

A Study on Employee Empowerment, Work Performance and its allied factors among Teaching and Non-Teaching Women Staffs in Puducherry

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ABSTRACT

Employee empowerment refers to the addition of extra powers to the employees working in an organization. This study studies about the employee empowerment and the work performance of the women staffs of educational institutions in Puducherry region. Employee Empowerment, Organizational Culture, Workplace relationships, Work life balance, Job Satisfaction and Work Performance are the factors taken for the study. For this purpose, the samples were collected from 100 women teaching and non-teaching staffs working in various schools in Puducherry U.T. Collected data were analyzed using Pearson Inter correlation and multiple regression analysis. It has been discovered that organizational culture has a strong relationship with employee empowerment and job satisfaction is the most influencing factor of work performance of the employees. The Suggestions such as close monitoring on empowered employees and making groups among the workers to improve workplace relationships has been provided in order to increase the work performance of the women employees.

Keywords: Employee Empowerment, Organizational Culture, Workplace Relationships, Work Life Balance, Job Satisfaction, Work Performance.

INTRODUCTION:

Employee empowerment refers to the allocation and assignment of extra powers to the employees working in an organization. Generally, the employee empowerment was the powers that are not described on their job description. Researchers like Haznain Raza et al., (2015); Suresh D et al, (2015); Muogbo U S et al., (2013); Haleema Zia et al., (2014); and Gaudreau Meyerson et al., (2012) all have conducted experimental studies on the employee engagement. There are even certain review studies such as those conducted by the Linda Honold (1977) and JIJ Wagner et al. (2010) on the Employee engagement concept. There are no case studies conducted on the concept of Employee empowerment.

In this paper, the cases of Teaching and Non-Teaching women employees have been presented. On that they said the major factors that influence their empowerment by the organization. The factors that influences employee empowerment includes demographic profile of the employees, Organizational policies, Organizational and family support, workplace relationships, Rewards and recognition, worklife balance, job satisfaction and work performance.

BRIEF REVIEW OF STUDIES:

Haleema Zia et al. (2014) have founded out that there is a significant relationship between Job training and Organizational climate with job performance. They also found out that there is a negative relationship between employee empowerment and job performance. Faisal Karim et al. (2012) have said that there is a strong correlation between the organizational commitment and job satisfaction and with that of organizational justice.

Muogbo U S (2013), have said that the motivation and encouragement provided to the employees have significant impact on their performance with regard to the job. Haznain Raza et al. (2015) have said that there is a positive impact of employee empowerment on job satisfaction with regard to the banking employees in Pakistan.

Daljeet Singh Wadhwa (2015), have said that there is a positive relationship between employee empowerment and Job satisfaction and with that of organizational commitment. The study also reported that there is a positive and direct association between the organizational commitment and job satisfaction. Suresh et al. (2015) have said that there is a positive relationship between Employee empowerment and Organizational Performance and the study also founded out that these highly empowered employees are effective and efficient in working.

Gaudreau Meyerson et al. (2012) have founded out that employee empowerment has a positive impact on the Job performance of the employees through emphasizing factors like delegation, Participating management and rewards. Muhammad Haroon Ameer et al. (2014) have founded out that the Employee empowerment has a positive impact on Job satisfaction.

Hamdan Rasheed Al-Jammal et al. (2015) have found out that there is a significant relationship between Delegation of Authority and empowerment of employee's performance. Masooma Javed et al. (2014) through his research has founded out that there is a positive relationship between Job satisfaction and with that of factors like employee empowerment, workplace environment, job loyalty and job performance. Esayas Degago (2014) have founded out through his research that there is a direct relationship between the Psychological empowerment of the employees with that of their job performance.

Adnan Celik (2014) have found out that there is a positive relationship between employee empowerment and organizational creativity. Minhajul Islam UKIL (2016), have said that there is no significant difference between Employee engagement and service, quality and job satisfaction.

RESEARCH GAP:

There are many empirical studies on Employee Engagement such as Haleema Zia et al., (2014); Faisal Karim et al., (2012); Muogbo U S (2013); Haznaon Raza et al., (2015); Daljeet Singh Wadhwa (2015); Suresh et al., (2015); Gaudreau Meyerson et al., (2012); Muhammad Haroon Ameer et al., (2014); Hamdan Rasheed Al – Jammal et al., (2015); Masooma Javed et al., (2014); Esayas Degago (2014); Adnan Celik (2014) and Minhajul Islam UKIL (2016) with variables like job training, organizational climate, work performance, organizational justice, Motivation, delegation, organizational commitment, work environment, service and quality of job. But, there was no study conducted on the employee empowerment of women Teaching and Non-Teaching Employees in Puducherry with variables like demographic profile of the employees, Organizational policies, Organizational and family support, workplace relationships, Rewards and recognition, worklife balance, job satisfaction and work performance. So, in order to fulfill this research gap, this study has been undertaken.

OBJECTIVES OF THE STUDY:

The sole objective of the study is to find out the effect of employee empowerment on the work performance, organizational culture, workplace relationships, worklife balance and job satisfaction of the women employees working in school by the management. Secondary objective of the study is to identify the most inducing factor that influences the work performance of the women respondents.

HYPOTHESES FOR THE STUDY:

Based upon the above objectives, in order to find out the relationship between the above mentioned variables, the following hypotheses were framed.

H1: Employee empowerment and work performance are positively correlated with each other.

H2: Employee empowerment has a negative relationship with organizational culture.

H3: There is no significant association between workplace relationships and empowerment of the employees.

H4: Work life balance is inversely related with employee empowerment.

H5: Job satisfaction is optimistically allied with employee empowerment.

RESEARCH METHODOLOGY:

This study is Quantitative in nature and the data for the study is collected via convenient sampling technique. Primary data for the study is collected through questionnaires and secondary data is gathered from various

newspapers and other sources. Data were gathered from 100 women teaching and non-teaching employees working in schools located at Puducherry (U.T). The collected data were analyzed using SPSS statistical software. Statistical techniques such as Pearson correlation is used for finding out the relationship between the factors considered for the study and multiple regression for identifying the most inducing factor of employee empowerment.

CONCEPTUAL COMPOSITION OF THE STUDY:

The variables considered for the study is presented below in the form of flow-chart.

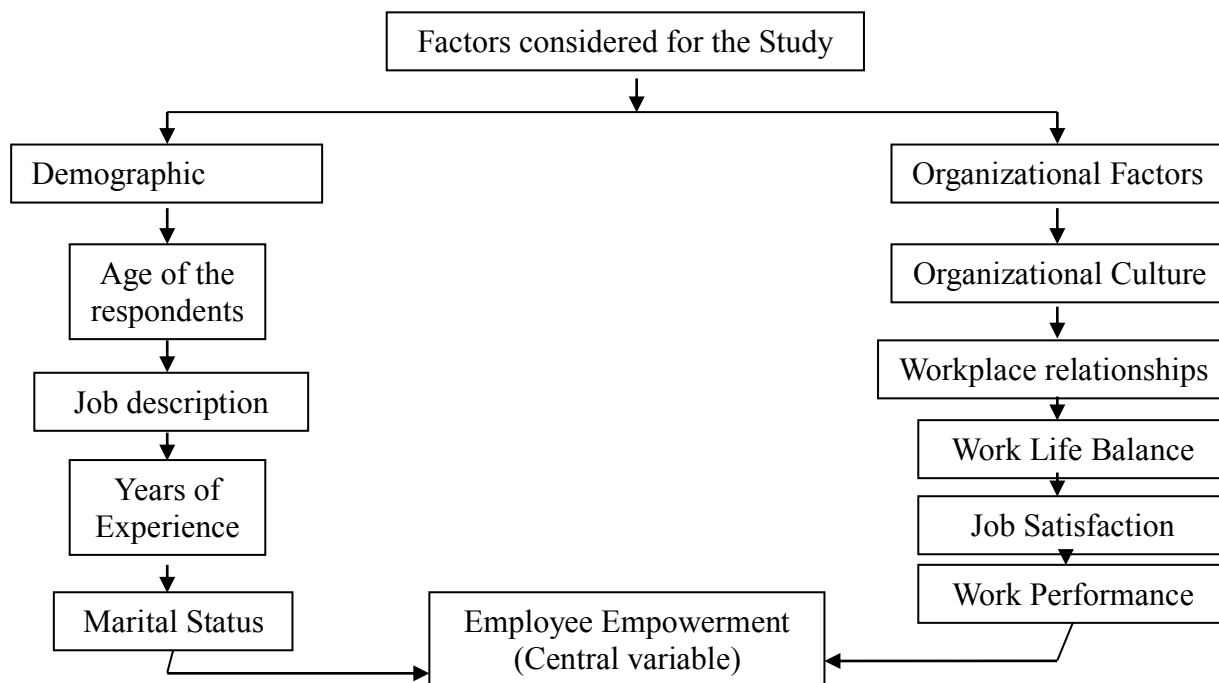


Figure 1: Factors taken for the study

Theoretical framework of the Study:

The variables taken for the study could be divided into two heads namely demographic factors and the organizational factors. They are discussed below in detail.

Demographic factors:

Generally, demography refers to the study about the population. Similar, to that in this study the demographic profile studies about the personal traits of each respondents collected from the study. Age of the respondents, job description, years of experience and marital status are the factors taken for the study.

ORGANIZATIONAL FACTORS:

Organizational culture (OC):

Organizational culture refers to the ethical atmosphere that prevails in an organization i.e., it is an existence of proper organizational policies (employees favorable), organizational support and conducive work atmosphere. The organizational culture of the employees were measured using five items describing about the policies and working conditions that prevails on the schools in a five point likert scale.

Workplace relationships (WPR):

Workplace relationships denote the type of relationships that exists in an organization such as peer relationships, superior-subordinate relationships and vice versa. Workplace relationships is evaluated using five items including statement like “My peers are very much supportive for all my actions” in a five point likert scale.

Work Life Balance (WLB):

Work life balance refers to the management of the balance between the demands of personal life and professional life. In other words, Existence of balance within the demands of various domains is called as work

life balance. This work life balance variable is examined using five different items in a five point likert scale.

Job Satisfaction (JS):

The Satisfaction level a person obtains from performing his job is known as the job satisfaction. Work life balance and job satisfaction has a positive relationship with each other. It could be even said that job satisfaction is an outcome of work life balance. Job satisfaction is measured using five items on the questionnaire with five point scale.

Employee Empowerment (EE):

Employee empowerment refers to laying down certain powers to the employees working in an organization. The term powers in this context refer to the additional duties and rights entrusted to an employee which is not mentioned in his job description. This Employee Empowerment variable is measured using five items on five point scale.

DATA ANALYSIS AND INTERPRETATION:

Table 1: Frequency distribution of demographic factors

Demographic Factors	Frequency	Percentage
Age group of the employees		
21-30 years	63	63%
31-40 years	32	32%
41-50 years	5	5%
Job description of the employees		
Teaching	64	64%
Non-Teaching	36	36%
Experience of the employees		
Within and upto 1 year	23	23%
>1-3 years	28	28%
>3-10 years	40	40%
>10-15 years	9	9%
Marital Status of the employees		
Married	46	46%
Unmarried	54	54%

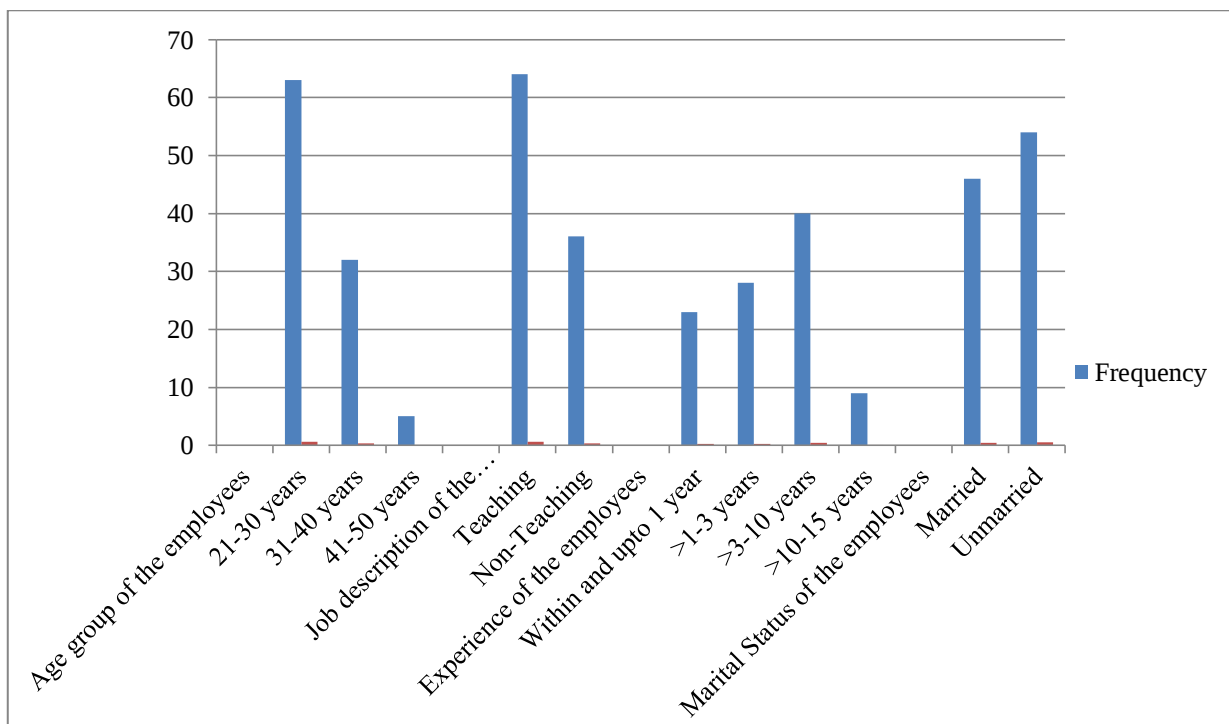


Figure 2: Graphical Representation of the Demographic Profile

The above analysis clearly explains the frequency distribution with regard to age of the respondents, job description, experience and marital status of the women teaching and non-teaching staffs of schools in Puducherry. Taking into account the age of the employees, 63 employees were aged from 21-30 years, 32 respondents' age lies between 31-40 years and 5 women academic staffs were aged from 41-50 years. Considering the job description of the women employees, 64 respondents were school teachers and remaining 36 women employees are non-teaching staffs at various schools.

As far as experience of the women academic staffs were taken, 23 respondents was having experience upto 1 year and 28 women were having experience from >1-3 years. 40 interviewees have experience from >3 years to 10 years and only 9 samples were having experience from >10 -15 years. Regarding the marital Status of the women employees, 46 respondents were married and 54 women were unmarried.

Table 2: Pearson Inter-Correlation Coefficient Analysis among factors taken for the Study

Factors	Employee Empowerment	Organizational culture	Workplace relationships	Work life balance	Job satisfaction	Work Performance
Employee Empowerment	1	.630**	.570**	.395**	.516**	.146
Organizational Culture	.630**	1	.501**	.257**	.472**	-.130
Workplace relationships	.570**	.501**	1	.398**	.675**	.319**
Work life balance	.395**	.257**	.398**	1	.353**	.584**
Job Satisfaction	.516**	.472**	.675**	.353**	1	.501**
Work Performance	.146	-.130	.319**	.584**	.501**	1

** Correlation is significant at 0.01 level (2 – tailed)

The above table shows the Pearson's Inter correlation among the different factors for the study.

H1: Employee empowerment and work performance are positively correlated with each other.

.146 is the correlation coefficient of WP and EE & as a result, it is stated that EE and WP are having a weak positive relationship. Since, the p value .147 is greater than .001 it is found to be insignificant. Therefore, the hypothesis is rejected and it is established that EE and WPR are not positively related with each other.

H2: Employee empowerment has a negative relationship with organizational culture.

EE is correlated with organizational culture at .630 coefficients and since, the p value .000 is less than .001 it is significant at 1% level. Hence, the hypothesis is rejected and it is concluded that there exists a positive relationship between EE and OC. There is also a moderate positive correlation among EE and OC.

H3: There is no significant association between workplace relationships and empowerment of the employees.

The correlation coefficient among WPR and EE is .570 and it shows that there is a moderate positive correlation between them. As the p value .000 is lower than that of .001, it is significant at 1% level. Henceforth, it is discovered that the hypothesis is rejected and there is a significant association between WPR and empowerment of the employees.

H4: Work life balance is inversely related with employee empowerment.

.395 is the correlation coefficient of WLB and EE, this projects the WLB is weak positively correlated with EE. The p value .000 is less than the .001; this relationship is significant at 1% level. Therefore, it could be better identified that the hypothesis is rejected and WLB and EE are significantly affiliated with one another.

H5: Job satisfaction is optimistically allied with employee empowerment.

JS and EE have a correlation coefficient at .516 showing that they have a moderate positive rapport among one another. As the p value .000 is less than .001, this connection is said to be significant at .001 level. Consequently, the hypothesis is accepted and it is found out that JS is optimistically allied with EE.

OC and WPR are correlated at .501 coefficients and it is significant at 1% level. Similarly, OC and WLB are related with one another at .257 coefficients and it is significant at 1% level. There exists a significant relationship between OC and JS at .472 at 1% significant level. OC and WP are associated at -.130 and they are

not significant at 1% level.

WPR and WLB are positively associated with each other at .398 correlation coefficient and they are significant at 1% level. JS and WPR are significantly affiliated with one another at .675 coefficients and they are significant at 1% level. It has been found out that WPR and WLB are positively correlated with one another at .319 coefficients which are significant at 1% level.

WLB has a positive relationship with JS and WP of the employees at .353 and .584 coefficients which are significant at 1% level. Whereas JS and WP are correlated at .501 which was significant at 1% level.

Table 3: Multiple Regression Analysis of factors taken for the Study

Factor	Unstandardized coefficient (B)	Standard Error of B	B	t value	P value
X1	-.021	.053	-.035	-.403	.688
X2	-.345	.054	-.514	-6.401	.000
X3	-.003	.063	-.004	-.047	.962
X4	.485	.062	.527	7.789	.000
X5	.438	.064	.579	6.836	.000
Constant	1.346	.227	-	5.929	.000

In the above analysis, the dependent factor is WP of the employees, and the independent factors were EE(X1), OC(X2), WPR(X3), WLB(X4) and JS (X5). The multiple regression coefficient value is 0.812 and this projects a strong positive relationship between the WP and the self-governing variables. The Value of R^2 is .659. From this above analysis, the following multiple regression equation has been framed.

$$Y = 1.346 - .021(X1) - .345(X2) - .003(X3) + .485(X4) + .438(X5)$$

In the above equation, the coefficient of X1 is -.021 i.e., 2.1% explaining the existence of negative relationship between EE and WP of the employees and it is insignificant at .001 level. Followed by it, the coefficient of X2 (OC) is -.345 that is -34.5% has a negative association with WP at 1% level of significance. Similarly, WPR and WP are inversely related with each other at -.003 (0.3%) coefficients and it is insignificant at 1% level. WLB has a positive relationship with WP at 48.5% at 1% level of significance and JS is affirmatively associated with WP at 43.8% which was significant at .001 level.

From the above analysis of standardized coefficients, it has been found out that JS influences the WP of the employees at 57.9% followed by it, WLB at 57.9% and then by WPR at -0.4%. Fourthly, by EE at -35% and lastly by -51.4%. JS is considered to be the most important variable that influences the WP of the employees in an organization.

DISCUSSIONS:

From the Study, it has been found out that OC is the only variable which has a strong correlation with EE of the employees with 63% at .001 level of significance. On the other hand, JS is the most influencing factor of WP at 57.9%. It has been also discovered that EE is negatively correlated and is the least influencing factor with regard to WP of the employees in an organization. WPR is negatively associated with WP of the employees.

Though the EE of the school staffs has been implemented, it has to be closely monitored by the management in order to get improved work performance results of the employees. So, it is the responsibility of the school management to have a close supervision on their women employees who were empowered by them to get an improved relationship between the EE and the WP of the staffs.

Poor WPR of the women staffs could be improved by the school management through conducting frequent meetings, addressing the issues among them and making them to participate in events like quizzes and games as a group so that they can understand each other. As a result, the relationship between the employees improves and WP increases.

CONCLUSION:

The study has clearly projected that it is the duty and responsibility of the school management to frame necessary policies in order to improve the WPR and EE of their employees. Bearing the significance of this in mind, the study provides suggestions such as close monitoring of the empowered women employees by the management and making the employees to work as a group by the institution were provided. Therefore, it is

concluded that if the WPR and EE are improved, then the WP of the employees will raise and then the raised inputs ends up in better outcome of the institution. As a result, the standard of living of the employees would be increased.

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