared to other factors. Hence, it can be concluded that, if participation of employees are encouraged in decision making, they feel empowered. Encouraging Self Management is another factor which has to be given significance as it also has a higher significance from the point of view of employees.

Table 3: Showing the Scores and Ranking of the Identified Factors of Employee Empowerment

S.No.	Factor of Employee Empowerment	Score	Rank
1.	Delegate authority	572	V
2.	Participative decision making	750	I
3.	Encourage self management	630	II
4.	Enrich job	579	IV
5.	Education & Training Facilities	593	III
6.	Create self managed work teams	563	VI
7.	Advanced Technology usage	518	VIII
8.	Motivation	541	VII

5. Discussion and Conclusion

The observations based on the literature review and the research is discussed here. The results support the positive role of employee empowerment in enhancing organizational performance. The role of employee empowerment is however, diversified. It is observed that there is a significant association between working experience of the employees and their opinion about empowerment. Further, it also observed that only 9 out of 123 employees possess the feeling of empowerment, and this feeling of empowerment decreases as the experience increases. Moreover, it can be observed that, participative decision making has a significantly higher score compared to other factors of employee empowerment. Hence, it can be concluded that, if participation of employees are encouraged in decision making, they feel empowered. Encouraging Self Management is another

factor which has to be given significance as it also has a higher significance from the point of view of employees. The HR practitioners may develop HR practices in the company that fosters employee empowerment as it has a close linkage with performance.

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