

## **An Employee Empowerment and its Impact on Person Job Fit and Organizational Fit in Automobile Industries in Chennai**

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**Abstract:** *The nature of the research is Descriptive method, and the sample size is 406 respondents from various locations in Chennai and data collection method used in the research is Questionnaire Method. Data was analyzed by using SPSS 16.0. Findings, suggestions and conclusions were made by keeping an eye on the objectives. The result of the study indicates that freedom and flexibility to work, recognized to do a good work, secure in my job, better ways of doing things, helps my secure in my job, superior encourage, meaningful goal and superior builds loyalty has higher impact over the employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Chennai District*

**Keywords:** freedom and flexibility to work, person job fit and organization fit, better ways of doing things, superior encourage and superior builds loyalty

### **Introduction**

Employee empowerment has been a popular topic of studies of organization behavior since 1940s and 1950s. Early findings suggested that great potential existed for improving job satisfaction and performance through the use of employee empowerment programs. With respect to organizational performance and individual productivity, absenteeism and retention are significant targets for current human resource management in both the private and public sectors (Carsten and Spector 1987; Locke 1976; Eby et al. 1999). Enhancing individuals' perceptions of empowerment and fair treatment may intensify effective reactions toward work and, ultimately, reduce rates of turnover and absenteeism and hence motivated works force (Spector, 1987). Given the significant cost of employee absenteeism and turnover for organizational performance, which are as a result of employees not motivated, managers must clearly identify variables such as empowerment, quality of work life, and the role of managers, that affect job satisfaction. (Bruce & Blackburn 1992; Rainey 1997). Focusing on human motivation and its impact on job satisfaction and productivity, scholars have conducted research on participative management and empowerment (Drucker 1954, 1974; Likert 1967; Spreitzer, Kizilos, & Nason 1997; Ouchi 1981; Pascale & Athos 1981). Empowerment is a process in which influence is shared among individuals who are otherwise hierarchically unequal (Locke and Schweiger 1979; Wagner 1994). Participatory management practices balance the involvement of managers and their subordinates in information-processing, decision-making, or problem-solving endeavors (Wagner 1994). The basic assumption of employee empowerment is that sharing managers' decision making power with employees will motivate employees, enhance performance and job satisfaction. Empowerment aims at enhancing employee satisfaction, improving intrinsic

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motivation, and helping employees to feel good about their work and jobs. Therefore, job satisfaction was one of the earliest anticipated outcomes of employee empowerment (Drucker, 1954).

### **Review of Literature**

The word "empowerment", popularized since 1980s, is employed to refer to a new form of Employee involvement (Wilkinson, 1998); it is derived from various approaches and fields of study such as psychology, economy, education, and social and organizational studies (Page and Czuba, 1999). The history of its first definition goes back to 1788, regarding empowerment as the conferment of power to organizational role of the individual. This power should be endowed to the individual or should be observed in his or her organizational role. There are many definitions about empowerment; other theoreticians as Wetten and Cameron postulate that empowerment signifies we help individuals to improve their confidence to overcome their feelings of inability and insufficiency (Vetten and Kameron, 1999). In empowerment, individuals require not only power, but also enough training, credit and information in order that they can be responsible for the decisions they have made (Yoon, 2001).

In a general categorization of empowerment, it can be hold that the researchers such (Lower et al, 1996) and Foy (1997) acknowledge that empowerment is Delegation; what can be comprehended from their definitions is that managers is able to empower the Employee only if they give the organizational information to them, reconstruct the organizational structure, replace hierarchies with team work, and produce educational opportunities. On the other hand, theorists like Conger and Kanungo (1998), Lower (1973), and Bandura (1977) presume that empowerment deals with creating motivation; Conger and Kanungo also consider empowerment as the process of increasing Self-efficacy in individuals through identification and elimination of the conditions which have caused inability in the Employee (Abdollahi and Naveh ebrahim, 2011). By completion of empowerment theory of Conger and Kanungo, Thomas and Velthouse (1990) introduced psychological empowerment as the process of increasing the inner motivation towards the duties which involve three other cognitive areas besides Self-efficacy: self-determination, meaningfulness and impact. Later, Wetten and Cameron, by supporting and underscoring the multidimensional nature of empowerment and confirming the four above aspects, added the dimension of trust. Table 1 displays the division of empowerment approaches (Abdollahi, Naveh Ebrahim, 2011). Prof. Dr., Faculty of Engineering and Architecture, Department of Industrial Engineering Department, Balikesir University, Turkey Employee empowerment concept and the effects of employee empowerment on differentiation process in companies have been investigated. The probable contributions of employee empowerment on differentiation process have been determined, from the point of view of speed,. prevalent participation, team responsibility, differentiation alternatives, organizational learning, employee qualifications, creativity, motivation and job satisfaction. In order to obtain those contributions, some proposals related to conditions of empowerment that are necessitated in companies, have been presented. The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey", Emerald 23, (2011) the impact of employee empowerment on job satisfaction. To serve this purpose, empowerment is taken into consideration as two dimensions – i.e. behavioral and psychological – and the effect of employee empowerment on the level of job satisfaction was examined by taking these two dimensions into consideration as a whole and separately. Shadi Ebrahimi Mehrabani\*1, Maziar Shajari 2 Management Department, Dehaghan Branch Isfahan, Iran December 2013, Part of a more in-depth research investigating the

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effectiveness and empowerment of the employees in health organizations. The focus of this research is on introducing and testing a model to show the relationship between employee empowerment and employee effectiveness.

### Research Questions

1. What is the relationship between meaningful work and employee's performance?
2. What is the relationship between employee competencies and employee performance?
3. What are the variables of dimensions and how these interact to impact on employee work related outcomes of automobile industry employees in Kanchipuram district?
4. What is the appropriate model for employee empowerment and its impact on employee work related outcomes of automobile industry employees in Kanchipuram district?

### Objectives of the study

- To determine the impact of competency and meaningful work on employee's performance.
- To determine the relationship between empowerment & organizational Commitment.
- To examine the influence of empowerment on employee performance.
- To investigate the relationships between employee empowerment, and job satisfaction in automobile industries.

### Research Methodology

The nature of the research is Descriptive method, and the sample size is 406 respondents from various locations in Kanchipuram district and data collection method used in the research is "Questionnaire Method". Data was analyzed by using SPSS 16.0. Findings, suggestions and conclusions were made by keeping an eye on the objectives.

### Justification for the Study

Employee empowerment" as a term is frequently used in management circles. In practice, however, it is a daunting effort to find an exact definition of it. There are hundreds of articles on the topic. Some attempt their own definition; others expect that the reader already knows what the concept means. What is employee empowerment? What are its roots? What do the various theoretical voices have to say about the concept? An exploration of these questions is the content of this entire research.

### Scope of the Study

This proposed study is being limited to automobile sector (Mando, Iiljin and Motherson). This study will help to find the impact of employee empowerment at workplace.

### Limitation of the study

- Many of the respondents not given response that makes the data collection vague to certain extent.
- Generally the respondents were busy in their work and were not interested in responding rightly
- The survey carried out through questionnaire and the questions are based on perception.

## Analysis and Interpretations

### Reliability of the instrument

Reliability is the ratio of true variance to the total variance yielded by the measuring instrument. It indicates stability and also the internal consistency of a test. The reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the 'goodness' of a measure. A measure is reliable to the degree that it supplies consistent results.

**Table 1: Reliability of Instruments used for study**

S. No	Scale	Reliability
1.	Employee empowerment	0.910
2.	Meaning	0.536
3.	Impact	0.527
4.	Competency	0.536
5.	Choice	0.539
6.	Organization commitment	0.802
7.	Job satisfaction	0.778
8.	Turnover Intention	0.795

### Inference

The desired value for reliability test is 0.5 and above. Overall reliability of the instrument is 0.678 indicating good testing norm for internal consistency.

### Validity

The instrument is designed based on validated instruments from the literature survey. One twenty five item questionnaire have given to the HR managers of automobile industries in Kanchipuram district and duplicate and ambiguous items are removed. A test survey has been conducted among fifty respondents to ensure face validity and based on the feedback 65 items are selected.

### Demographic Profile of Automobile Industry Employees in Kanchipuram District

From table 2, it's inferred that majority (32.8%) of the automobile industry employees in Kanchipuram district are belongs to age group 26-30. Second best part (23.9%) of the automobile industry employees in Kanchipuram district are belongs to age group 21-25.

Best part (82.3%) of the automobile industry employees in Kanchipuram district are belongs to male gender. Second best part (17.7%) of the automobile industry employees in Kanchipuram district are belongs to female gender.

Mainstream (48.3%) of the automobile industry employees in Kanchipuram district are belongs to executive level. Second best part (43.8%) of the automobile industry employees in Kanchipuram district are belongs to manager level.

Greater part (27.6%) of the automobile industry employees in Kanchipuram district are having 1-3 years of work experience. Second best part (24.6%) of the automobile industry employees in Kanchipuram district are having 4 - 6 years of work experience.

Majority (52%) of automobile industry employees in Kanchipuram district are under graduates and Second best part (27.8%) of employees in Kanchipuram district are post graduates.

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**Table 2: Demographic Profile of Automobile Industry Employees in Kanchipuram District**

<b>Age of the Respondents</b>	<b>Frequency</b>	<b>Percent</b>
21-25years	97	23.9
26-30 years	133	32.8
31-35years	80	19.7
36-40years	40	9.9
Above 40 years	56	13.8
<b>Total</b>	<b>406</b>	<b>100</b>
<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	334	82.3
Female	72	17.7
<b>Total</b>	<b>406</b>	<b>100</b>
<b>Designation</b>	<b>Frequency</b>	<b>Percent</b>
Executive	196	48.3
Manager	178	43.8
Administrative	32	7.9
<b>Total</b>	<b>406</b>	<b>100</b>
<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
1-3 years	112	27.6
4-6 years	100	24.6
7-9 years	81	20
10-12 years	56	13.8
Above 12 years	57	14
<b>Total</b>	<b>406</b>	<b>100</b>
<b>Educational Qualification</b>	<b>Frequency</b>	<b>Percent</b>
Graduate	211	52
Post graduate	113	27.8
Diploma	33	8.1
Schooling	41	10.1
ITI	8	2
<b>Total</b>	<b>406</b>	<b>100</b>

**Table 3: Attributes for employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District**

<b>Attributes for employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District</b>	<b>Mean</b>	<b>Std. Deviation</b>
Freedom and flexibility to work	4.24	0.851
Recognized when I do a good work	4.1	0.76
Secure in my job	4.13	0.812
Me for future success	3.96	0.823
Superior about difficulties	3.79	1.219
Feeling about the work I do	3.9	1.073
Better ways of doing things	4.12	0.821
Helps my secure in my job	4.02	1.017
Encourages me to focus on work	3.82	0.876
Myself and team is valuable	4.03	0.639
Expect me ask him/his	3.52	1.07
Superior keeps things	3.82	1.03
Demonstrates us that employees	3.96	0.994
Superior builds loyalty	4.02	0.685
When a superior is dissatisfied	3.84	0.786
Superior encourage	4.17	0.828
Meaningful goal	4.3	0.642

The following attributes making higher impact over the employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District

- Freedom and flexibility to work
- Recognized when I do a good work
- Secure in my job
- Better ways of doing things
- Helps my secure in my job
- Superior encourage
- Meaningful goal
- Superior builds loyalty

### **Attributes for Impact on employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District**

#### **Alternative Hypothesis:**

- **(H1):** There is an influence on impact what happen in my department and Impact on employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District.
- **(H1):** There is an influence on great deal of control organization and Impact on employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District.
- **(H1):** There is an influence on significant influence over my organization and Impact on employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District.

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**Table 4: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.609	.044	.037	.753

**Table 5: Coefficients**

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.189	.210		19.948	.000
Impact what happen in my department	-.129	.045	-.145	-2.844	.005
Great deal of control organization	-.064	.042	-.080	-1.503	.134
Significant influence over my organization	.128	.039	.169	3.242	.001

### **Inference**

From the above table, it's inferred that impact what happen in my department and significant influence over my organization has been making an influence on employee work related outcomes of Automobile Industry Employees in Kanchipuram District at 0.05 level of sinificance.

**Table 6: Organization commitment**

Organization commitment	Mean	Std. Deviation
Working in this concern	4.15	0.799
Organization really inspires me effort	3.83	0.846
Accept any type of job	3.91	0.894
Happy to work	3.76	0.85
Over all a am committed to this firm	3.88	0.747

### **Inference**

The following attributes making higher impact over the employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District

- Working in this concern
- Acceptance of any type of job

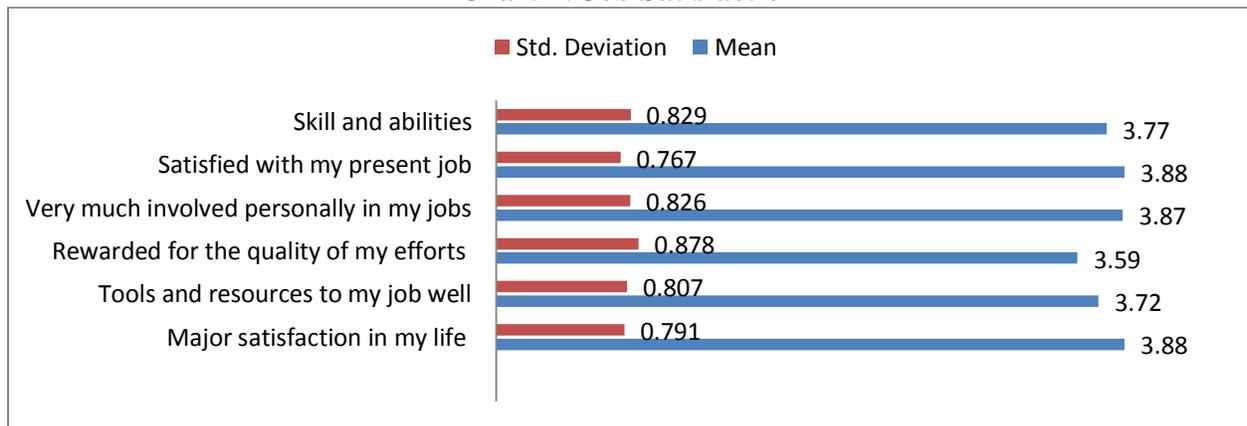
**Table 7: Job Satisfaction**

Job Satisfaction	Mean	Std. Deviation
Major satisfaction in my life	3.88	0.791
Tools and resources to my job well	3.72	0.807
Rewarded for the quality of my efforts	3.59	0.878
Very much involved personally in my jobs	3.87	0.826
Satisfied with my present job	3.88	0.767
Skill and abilities	3.77	0.829

The following attributes making higher impact over the employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District

- Very much involved personally in my jobs
- Satisfied with my present job
- Major satisfaction in my life

**Chart 1: Job Satisfaction**



### Results

- Majority (32.8%) of the automobile industry employees in Kanchipuram district are belongs to age group 26-30.
- Best part (82.3%) of the automobile industry employees in Kanchipuram district are belongs to male gender.
- Mainstream (48.3%) of the automobile industry employees in Kanchipuram district are belongs to executive level.
- Greater part (27.6%) of the automobile industry employees in Kanchipuram district are having 1-3 years of work experience.
- Majority (52%) of the automobile industry employees in Kanchipuram district are under graduates.
- The following attributes making higher impact over the employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Kanchipuram District.
  - Freedom and flexibility to work
  - Recognized when I do a good work
  - Secure in my job
  - Better ways of doing things
  - Helps my secure in my job
  - Superior encourage
  - Meaningful goal
  - Superior builds loyalty
- Impact what happen in my department and significant influence over my organization has been making an influence on employee work related outcomes of Automobile Industry Employees in Kanchipuram District.

### Summary and Conclusion

Employee empowerment is frequently used by business academicians and managers on business activities. It refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals. The term became prominent as part of the total quality management, although its roots are in issues raised earlier under the heading —employee involvement or employee participation. The purpose is not only to ensure that effective

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decisions are made by the right employees but to provide a mechanism by which responsibility for those decisions is vested in individuals and teams (Demirci and Erbas). The nature of the research is Descriptive method, and the sample size is 406 respondents from various locations in Kanchipuram district and data collection method used in the research is "Questionnaire Method". Data was analyzed by using SPSS 16.0. Findings, suggestions and conclusions were made by keeping an eye on the objectives. The result of the study indicates that freedom and flexibility to work, recognized to do a good work, secure in my job, better ways of doing things, helps my secure in my job, superior encourage, meaningful goal and superior builds loyalty has higher impact over the employee empowerment and its impact on employee work related outcomes of Automobile Industry Employees in Chennai District.

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