

# Impact of Employee Empowerment and Work Motivation on Bonding: A study of Educational Institutions.

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## ABSTRACT

*Bonding is most crucial for any organization which leads to industrial peace and harmony but comparatively fewer studies have been done in this area. Present study is an attempt to identify the Employee Empowerment and Work Motivation as predictor of Bonding. Questionnaire for the study was prepared and data was collected. Regression analysis was applied using SPSS software. Results indicated that both factors i.e. Employee Empowerment and Work Motivation impacts bonding.*

Key Words: Employee Empowerment, Motivation, Bonding, Co-worker relations.

## INTRODUCTION

The education system of India is very vast and continuously changing. India has made phenomenal progress in education since independence. The massification of Indian higher education system is going on which consequent as massive job opportunities in education sector. In spite of various changes, education sector is facing many challenges like: ensuring equity, improving quality, managing and regulating the system.

A number of factors are there which might help to overcome these challenges like; education policy of the country, availability of resources including qualified educator, infrastructure, policies and practices of institutes etc. Education is a service industry where direct interaction between educator and student takes place. A motivated educator can perform well and use innovation in teaching methods to make learning interesting. For any institute to become successful not only educator but each and every employee have to play their role honestly, should be devoted to their work and motivated. Motivated employees are required everywhere whether we talk of service industry or manufacturing.

**Employee Empowerment:** Empowerment is motivational concept of self-efficacy, (Jay A. Conger, 1988) . Thomas (1990) argued that empowerment is a multifarious concept. They identified four dimensions of empowerment: Meaning, Competence, self-determination and influence.

**Bonding:** Employee relations is characterised by both conflict and cooperation, Marchington and Wilkinson (2008) described the management of employee relations as being vital to the success or failure of an organisation and it is seen as central to Human resource management.

**Motivation:** According to Dubin (1970), "Motivation is the complex set of forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him

in the course of action already initiated.”According to Kreitner (1995), motivation has been defined as: “The psychological process that gives behaviour purpose and direction.”

## LITERATURE REVIEW

Empowered employees understand the significance of their work and have autonomy to take decisions related to their work. Kabeer (1999) defines empowerment as “the process by which those who have been denied the ability to make strategic life choices acquire such ability”. Kanter (1977) introduced the concept of employee empowerment in management. Spritzer (1997) stated that empowerment is a multidimensional concept and has different meaning for different people. Motivation is a force which activates and directs behaviour (Bratton and Gold, 2007). Chowdhury (2007) suggested that an unfulfilled need is the starting point in the process of motivation.

Jobs which offer job variety, adequate autonomy and control, personal relevance, high advancement prospects and low levels of set rules and routines are more likely to empower subordinates (Block, 1987; Kanter, 1979; Oldham, 1976; Strauss, 1977). Meyerson & Dewettinck (2012) stated that employee empowerment is considered as a motivational practice with aim to improve performance by increasing employee participation opportunities in decision making.

Jacquiline (2014) concluded that empowered employees possibly develop the feelings of motivation which consequently help them to attain authority and control. Ripley & Ripley (1992) demonstrated that empowerment can increase the motivation of employees in doing the routine work, improves their job satisfaction, enhances their loyalty and productivity, and reduces the turnover intentions among them. Swarnalatha and Prasanna (2012) said that employee empowerment is a important process to foster decision making, motivation and job satisfaction.

The employee empowerment has a significant moderating effect between motivation and employee performance (Khan, 2017). Sanderson (2003) argued that empowerment generates motivation in the employees to perform their task efficiently and effectively

Men, (2011) examined two dimensions of empowerment-feeling of competence and feelings of control and found that both dimensions acts as positive predictors for organization-employee relationship. Dawson (1995) acknowledged that the achievement of organisational objectives depends upon employment relations.

Judeh, (2011), Edwinah and Augustine (2013) and Khattak (2013) studied effect of empowerment on teamwork and found that empowerment significantly effects teamwork. Increased participation of employees in decision making leads to increased perceived supervisor support and perceived organizational support (Reeves, 2012).

Basford ( 2012) concluded that sound co-workers relation leads to higher motivation of employees at both low- and high-status levels. Basford (2012) and his associates in another research examined the relationship

between two levels of leadership support—immediate supervisors and senior management—on follower motivation and intent to stay and found that they are positively related.

Hasan (2011) revealed that co-workers motivational efforts have positive impact on employee morale because co-workers are the ones who support and guide you always at the work place and are the source of positive spirit. Hafiza et al. (2011) stated that factors like working condition, job security, training & development, rewarding system, policies of company and worker-employer relationship impacts employee performance.

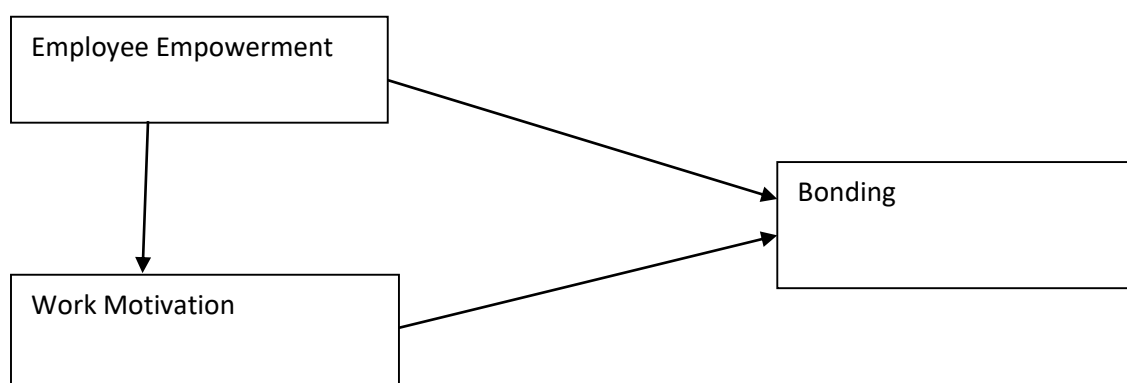
Ganta (2014) studied on Motivation levels within the workplace and found that it has direct effect on employee productivity. Devadass (2011) worked on employee motivational practices and explained that. Job characteristics, management practices, employee characteristics and broader environmental factors are the key variables influence employees' motivation in organization.

### Objectives

- To establish cause and effect relationship between employee empowerment and bonding as independent variables and motivation as dependent variable.
- To establish cause and effect relationship between employee empowerment as independent variable and motivation as dependent variable.
- To establish cause and effect relationship between bonding as independent variable and motivation as dependent variable.

### RESEARCH METHODOLOGY

The study is causal in nature survey method was used for data collection. All employees working in educational institutions form the population for study. Sample frame for the study included all the employees working in educational institutions during data collection phase of the study. Purposive sampling was used for identifying the respondents of the study. Data was collected from 150 respondents. A Self-designed close ended questionnaire was used for the study. Data was collected on a 7 point Likert type scale where 1 indicated minimum availability and 7 indicated maximum availability. The questionnaire was prepared based on literature review and by consulting with subject specialist. The data was collected through online survey conducted using closed ended questionnaire.



## Hypotheses

H01: Employee Empowerments has no impact on Work Motivation

H02: Work Motivation has no impact on Bonding

H03: Employee Empowerment has no impact on Bonding.

## RESULTS AND DISCUSSION

### Reliability

**Table 1: Displaying the computed reliability coefficient for all the variables**

Measures	Cronbach's alpha value	N of Items
Employee empowerment	.842	10
Work motivation	.851	12
Bonding	.844	5

If calculated value of Cronbach's alpha is greater than 0.7, the questionnaire can be taken as reliable Sekaran and Bougie (2010). The value of Cronbach's alpha reliability for all measures was higher than 0.7 as indicated in the table above; the questionnaire can be taken as reliable, reliability assumptions are fulfilled since all values exceeded the cut-off point of 0.70 as recommended by Pallant (2010).

**Table 2: Showing the Regression Coefficient between Employee Empowerment and Work Motivation**

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.665 <sup>a</sup>	.442	.439	8.43012	.442	154.233	1	195	.000	1.598
a. Predictors: (Constant), EmployeeEmp										
b. Dependent Variable: WorkMot										

The regression coefficient indicating causal relationship between EE and WM is 0.439. Thus, EE explains 43.9 percent variance in work motivation. The Durbin-Watson value indicates that the auto-correlation of the dependent variable does not affect the regression coefficient (Durbin & Watson, 1951).

**Table 3: Displaying the Unstandardised and standardised values of Regression Coefficients**

Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	20.505	2.811		7.295	.000					
	EmployeeEmp	.744	.060	.665	12.42	.000	.665	.665	.665	1.000	1.000
a. Dependent Variable: WorkMot											

The standardised coefficient is tested using t-test. The value of t statistic is significant at 0% level of significance. Thus, EE contributes significantly to WM. Shell (2003) identified interesting work and appreciation for the completed work as the two factors (components of Employee Empowerment) that

contribute to motivation of employees. Banerjee (1994) found that three components of employee empowerment: interesting work, higher remuneration and job security act as main contributors to employee motivation. Proper implementation of empowerment of employees in an organization leads to enhanced motivation of the employees for delivering quality work (Griffin et al., 2007).

**Table 4: Displaying the Regression Coefficient and Durbin-Watson Values for multiple regressions**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
dimension	1	.742 <sup>a</sup>	.551	.546	3.927	1.908
a. Predictors: (Constant), WM, EE						
b. Dependent Variable: Bonding						

Adjusted R square is considered if multiple independence variables are being studied. The value of adjusted R<sup>2</sup> is 0.546 which indicates that 54.6 percent variance in dependent variable is because of independent variable.

The acceptable limits on the values of Durbin-Watson are 1-3, Durbin & Watson (1951). The value of D-W in the above table is 1.908 which is within acceptable limits and shows auto-correlation is within limits.

**Table 5: Displaying the ANOVA Table for the multiple regressions between Wm and EE as independent variables and Bonding as dependent variable**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3665.627	2	1832.814	118.852	.000 <sup>a</sup>
	Residual	2991.672	194	15.421		
	Total	6657.299	196			
a. Predictors: (Constant), WM, EE						
b. Dependent Variable: Bonding						

ANOVA table indicates the goodness of fit of the model to data. Value of F for the current model is 118.852 sig. At .000 which is less than .05 shows that proposed model is a good fit.

**Table 6: Displaying the Unstandardised and standardised values of Regression Coefficients**

Coefficients										
Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Co-linearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.932	1.477		.631	.529				
	EE	.133	.037	.230	3.566	.000	.608	.248	.172	.558 1.791
	WM	.295	.033	.569	8.839	.000	.722	.536	.425	.558 1.791
Dependent Variable: Bonding										

$$Y=A+BX_1+BX_2$$

$$Y=.932+.133\text{empowerment}+0.295\text{ motivation}$$

Employee Empowerment contributes significantly to bonding as shown by standardised beta value 0.230. Relationship was tested by applying t-test with a value of 3.566 significant at .000, indicating significant positive contribution of empowerment on bonding. Konczak et al. (2000) also provided empirical support that supervisor practices are positively correlated to psychological empowerment.

Work Motivation has significant impact on bonding as indicated by standardised beta value 0.569. Relationship was tested by applying t-test with a value of 8.839 significant at .000. Uzma (2018) identified supportive supervision as motivational factor.

Variance Inflation Factor VIF test was used to check multi-co-linearity of independent variables. The value of VIF from 1-10 indicates that multi co-linearity does not affect regression analysis, Gómez et al. (2016).

**Table 7: Displaying the Normality Test Values of the Residuals**

Tests of Normality						
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Standardized Residual	.038	197	.200*	.995	197	.762
a. Lilliefors Significance Correction						
*. This is a lower bound of the true significance.						

According to Ghasemi & Zahediasl (2012), if the p values of the variables are less than 0.05, the data are not normally distributed. Here, the Value of Kolmogorov-Smirnov is .200 which is greater than .05 shows that our data is normally distributed. The histogram plotted for the standardised residuals also indicated that the residuals were normally distributed as the histogram values were very close to the normal plot.

PP plot of expected cumulative frequency against computed frequencies of regression standardised residual values indicated a linear relationship between the independent and dependent variables.

Scatter plot of the dependent variable against the standardised residual values indicated that all the dots were evenly spread across the rectangle and had no funnelling effect. Therefore, the standardised residuals were homogenous across all the values of independent variable.

### Mediation of EE and Bonding Relationship by Work Motivation

The mediation effect was tested using Sobel Z test.

Direct Effect	Direct effect with mediation	A	Sa	B	Sb	Z
0.352 (.000)	0.133 (.000)	.744	.060	.295	.033	7.251 (.000)

As per Baron and Kenny the mediation is possible only if the relationship between EE and Bonding, EE and WM and Wm and Bonding are all significant. The regression coefficient between EE and WM and WM and Bonding have been reported in the regression tables above and are both significant and the regression coefficient between EE and Bonding is reported in table above and is also significant, Thus, mediation by WM

can be evaluated using Baron and Kenny (1986) method. Since the Direct effect with and without mediation is significant and there is drop in effect with mediation; Wm is acting as partial mediator. However, the method is criticised for its inability to control type to error, causing error in evaluation. Therefore, method proposed by Sobel (1982) was used. The value of Sobel Z was 7.251 significant at 0.0 level of significance. Thus, according to Sobel method WM is a significant mediator between the relation of EE with Bonding.

## IMPLICATIONS AND CONCLUSION

Work Motivation and Employee Empowerment both play a significant role in developing bonding among employees and in turn organizational performance. Employee Empowerment is widely considered as a strong management intervention that is used in improving the employee involvement in the decision making process (Muguella, Mohd & Mohd, 2013) contributing to the bonding the employees have with the organization. Employee empowerment also, improves work motivation and motivated work teams gel well leading to stronger bond among the members of the teams. Stronger teams always perform better contributing to higher organizational performance. Empowered employees take decision without consulting their superiors leading to self belief on seeing the successful implementation of their decisions (Bindurani, 2015). The self belief in turn improves their motivation to perform better. Employee empowerment also leads to high trust worthiness of the management leading to improved bonding and commitment of the employees resulting in higher performance of the organization (Kim et al. 2012).

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