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EFFECT OF EMPLOYEE EMPOWERMENT ON JOB PERFORMANCE IN BANKING SECTOR

G. SREELAKSHMI
RESEARCH SCHOLAR
FACULTY OF COMMERCE & MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM

DR. SURYACHANDRA RAO
DEAN
FACULTY OF COMMERCE & MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM

ABSTRACT

Human resource management plays a vital role in an Organization. The employees are the most strategic and underutilized resource of the company, which includes repository of knowledge, skills and abilities that can't be imitated by the competitors. That is why management tries to empower the employees. Empowerment is a technique of enlargement of an employee's job responsibility by giving them the authority of decision making about his own job without approval of his/her immediate supervisor. By empowerment, the employees are supported and encouraged to utilize their skills, abilities and creativity by accepting accountability for their work which would ultimately lead the organization towards more productivity.

KEYWORDS

employee empowerment, job performance, banking sector.

INTRODUCTION

Empowerment makes it possible and takes it a step further by creating opportunities to gain experience, learn new skills and generate knowledge. Employee empowerment entails identifying how much responsibility and authority an individual can effectively handle without becoming over-burdened or distressed. It creates sense of belongingness and ownership towards the parent organization. Empowered employees are more motivated as compared to those who just follow the given lines and they would feel more confident and try to give their best to their employers, as a result, service quality improves and enables them to make decisions about their jobs. It is a motivational technique that is designed to improve the performance through increased levels of participation and self determination. It also concerned with trust, motivation, decision-making, and breaking the inner boundaries between management and employees. The success of any organization depends on the ability of higher authority to provide a motivating environment for its employees. By understanding employees' needs, they can understand what rewards to use to motivate them. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce. In order to achieve the organizational goals, especially banking companies have taken an action to implement empowerment dimensions and motivation of employees to improve the performance of employees and organization as a whole.

PROBLEM STATEMENT

Banking sector is a highly service oriented sector and the employees are the ones who are in direct contact with the customers. Employees therefore become the voice and face of the organization, they should be trained to provide quality service to the customers. This makes it essential for employees in the banking sector to be empowered and well motivated to provide better services to its customers. At this juncture, the study has been undertaken to determine the effect of implementation of empowerment dimensions and motivational factors on employees' job performance.

RESEARCH METHODOLOGY

100 employees from 5 public sector bank and 5 private sector banks have been selected as sample respondents by using convenience sampling. Questionnaire has been used as instrument to conduct this research. The secondary data for the review were sourced from various research agencies both official and unofficial newspapers. The study period has extended to January 2015 to March 2015. In order to analyze the objectives of the study, statistical techniques viz., ANOVA, Multiple Regression have been used to test the relationship among the variables taken for study.

REVIEW OF LITERATURE

Len Holden (1999) has studied the perception gap in employee empowerment of banks in Sweden and Britain where the Swedish workers have greater participation than the British workers in the work place. Koen Dewettinck et al. (2003) have discussed the effects of empowerment in workplace. The study confirms that empowerment practices result in more satisfied and committed, but not necessarily better performing employees. Yahya Melhem (2004) has stated that there is a significant association between four empowerment antecedents (trust, incentives, information and knowledge) and empowerment of customer-contact employees. Cynthia M. Cready et al (2008) have studied the effect of empowerment on job performance and work attitudes of Certified Nursing Assistants who have more traditional management approaches. The results indicated that the CNAs with high empowerment tended to report better performance and work-related attitudes. Shulangna Sarkar (2009) has made an attempt to identify the various tools of empowerment and to check the effect of empowerment on the efficacy of the employees. Hummayoun Naeem and Muhammad Iqbal Saif (2010) have examined the impact of employee empowerment on customer satisfaction. The study observed that there was no relationship between employee empowerment and customer satisfaction in the Pakistani commercial banking sector. Audrey Charbanner and Assaad (2011) have stated that the managerial empowerment was more strongly related to adaptive performance when the perceived supervisor support was high. The factors are job enrichment, devolution, performancebased rewards, participative management, suggestion system, team-work formation and participation in goal-settings etc.

OBJECTIVES

1. To study the relative effect of Employee empowerment dimensions on performance.
2. To test the moderation effect of demographic variables on the relationship between Employee empowerment and performance.
3. To examine the the relationship between Employee empowerment and performance.

ANALYSIS AND DISCUSSION**PROFILE OF THE RESPONDENTS**

Demographic details of 100 employees varying in gender, age, educational qualification and designation have been depicted in this section and shown in Table No. 1.

TABLE NO. 1: PROFILE OF THE RESPONDENTS

Demographic variables	No.of respondents	Percentage	
Age	Below 30years	57	57
	30-40 years	21	21
	40-50 years	10	10
	Above 50 years	12	12
	Total	100	100
Gender	Male	67	67
	Female	33	33
	Total	100	100
Education	Diploma	9	9
	Graduation	41	41
	Post graduation	40	40
	Professional course	10	10
	Total	100	100
Designation	Managerial	62	68
	Clerical	38	32
	Total	100	100

Among all the respondent's majority (57%) of them belong to the age group of below 30 years than other age groups (30-40 years-21%, 40-50 years-10% and above 50 years-12%). 67% of the respondents were male and the remaining (33%) were female. 41% have completed their graduation and (40%) of respondents were post graduates, 10% of the respondents have done the professional courses and only 9% of the respondents having Diploma. 62% of the respondents were managers and 38% were clerks by designation.

EXTENT OF IMPORTANCE OF EMPLOYEE EMPOWERMENT

In this globalized economy there is need for employee empowerment in organization so that employees will be in position to make quick decision and respond quickly to any changes in the environment. Organization that are committed to employee empowerment to motivate and retain their employees, although its a complex management tool which needs to be nurtured and handled with a lot of care. The implementation of employee empowerment has scope for improvement of the flexibility within teams and contribute to a choice and direct decisions, leads to an alleviated feeling of self-worth and dedication. The sense of self and the retaining of some power is a deadly combination that work wonders on the psyche of the employee. Empowerment does not only include delegating job authority, it also means job enhancement via decision making and it also involve innovation, commitment and consistent improvement. Respondents' opinion about the extent of implementation of empowerment dimensions/perspective has shown in Table no.2

TABLE NO. 2: EXTENT OF IMPORTANCE OF EMPLOYEE EMPOWERMENT DIMENSIONS

Empowerment dimensions	Total scores	Mean	Rank
Job enlargement	270	2.70	1
Job enrichment	240	2.40	4
Decisionmaking	215	2.15	5
Competence	266	2.66	3
Autonomy	268	2.68	2

Source: primary data

Among the five dimensions/perspectives of employee empowerment, respondents have opined that '**job enlargement**' is highly important for empowerment (mean value 2.70). By way of enrichment and rotation employees can understand the job as well as the total business. '**Autonomy**' was scored as next preferable factor (mean value of 2.68) to improve their morale. '**Competence**' was scored as the next important perspective (mean value 2.66) to channelise their talents/strengths. Respondents have viewed that '**job enrichment**' has to be provided to make the job more empowered (mean value 2.40). Though '**Decision making/recognition**' has regarded as high-performance managerial practice it scored as the least important perspective (mean value 2.15).

To ascertain if there has been any difference of opinion among the employees on the extent of importance of various dimensions/perspective of empowerment ANOVA has been applied in table no.3 and a null hypothesis has been framed.

Ho: There has been no significant difference of opinion among the employees about the extent of importance of dimensions/perspectives of empowerment.

TABLE NO. 3: IMPORTANCE OF DIMENSION OF EMPOWERMENT ANOVA TEST

F -value	Table value	Result
11.69	4.5449	Significant

ANOVA results have revealed the fact that that there has been significant difference of opinion among the employees of both sector banks about the extent of importance of perspectives of empowerment taken for the study at 5% level.

JOB PERFORMANCE

Employee empowerment is more relevant in today's competitive environment and has widely been recognized as an essential contributor to organizational success observing a direct relationship between the level of employee empowerment and employee performance. Empowering employees and motivation have enabled the organizations to be more flexible and responsive and can lead to improvements in both individual and organizational performance. In the present study all the employee respondents have accepted that empowering employees and motivation have led to improvements in their job performance. The level of improvement in their performance has shown in table no.4.

TABLE NO.4. IMPROVEMENT IN JOB PERFORMANCE OF EMPLOYEE

Job performance	No. of respondents	Percentage
60-70%	12	12
70-80%	40	40
80-90%	26	26
90-100%	20	20
Above 100%	2	2

12% of the respondents have accepted that their performance has improved from 60-70%. 40% have agreed that their performance has improved from 70-80%. Half of the respondents (50%) have acknowledged that their achievement has improved at above 80% level, the achievement of employee respondents has been comparatively excellent which **confirmed the fact there has been an effect of employee empowerment on employees' job performance.**

EFFECT OF EMPOWERMENT ON THEIR JOB PERFORMANCE

To evaluate the effect of independent variables (empowerment dimensions) on the dependent variable (job performance), multiple regression analysis has been carried out. Multiple regressions have been considered to be an effective and a powerful hypothesis testing and inference-making technique used to predict the values of a dependent variable based on the values of an independent variable. In order to measure the interdependence of independent factors (Job rotation/Job enrichment, Positive leadership, Participation in decision making/recognition, Competency mapping and Autonomy) and its influence on the dependent factor (job performance), multiple regressions have been carried out and the results of regression have shown in Table no.5 with the null hypothesis.

Ho: There has been no effect of empowerment dimensions on job performance.

TABLE NO. 5: MULTIPLE REGRESSIONS ANALYSIS –EMPOWERMENT DIMENSIONS AND JOB PERFORMANCE

	B	Std. Error	t	Significance	Correlations
(Constant)	16.186	9.111			
Jobenlargement	3.631	3.146	1.153	Ns	.262
Job enrichment	4.042	1.378	2.930	**	.280
Decisionmaking	-3.162	2.025	-1.560	Ns	-.006
Competence	8.530	2.316	3.681	**	.383
Autonomy	10.107	2.027	4.984	**	.407

R	R Square	F	Sig.
.665	.443	14.937	**

From the regression table, it has been seen that among all the 5 predictor variables 3 (positive leadership, competency mapping and autonomy) have had positive **significant** relationship on the 'job performance' at 1% level. '**Participation in decision making**' have correlated negatively with the 'job performance' of the employees showing that the extra care have to be exercised by the banks while empowering the employees with the participation in decision in making. Multiple R given above has been the multiple correlation coefficient of dependent variable with the group of independent variables. The R value has indicated that a moderate level of correlation (0.665) has existed between the dependent variable and the set of independent variables. R-square value, when multiplied by 100 has given the percentage of variation in dependent variable explained by the group of independent variables. 44.3% of the variation in the 'job performance' has been due to the 5 predictor variables. F value (14.937), calculated for R has inferred that R has been significant at 1% level. Thus the '**Empowerment dimensions**' as predictor variables have had an impact on the 'job performance' of the employees.

FINDINGS

The findings showed a significant positive relationship between empowerment and positive emotions and negative relationship with negative emotions.

CONCLUSION

This study aimed to understand and identify the relationship between various employee empowerment dimensions, and their job performance in the Telangana commercial banks. In this regard the respondents taken for the study have opined that '**Jobrotation/job enrichment**' as a perspective is highly important for their empowerment and they have agreed that '**providing opportunities to focus on determining target**' has been the highly motivated factor for their work involvement. By empowering the employees for their work done and giving them opportunity to participate in decision making, internally satisfies them with their job, their accomplishment of tasks increases.

Correlation results have also proved the same and showed that positive relationship exist between employee empowerment dimensions and job performance. For an organization to be successful, a harmony between these processes must exist. The management has to provide considerable rewards and incentives to enhance employee satisfaction as this situation displays strong likelihood to bring high performance which can contribute to the success of the organization. Thus it is concluded that empowerment of employees through appreciation, recognition and tasks fulfillment definitely stimulates them towards working with more energy and dedication to the organization.

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