A STUDY ON EMPLOYEE EMPOWERMENT AND ITS IMPACT OF JOB SATISFACTION

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ABSTRACT: The Purpose of this study is to know the impact of Employee Empowerment toward their Job Satisfaction. This Study also examines the stress level of the employee due to empowerment and disempowerment. The questionnaire consisting fifty one statements was used for collection of data and was distributed among 600 employees of IT sector in Coimbatore. Descriptive research method is used for the purpose of this project and it is used to describe characteristics of population or phenomenon being studied .The sampling technique used is Convenience Sampling method. Convenience Sampling is a simple approach where a sample is selected according to the convenience of the researcher. Data was analyzed with the Statistical Package for the social science (SPSS) by using techniques of Percentage Analysis, ANOVA, Chi-square, Correlation, and F-test

Index terms: Employee Empowerment, Job Satisfaction, Empowerment Stress, IT Sector.

I.INTRODUCTION

Employee empowerment is a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities. Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Employee Empowerment has received recognition in management circles because it is one of the fundamental elements of managerial and organizational effectiveness that increase when power and control are shared in the organization. Empowerment means encouraging the people to make decisions with the least intervention from higher management

Job satisfaction is the feelings a person has about her or his job. Job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment Job satisfaction was one of the earliest anticipated outcomes of empowerment. Job satisfaction was one of the earliest anticipated outcomes of empowerment

Relationship between Empowerment and Job Satisfaction: Empowerment has now become an imperative for the organizations, especially for those who want to win external pressures with the help of their workforce support. Until the employees do not feel empowered they are not satisfied with their jobs. Empirical studies have depicted the empowerment as a significant predictor of job satisfaction. Empowered employees are more satisfied with their jobs

Empowerment stress: Empowerment sometimes causes stress to employees because it gives more responsibility if responsibility increases it automatically gives pressure so it leads to stress

Tips to reduce stress level:
- Go for a walk and talk to someone
- Do Exercise
- Take a break.
- Enjoy yourself with fun activities.
- Do something fully unexpected different things.
- Take deep breathe.
- Get a good laugh.
- Do yoga

Employee empowerment will bring the followings to organization:
- Increase employees' trust and commitment
- Increase motivational level to reduce mistakes and individuals take more responsibility for their own actions provide a forum though which employees can express their beliefs and innovative ideas about day-to-day activities
- Assist the continuous improvement of processes, products, and services and increase employee loyalty, while at the same time reducing turnover, absenteeism, and illness
- Increase productivity by increasing employee pride, self-respect, and self-worth
- Use peer pressure and self-managing team methods for employee control and productivity
- Increase the bottom line by such methods as reducing waste and building quality, while   meeting customer requirements
- Maintain and increase competitiveness and achieve long-term competitiveness with an ever increasing market share
- Increase trust and cooperation with management
- Increase communication among employees
- Enable employees to identify & solve problems so that they can improve their own performance
- Build a healthy organizational climate and culture

II.OBJECTIVES:

1. To study about employee empowerment
2. To measure and monitor the stress level of the employees

3. To identify the factors causing stress among the employees

III. 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. The term "empowerment" is elastic and so it is not always clears what it means in different organizations

- Burke (1986) explain empowerment as "To empower involve the giving way of power-delegation of power."

- Empowerment is often thought to be a technique capable of generating improvements in worker morale by offering them greater control over what happens at work (Spector, 1986). Organizations may attempt to empower employees as part of a quality initiative in the hope that, among other things, levels of satisfaction will improve and absenteeism and turnover will decline.

- Conger and Kanungo (1988), define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information

- Cornwall (1990) identify empowerment as, "the process of having power given from the traditionally powerful director in an organization and motivate everyone."

- Bowen and Lawler (1992, 1995) argued that empowerment practices improve job satisfaction, in part by giving employees a sense of control and making work more meaningful. Empirical evidence from manufacturing industries seems to confirm this proposition. The feedback and granting autonomy are positively related to job satisfaction. Studies from the public sector also reveal a positive relationship between employee empowerment and job satisfaction

- Hickey and Casner-Lotto (1998:58) state that empowerment is about delegating directly to non-management employees a significant amount of decision-making authority commonly reserved for managers. They further argue that a truly participative organization is characterized by work systems that are structured to make employee involvement ongoing

- Ripley and Ripley (1992) stated that empowerment enhanced the responsibilities as well as employee motivation in their daily work, improved satisfaction, service quality, loyalty of employees and productivity giving them self-respect and increased quality of product & productivity and decreased the employee turnover

- Brewer (1994), lending support to Conger and Kanungo's definition, posits that empowerment entails suggestion involvement that culminates into suggestion schemes, quality circles and job involvement where employees are in control of their jobs by designing job content.

- Nancy Foy (1994), "empowerment is simply receiving the power to make your voice heard, to donate the plans and decisions that involve you, to use your skill at work to improve your performance

- Ford and Fottler, (1995) emphasize that the empowerment process necessitates the sharing of information and knowledge necessary to enable employees to contribute to organizational performance

- Randolph (1995) defines empowerment as, "by recognizing and discharge into the organization the power that employees previously have in their wealth and useful knowledge and internal passion

- Balzer, et al., (1997) define Job satisfaction as the feelings a person has about her or his job. Job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment (Spector, 1997). Job satisfaction was one of the earliest anticipated outcomes of empowerment (Spreitzer, et al, 1997).

- Olshfski and Cunningham (1998), empowerment is about delegation or sharing of power, authority or responsibility by those in the organizational structure to those lower levels of the organization.

- Pun, Chin and Gill, (2001) points out that empowerment is a process whereby employees are taking part or having shares in managerial decision - making. They further point out that true involvement draws people on the hierarchy up to the levels above them and then shares the power that is available. They however, point out that many conventional managers would see employee involvement as the giving away of control since true involvement draws people lower on the hierarchy up to the levels above them and then shares the power that is available.

- Manojlovich,etal.,(2002)results revealed that structural and psychological empowerment predicted 38% of the variance in job satisfaction

- Holdsworth and Cartwright (2003) revealed that call centre agents perceived themselves as less empowered than other workers in a traditional office environment. The empowerment dimensions of meaning, impact and particularly self-determination, seemed to directly influence job satisfaction but not health.

- Zhong,LiboandQiujie(2009) stated that job satisfaction items revealing most dissatisfaction were workload and compensation, professional promotion, amount of work responsibility, work environments, and organizational policies. A statistically significant positive correlation was found between empowerment and job satisfaction. The demographic factors influencing empowerment were work objectives and age.

- Choong and Lau (2011) study results showed that empowerment and the four cognitions of empowerment: meaning, competence, self-determination and impact showed relationship with the job satisfaction

- Aneela Abraiz et al. (2012): Empowerment Effects and Employees Job Satisfaction. The authors have investigated the relationship between empowerment and job satisfaction in service sector. They have emphasized on four dimensions of empowerment namely, Autonomy, Responsibility, Information and Creativity. The article highlights that the managers should be focused on these four dimensions of empowerment all the time in their respective organization

- Dr. S. Raghunatha Reddy, M.M.Suraj Ud Dowla (2012): Effect of Empowerment. The authors have evaluated training and development in power Grid Corporation of India with a view to emphasize that it is obligatory on the part of organisations to enhance skills and capabilities of the employees by providing training and development and empowering the employees.

- Abadi andChegini (2013) showed that empowerment and its dimensions that include access to information, reward systems, self-determination and competence, had a significant positive relationship with job satisfaction
- Saif and Saleh (2013)stated that employees in Jordanian private hospitals perceived themselves as highly empowered and experienced a high level of satisfaction. Their study also indicated that 56% of the variation in employee satisfaction resulted from the implementation of psychological empowerment. The study also recognized the need to continue the implementation of psychological empowerment
- Naeem A. (2013), in her paper examined the sound effects of employee attitudes on customer satisfaction. This study found that employee empowerment is optimistically connected with job satisfaction. This study also checked the links between the employee empowerment and organizational commitment
- Ameer M.H. (2014), in his paper measured the factors affecting the performance of employee by discussing impact of employee empowerment on job satisfaction. The paper reveals that there existed the relationship between the performance of employee and factors affecting in employee performance in Bahawalpur
- Elnagaand Imran (2014) based on descriptive study, developed three main guideline to create effective empowerment which led to a high degree of job satisfaction. And gave general guidelines for empowering Managers, delegation and participative leadership.
- Rana and Singh (2016) survey results indicated that employee empowerment had a positive and significant relationship with job satisfaction in manufacturing industry. The results also confirm a significant difference between male and female employee empowerment and job satisfaction level; male employees were more satisfied with their jobs as compared to female employees
- Robbins (2005), who defines the concept of empowerment as a 'participative management, delegation and the granting of power to lower level employees to make and enforce decisions'
- Ghosh (2013, p.95) defines empowerment as 'the process of shifting authority and responsibility to employees at a lower level in the organizational hierarchy'
- Armache (2013, p.19) further elaborates by describing it as 'a strategy and philosophy that enables employees to make decisions about their job'.
- Thomas and Velthouse (1990) propose a second perspective on empowerment, defining empowerment in terms of a cognitive motivational concept or psychological empowerment. The following definitions are consistent with the psychological concept
- Melhem (2004, p.73) emphasises that empowerment releases hidden resources that would otherwise remain inaccessible to both the individual and the organization.
- Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept
- Pfeffer (1998) cites accumulating evidence that organization practices that empower employees by increasing participation can result in increased employee morale, employee commitment and worker productivity.
- Cook and Macauley (1997) view empowerment as a change management tool, which helps organisations' create an environment where every individual can use their abilities and energies to satisfy the customer. Honold. L (1997) acknowledges this by seeing empowerment as "control of one's work, autonomy on the job. Variations of teamwork, and pay systems that link pay with performance".
- Arkin (1995), empowerment is strongly associated with culture change initiatives, de-layering and restructuring, and involves devolving power and responsibilities to teams at the workplace or customer level. Hierarchy must be replaced with self-directed teams, which are assigned specific problems to be solved within their area of expertise. Teams are expected to recommend solutions
- Clark (1999) writes that no blame is assigned, and mistakes should be viewed as a learning tool so that employees are not afraid to take risks within their areas of discretion
- Buchanan & Preston (1992) showed that empowerment schemes failed because of management incompetence in terms of inadequate support such that employees felt they lacked authority to make meaningful decisions. If power is to be delegated, then employees need the requisite training, development and support mechanisms and processes to enable this to happen
- Ayodele and E. O. Olorunsoia (2012)^ in "The Relationship between Job Satisfaction and Perfonnance of Administrative Staff in South West Nigeria Universities" has employed a descriptive research of the survey type. The results of the analysis show that there is a very high and significant relationship between job satisfaction and job performance. It was also revealed that there were significant relationships between the components of job satisfaction and job performance.
- Farzana Sultana and Bilkis Begum (2012)^ in "Measuring the Job Satisfaction of Female Library Professionals Working in the Health Libraries in Dhaka City" shows the facts like independence, variety of work, social status of the job, supervision, human relations, moral values, authority, ability utilization, library policies and practices, scope of advancement, relation with co-workers, recognition of job done and achievement has significant effect on job satisfaction
- Javad Eslami and Davood Gharakhani (2012)" in "Organizational Commitment and Job Satisfaction" examines the role job satisfaction on organizational commitments in Iran. The resuUs indicate that all three factors of job satisfaction (promotions, personal relationships, and favorable conditions of work) have positive and significant effects on organizational commitments.
- Safdar Rehman Ghazi et al. (2011)'^ in "Job Satisfacfion of Head Teachers for the Selected Twenty Dimensions of Job" proposes two-fold objectives, first, to study face two specific levels of job satisfaction of the head teachers. Second, the influence of four selected demographic characteristics on twenty facets of job satisfaction was investigated
- Riaz Ahmed Mangi et al. (2011)" in "A Study of Job Satisfaction among non- PhD Faculty in Universities" attempts to comprehend the overall job satisfaction of non-PhD faculty in universities of Sindh. The analysis has found five new 52 components of the job satisfaction. The results showed that overall job satisfaction among the non-PhD faculty members of universities was very low. The motivator and job satisfaction components have significant impact on the overall job satisfaction of the non-PhD faculty.
- Serhan Ercikti(2011)^" in "Major Determinants of Job Satisfaction among Policy Managers" examine the levels of job satisfaction among policy managers. The findings indicate that policy managers have higher levels of job satisfaction than the research on their

line level counterparts indicates. Years of service, feedback on the job, and involvement in community policing were significant predictors of job satisfaction among this sample of police managers.

- S. Bodur (2001) ^" in "Job Satisfaction of Healthcare Staff Employed at Health Centers in Turkey" investigated job satisfaction levels and their causes. The results show low levels of job satisfaction mainly due to working conditions and salary.
- R. Indradevi (2012) ^" in her article "The Impact of Psychological Empowerment on Job Performance and Job Satisfaction in Indian Software Companies" tried to analyze the impact of psychological empowerment on job performance and job satisfaction of employees in software companies. This study had identified a strong association between employee psychological empowennent and job performance and job satisfaction.
- Daljeet Singh Wadhwa et al. (2011)^' in "A Study on Factors Influencing Employee Job Satisfaction: A Study in Cement Industry of Chhattisgarh" focus on impact of various factors on job satisfaction. It has been found that all the three variables viz. environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction
- Boussalem. (2015), he studied the relationship between employee empowerment by meaningfulness, autonomy, know-how of the employee and impact on work a satisfaction and performance

IV.RESEARCH METHODOLOGY

A research methodology is a method to solve the research problem systematically .It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about it

Research (Meaning):

Research is systematic and scientific search for pertinent information on a specific topic. It can be termed as an art of scientific investigation too. It includes testing, verification, definition, classification, organization and orientation which include prediction and application.

Research design:

The type of the study for this project is descriptive research. The major purpose of this descriptive research is description of the state of affairs as it exists at present. The characteristic of this method is that the research has no control over the variables and the research can only report what was happened or what has happening.

Sampling design:

The sampling method adopted was convenient sampling.

Sample size:

Sample size taken for the study is 600.Which is taken from 20 IT Companies of Coimbatore

Method of data collection:

Primary data -Primary data were collected through a Structured Questionnaire.

V.HYPOTHESIS

- H_0 There is no relationship between Age and Income Level of the respondent
- H_1 There is a relationship between Age and Income Level of the respondent
- H_0 There is no relationship between Age and Experience of the respondent
- H_1 There is a relationship between Age and Experience of the respondent
- H_0 There is no relationship between Monthly Income and Experience
- H_1 There is a relationship between Monthly Income and Experience
- H_0 There is no significant association between the quality circle in company provides opportunity for contributing ideas to work related problems and make use of their abilities and skills
- H_1 There is a significant association between the quality circle in company provides opportunity for contributing ideas to work related problems and make use of abilities and skills
- H_0 There is no association between Employees being busy in job and number of leaves taken due to stress level
- H_1 There is a association between Employees being busy in job and number of leaves taken due to stress level
- H_0 There is no association between Employees personal satisfaction in job and sense of personal accomplishment in job
- H_1 There is a association between Employees personal satisfaction in job and sense of personal accomplishment in job.
- H_0 There is no association between employees work tension and work frustration into terms of stress level
- H_1 There is a association between employees work tension and work frustration into terms of stress level
- H_0 There is no association between employee's unaccepted behavior with colleague's unexpected behavior with colleagues and employees sleeping pattern
- H_1 There is a association between employees unaccepted behavior with colleagues unexpected behavior with colleagues and employees sleeping pattern
- H_0 There is no variation among the age of employees and employee empowerment to plan daily activity, making decision, opportunity given to grow, and influencing motivation on others
- H_1 There is a variation among the age of employees and employee empowerment under daily activity, making decision, opportunity given to grow, and influencing motivation on others
- $H_{0:}$ There is no variation among the age of employees and factors of employee empowerment   such as stress under severe stress, being busy, empowerment dissatisfaction, and personal interest
- H_1 There is a variation among the age of employees and factors of employee empowerment   such as stress under severe stress, being busy, empowerment dissatisfaction, and personal interest
- H_0 There is no variation among the income level of employees and personal satisfaction due to empowerment, supervise others, own method of job, free from depression

- H_1 There is a variation among the factor income level of employees and personal satisfaction due to empowerment, supervise others, own method of job, free from depression
- H_0 There is no variation between Educational qualification and Employee ability to plan daily activity.
- H_1 There is a variation between Educational qualification and Employee ability to plan daily activity
- H_0 There is no variation between Experiences and Being busy always stresses
- H_1 There is a variation between Experiences and Being busy always stresses
- H_0 There is no variation between Experience and Personal satisfaction due to empowerment
- H_1 There is a variation between Experience and Personal satisfaction due to empowerment

VI. FINDINGS

- Majority 55% of the respondents are male
- Majority 39% of the respondents age are 26 to 30years
- Majority 63% of the respondents are Unmarried
- Majority 89% of the respondents are UG qualified
- Majority 31% of the respondents are software tester and technical support
- Majority 39% of the respondents having 6-10years of experience
- Majority 38% of the respondents earn 16,000-20,000 salary
- Majority 51% of the respondents agree that they have freedom to act suddenly in job for meeting the customer expectation
- Majority 38% of the respondents agree that they have autonomy in organizing the way of doing things in job
- Majority 48% of the respondents neutral to the statement that their company gave high power in decision making
- Majority 55% of the respondents agree that they have ability to plan their daily activity
- Majority 45% of the respondents agree that company offers good opportunity for acquiring skills in team work
- Majority 37% of the respondents agree that employees given with ample opportunities to grow
- Majority 50% of the respondents neutral that sharing knowledge with co worker improves the live hood
- Majority 49% of the respondents neutral that during brain storming seminar people ask for advice
- Majority 52% of respondents agree that they have power to influence and motivation
- Majority 49% of the respondents agree that quality circle in the company provide opportunity for contributing ideas
- Majority 52% of the respondents agree that management recognizes and make use of their skills and abilities
- Majority 30% of the respondents dis-agree that empowerment gives stress
- Majority 74% of the respondents strongly agree that always being busy stresses them
- Majority 40% of the respondents agree that they feel completely exhausted at the end of the day
- Majority 54% of the respondents neutral that maximum leave taken by them is due to severe stress
- Majority 52% of the respondents feels neutral that empowerment gives dissatisfaction
- Majority 71% of the respondent feels dis-agree that looking irritated nervous and tensed while performing the job
- Majority 29% of respondent dis-agree that official assignment are more important than personal work
- Majority 34% of the respondents strongly agree that empowerment gives them personal satisfaction
- Majority 42% of the respondents agree that empowerment creates the feeling of importance on oneself which in turn leads to job satisfaction
- Majority 68% of the respondents agree that they get sense of personal accomplishment for the work done
- Majority 39% of the respondents strongly agree that chance to supervise others motivates them.
- Majority 64% of the respondents agree that they are satisfied with the caliber of the people who report or work with me
- Majority 47% of the respondents agree that they get chance to try their own method of doing work
- Majority 70% of the respondents agree that empowerment relieves from the depression and gives satisfaction
- Majority 64% of the respondents agree that empowerment makes comfortable work environment
- Majority 70% of the respondents agree that the level of income they earn causes stress to them
- Majority 64% of the respondents agree that financial constrain gives them stress
- Majority 64% of respondents agree that lack of self respect gives them stress
- Majority 54% of respondents agree that family and relationship problem leads to stress
- Majority 62% of respondent agrees that nervousness causes stress
- Majority 52% of respondent agree that tension leads to stress
- Majority 46% of respondent agree that tiredness leads to stress
- Majority 61% of respondent agree that frustration leads to stress
- Majority 47% of respondent agree that feeling isolated gives them stress
- Majority 48% of respondent agree that shift basis employment leads them to stress
- Majority 59% of respondent agree that harassment causes stress
- Majority 49% of respondent agree that unacceptable behaviour with colleagues causing stress
- Majority 42% of respondent strongly agree that job insecurity causes stress
- Majority 48% of respondent strongly agree that favoritism gives stress
- Majority 56% of respondent agrees that mood disorder leads to stress
- Majority 53% of respondent agree that feeling irritated causes stress
- Majority 62% of respondent agree that difficulty in communication gives stress
- Majority 58% of respondent agree on changes in sleep pattern leads to stress

- Correlation analysis table value is (.830) which is positive. So, there exists positive correlation relationship between age and monthly income
- Correlation analysis table value is (1.000) which is positive. So, there exists positive correlation relationship between age and experience
- Correlation analysis table value is (.830) which is positive. So, there exists positive correlation relationship between monthly income and experience
- In Chi square analysis it is found there is a association between the quality circle in company and company provides opportunity for contributing ideas to work related problems and make use of their abilities and skills.
- In Chi square analysis it is found that there is a association between being busy and leave taken due to stress
- In Chi square analysis it is found that there is a association between personal satisfaction of the employees and feeling sense of personal accomplishment
- In Chi square analysis it is found that there is an association between employees work tension and work frustration due to stress.
- In Chi square analysis it is found that there is a association between employees unexpected behavior with colleagues and employees sleeping pattern
- In Anova analysis that there is a variation among the age of employees and ability to plan regular activity.
- In Anova analysis that there is a variation among the age of employees and power in making decision.
- In Anova analysis that there is a variation among the age of employees and opportunity provided by the company to grow.
- In Anova analysis it is determined that there is no variation among the age of employee's and power to motivate and influence others
- In Anova analysis it is found that there is a variation among the age of employee's and feel of being busy causes stress
- In Anova analysis it is found that there is a variation among the age of employee's and leave taken to severe stress.
- In Anova analysis it is found that there is a variation among the age of employee's and feels of empowerment leads to dissatisfaction.
- In Anova analysis it is found that there is a variation among the age of employee's and feels of official interest over personal interest.
- In Anova analysis it is found that there is a variation among the income level of employee's and employee personal satisfaction due to empowerment
- In Anova analysis it is determined that there is no variation among the income level of employee's and chance to supervise others.
- In Anova analysis it is found that there is a variation among the income level of employee's and trying own method of doing job.
- In Anova analysis it is determined that there is a variation among the income level of employee's and feeling of empowerment frees from depression and gives satisfaction
- In F test it is found that there is no variation between Education qualification of an employee and his ability to plan the daily activity
- In F test it is found that there is no variation between experience of an employee and feel of stress due to employee's busy schedule.
- In F test it is found that there is no variation between Experience of an employee and personal satisfaction that they get due to empowerment

VII. SUGGESTION

- It would be wrong to keep correcting employees and pronouncing what is right and wrong. They are grown up. Who want their space, and generally dislike being told what to do. The superiors may seek to guide employees by means of simply asking questions, and giving them an opportunity to arrive at the right answers/solutions.
- Giving the employee powers to make decisions should not aim to relieve the superior completely. He must closely monitor the decisions of employees, and provide feedback in a timely manner. This can go a long way in helping the employees make the right decision in future.

VIII. CONCLUSION

After collecting the data through questionnaires from various respondents of different IT Company, the data was evaluated by using different statistical tools which is mentioned above. From the evaluation it was found that majority of employees get job satisfaction due to empowerment. Hence it is concluded that employee empowerment has a positive impact on the job satisfaction and it is found only less amount of employees get stress due to empowerment

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