

THE IMPACT OF EMPLOYEE EMPOWERMENT ON JOB SATISFACTION IN BANKING SECTOR WITH REFERENCE TO THANJAVUR DISTRICT

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Abstract

Empowered workforce consider that their job are important, they have substantial liberty in deciding how to order and control association and they each handle a whole identifies piece of work. The empowerment comes from individual's perception by influencing the desired effects of working background. It represents the degree to which an individual feels that his input into their organization's administrative or strategic decisions is up to the level. Jobs that provide prudence and that are central to be organizational purpose increase access to these empowering structures. The primary data were used for this research. Primary data was collected to assess the level of empowerment and the level of job satisfaction of the employees. To measure the level of employee empowerment questions have chosen from different authors. The population of the study was more than no. of employees and with this population; a pilot study was conducted on a sample of 50 employees in order to arrive at the suitable sample size for the research. Therefore sample size was derived using the formula as 513. The study narrates the relationship between employee's satisfaction and of Empowerment practices. The findings point out that employee empowerment in an employee has very well-built relationship to activate employee satisfaction in them. So, taken to these findings authenticate the strong the impact of employee empowerment on employee job satisfaction in Thanjavur District.

Keywords: *Employee Empowerment, Employee Job Satisfaction, Bank Employee's, Private sector bank and public sector bank*

INTRODUCTION

Our country, India is an independent democratic nation. With nearly one billion citizens, India is the second most thickly populated nation in the world. It is very tricky to speak of any one Indian culture, although there is deep intellectual steadiness that attaches its people together. India's journey on the path of economic reforms has transformed it to one of the world's best growing economies. Its large and increasing population is its best asset and can quadruple GDP and propel India to the confederation of urbanized economies over the next decade. All this is possible, if a billion can be transformed into productive employees. The financial system of economy of India is the 10th largest in the world by GDP and the 3rd biggest by purchasing power parity.

The Indian banking system is classified into the organized sectors like private sector, public sector and foreign commercial banks and cooperative banks which is known as scheduled banks and the un schedule bank sector which includes individual or banker's or money lender's and non-banking financial companies.

Rationale behind the study

Many managers feel that their passion is not echoed thought the organization. They complain that staffs are coming to work late, leaving early, and not completing tasks on time, taking more days off due to illness and complying about all the new plans for future. Employees are totally frustrated by the lack of enthusiasm, low morale; suspicion and general apathy that surround the employees should be jumping for joy because they have a job.

Employees in many businesses carry out at only 10 to 25 percent of their capacity. Others may be working flat out but not realizing much for their hard work except for a high level of stress and job burnout. When arising in performance is desired, as Charles Handy has observed, a redoubling of effort is often the result. Unfortunately the efforts are frequently wrongly placed and fail to achieve decided objectives. This can be due to the information that is irrelevant or unreachable and unrealistic objectives, even though have skills and personal competencies that are necessary for successful performance and attain satisfaction.

The world of work is changing so quick that employees are a talkative from low job satisfaction, poor morale, stress, absenteeism and poor job performance. There will be no letting up on the pressure to perform at work. When people are given a repetitive job, which is too small for them, they become bored, uninterested and probably make costly errors. Over a long period of time people can become resentful and depressed. Others turn to outward expression of hostility and may even damage equipment and sabotage production. Mounting evidence from studies of job satisfaction and stress at work supports this view. Many of these problems come from treating people simply as machine that has to complete a specific task in a given period.

Human resource development in banks

HRD is a hysteric procedure to assurance the development of employee competencies, dynamics, motivation and effectiveness in a regular and planned manner. The thought of HRD is gaining extensive money in India as well as several other developing countries of the world. Some pursue it like Zealots, while certain others see it as the current fad in management circles, which must be trailed to keep up with the Joneses. Yet, there are shutter others who see it with absolute distrust. However idea is still developing and taking shape, it is not fair to delimit its scope and coverage.

The HRD movement in banks is gradually building ahead. A majority of the banks have setup separate HRD departments (HRDDs) within a decade of functioning; HRDDs in some banks have gained certain creditable success. The comprehensive criticism of the presenting HRD function as “Ornamental Appendages” cannot be justified. On the other hand, it is true that HRDDs functioning in a majority of the banks is far from satisfactory.

There are many banks, along with training; assured other activities like manpower planning and performance appraisal have been introduced. Yet, some other banks have made rapid strides as far as the introduction of new HRD activities and sub-systems, such as methodical training, quality circles and staff meetings are concerned. In addition introducing these systems, some banks have also taken significant efforts in perfecting certain systems like training and performance appraisal. Nevertheless, there is a broad spread feeling in banking industry that there are no sufficient pay off from the HRD functions and system at the operational level are regulated to level of rituals.

REVIEW OF LITERATURE

Erstad Margaret (1997) Empowerment and organizational change. The article on Empowerment and organizational change focuses on the meaning of empowerment that it refers to a change strategy with the aim of achieving the objectives of both the organization and the employee. The author talks about creation of a new management culture and empowerment as a strategy to bring about a change in the organization.

Karakoc N. (2009) Employee Empowerment and Differentiation in Companies. The author has conducted a study on employee empowerment and differentiation in companies. The study indicates that employee empowerment plays an important role both in customer and employee satisfaction. The study has determined various contributions of employee empowerment like creativity, motivation and job satisfaction.

Markos, S., & Sridevi, M. S. (2010) Employee Involvement in Organization. The author has used key words like Employee engagement, Employee commitment, and Organizational Citizenship Behaviour and Job satisfaction. The author has highlighted various facets of human resource development with particular reference to Employee

Engagement in an organization. The author feels that it is very important to address these facets of human resource failing which the employees will fail in fully engaging in their respective jobs which leads to mismanagement.

Hassan Tutar et al. (2011) The effects of employee empowerment on achievement motivation and the contextual performance of employees. The authors have investigated the perceived employee empowerment on achievement motivation and performance of employees. The study has revealed that the perceived employee empowerment has a positive impact on the achievement motivation and contextual performance of employees.

Gaudreau Meyerson, Blanchard Dewettinck (2012) Effect of Empowerment on Employees Performance. This study emphasizes on the effect of empowerment on employees' performance. The authors have analyzed that employees readily accept their delegated tasks and have better competencies when they are empowered.

Ovidiu-Iliuta Dobre (2013) Employee motivation and organizational performance. The article highlights employee motivation and organizational performance. It analyses that employee motivation and organizational performance are inter-related to each other. Empowerment and recognition foster employee motivation. It also signifies that monotonous job creates dissatisfaction among the employees hampering the organizational performance.

Adnan Celik et al. (2014) The Effects of Employee Empowerment applications in organizational creativity And Innovativeness In Enterprises. The authors conducted the study on the effects of employee empowerment applications on organizational creativity in Konya Organized Industrial Zone, Turkey. The study reveals that the organisations have to change themselves and adapt themselves to changing conditions and encourage innovative ideas to come up from its employees through empowerment.

J. Deepa (2015) Difference in Psychological Empowerment Perception among Female Employees Working in IT Industry. This study was essentially made to understand the difference between psychological empowerment perceptions among female employees working for IT industry in Coimbatore. . The researcher has measured employee empowerment using a 12 item scale developed by Spreitzer. During the study it has been found that while there is a statistical difference between psychological empowerment perceptions among female employees, there is no significant difference according to age, experience, marital status and size of the family.

M. Maran et al. (2016) Competency Enhancement and Employee Empowerment in a TPM Organization- An empirical Study. The results of the study indicate prevalence significant competency enhancement in the firms where employee empowerment was found. The study concludes that employee empowerment makes an employee fit and potentially competent in performing their duties as well as for the future challenges in the organisations.

Statement of the problem

The bank employees in Thanjavur district face enormous number of problems. At the same time they also possess fascinating avenues for the prospective development. Employee satisfaction is a main anxiety of the employees to understand their individual and career growth. The employees like better monetary sovereignty and proper institute status to devote their abilities to increase individual efficiency as well as organizational efficiency. The productivity and services of employees is proportionate to the organizational development, employee development and their total efficiency in production and services.

This study clearly aims at ascertaining level of empowerment towards level of satisfaction of the employees in banks at Thanjavur district. It also identifies the events of the banks and their industry in empowering the employees. The study mainly focuses in studying the present factors of empowerment. Empowerment outputs of the bank and its secondary impact on individual level of employee satisfaction. This problem is accurately encountered in the thesis to throw certain lights on the relationship between empowerment and satisfaction of employees in banking sector at Thanjavur district.

Scope of the study

The scope of the present study is limited to the banking sectors of Thanjavur district in Tamil Nadu (India). The banks are chosen from the list of Indian Bank's Association.

Objective of the study

The objectives of the study are as follows:

- ✓ To find the significant difference between demographic variables with regard to employee empowerment.
- ✓ To find the association between employee demographic features and employee satisfaction.
- ✓ To find the most significant factor toward employee empowerment.
- ✓ To find the factor influence employee empowerment towards employee satisfaction.
- ✓ To find the relationship between factors towards employee empowerment.
- ✓ To find the relationship between employee empowerment and employee satisfaction.

METHODOLOGY

A descriptive research design has been used for the purpose of this study. The purpose of descriptive research is to describe the state of dealings as it exists at present. The researcher can report on what has happened and what is happening. This aim is used to describe the existing practice of employee empowerment towards employee satisfaction.

Method of Study

The researcher was used survey method to collect data for the study. A field of practical statistics, survey methodology deliberates the sampling of individual elements from a population and the connected survey data collection methods, such as questionnaire structure and methods for improving the number and accuracy of Responses to surveys.

Sampling Design

The researcher takes on Multi Stage sampling technique.

Pilot study

The pilot study shaped the platform for the research. It was conducted on 50 samples, Front line employees working in banking industry in Thanjavur region.

Sources of Data

Primary Data

This study is mostly based on primary data collected from the 513 employees working in selected banks in and around Thanjavur district.

Secondary Data

The secondary data has been collected from books, journals, reports, personal meeting, seminars and web based resources.

Tools for Data Collection

The tool used for study is Questionnaire.

In any service setting survey, a rapport between the researcher and the respondents is crucial for its success. Bearing this in mind, the researcher has been to these banks under study to meet the respondents, explain to them the purpose of the study and seek their cooperation.

Tools used for Data Analysis

Once the data collection, the questionnaire was checked for wholeness. The statistical package for social science SPSS .20 was used for processing and analyzing primary data.

The following statistical tools were used for the analysis of data.

- ✓ Reliability analysis
- ✓ Chi square test

Reliability Test for Data Collection Instrument

Table – 1
Reliability Test

S. No	Dimensions	Cronbach's-Alpha value
1	Power	0.634
2	Information	0.773
3	Rewards	0.739
4	Knowledge	0.695
5	Leadership	0.832
6	Self esteem	0.809
7	Employee Satisfaction	0.694

From the above tables shows that Cronbach's alpha for all dimensions are above 0.60 which indicates a high level of internal consistency for the scale and also acceptable.

DATA ANALYSIS AND INTERPRETATION

Analysis for Chi-square test of association between gender and level of employee satisfaction of bank employees

1. Hypothesis

Null Hypothesis: It is observed that there is no association between gender and level of employee satisfaction of bank employees.

Table - 2

Chi-square test of association between gender and level of employee satisfaction of bank employees

Gender	Level of Employee Satisfaction			Total	Chi-square value	P - value
	Low	Moderate	High			
Male	79 (28.9) [59.0]	125 (45.8) [52.1]	69 (25.3) [49.6]	273	2.610	0.271
Female	55 (22.9) [41.0]	115 (47.9) [47.9]	70 (29.2) [50.4]	240		
Total	134	240	139	513		

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence, it is concluded that there is association between employee gender and level of employee satisfaction. 28.9 percent of males have low level of employee satisfaction and 25.3 percent of females have high level of employee satisfaction where as 22.9 percent of females have low level of employee satisfaction and 29.2 percent of females have high level of employee satisfaction. From this, it is concluded that more number of males have low level of satisfaction and more number of females have high level of satisfaction.

2. Hypothesis

Null Hypothesis: It is observed that there is no association between no. of training attended and level of employee satisfaction of bank employees.

Table - 3

Chi-square test for association between no. of training attended and level of employee satisfaction of bank employees

No. of training attended	Level of Employee satisfaction			Total	Chi-square value	P - value
	Low	Moderate	High			
Up to 2	54 (32.1) [41.9]	76 (45.2) [30.5]	38 (22.6) [28.1]	168	12.226	0.061*
3 - 4	32 (19.3) [24.8]	94 (56.6) [37.8]	40 (24.1) [29.6]	166		
5 - 7	43 (24.0) [33.3]	79 (44.1) [31.7]	57 (31.8) [42.2]	179		
Total	129	249	135	513		

P value is less than 0.05; the null hypothesis is rejected at 1 percent level of significance. Hence, it is concluded that there is association between number of training attended and level of employee satisfaction. Respondents attend up to 2 trainings have low and high level of satisfaction, accounting for 32.1 percent and 22.8 percent respectively. Respondents attend 3-4 trainings have low and high level of satisfaction, which comes to 19.3 and 24.1 percent respectively. Respondents attend 5-7 trainings have low and high level of satisfaction, which comes to 33.3 percent and 42.2 percent respectively. From this it is concluded that employees attended trainings up to 2 have low level of satisfaction where as employees attended trainings 5-7 have high level of satisfaction.

3. Hypothesis

Null Hypothesis: It is observed that there is no association between Level of Employee Empowerment and level of Employee Satisfaction of bank employees

Table - 4

Chi-square test for association between level of employee empowerment and level of employee satisfaction of bank employee

Level of employee Empowerment	Level of Employee satisfaction			Total	Chi-square value	P - value
	Low	Moderate	High			
Low	75 (58.1) [56.0]	54 (41.9) [22.5]	0 (0.0) [0.0]	129	200.967	<0.001**
Moderate	47 (18.9) [35.1]	150 (60.2) [62.5]	52 (20.9) [37.4]	249		
High	12 (8.9) [9.0]	36 (26.7) [15.0]	87 (64.4) [62.6]	135		
Total	134	240	139	513		

Note: (1) The value within () refers to Row Percentage

(2) The value within [] refers to Column Percentage

(3) ** Denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence, it is concluded that, there is association between employee empowerment and level of employee satisfaction. 58.1 percent of employees having low level of empowerment have low level of employee satisfaction and 0.0 percent of employees having low level of empowerment have high level of employee satisfaction. 18.9 percent of employees having moderate level of empowerment have low level of employee satisfaction and 20.9 percent of employees having moderate level of empowerment have high level of employee satisfaction. Also 8.9 percent of employees having high level of empowerment have low level of employee satisfaction and 64.4 percent of employees having high level of empowerment have high level of employee satisfaction. From this, it is concluded that, more number of employees having low level of empowerment have low level of employee satisfaction where as more number of employees having moderate and high level of empowerment have high level of employee satisfaction.

FINDINGS, SUGGESTION AND CONCLUSION

Findings:

Profile of the employees

- The results show that 53.2% of the employees are males and the remaining 46.8 % are females. It is clear that the largest percentage of employees are in the age group of 36- 45(41.3%), 20.7% of the employees are in the age group below 35, 21.1% of the employees are in the age group of 46-55 and 17.0% of the employees are in the age group of above 55.
- Majority of the employees are under graduates (38.6%), almost 26.5% of them are post graduates and 34.9% of the employees are professional graduates. The results indicate that 24 per cent of employees fall in the group of senior level and 42.9 per cent of employees fall in the group of middle level and remaining 33.1 per cent of employees fall in the group of junior level.

- Majority of the employees have experience of below 10 years (43.9%) and 170 of the employees have experience of 11-20 years (33.1%). Remaining 169 employees have work experience of above 20 years (22.9%). It is observed that 32.7% of employees have attended two trainings, 32.4% of employees have attended 3-5 trainings and 34.9% of employees have attended above six trainings.
- Out of 513 employees, 253 of employees are working in public sector banks and remaining of 260 employees is working in private sector banks. It is apparent that 27.3% of employees belong to monthly income of below Rs. 20000, 22.6 % of employees belong to monthly income of Rs. 30000-40000, 19.1 % of employees belong to monthly income of Rs. 40000-50000, 17.9 % of employees belong to monthly income of Rs. 20000-30000 and 13.1 % of employees belong to monthly income of above Rs. 50000.

Association between gender and level of satisfaction

- The Chi Square value for gender and level of satisfaction is 2.610 which is not statistically significant indicating that there is no significant association between gender and level of satisfaction.
- The Chi Square value for age group and level of satisfaction is 48.117 which is significant at one per cent level indicating that there is a significant association between age group and level of satisfaction.
- The Chi Square value for educational qualification and level of satisfaction is 10.879 which is significant at one per cent level indicating that there is a significant association between educational qualification and level of satisfaction. The Chi Square value for types of banks and level of satisfaction is 3.098 which is not statistically significant indicating that there is no significant association between types of banks and level of satisfaction.
- The Chi Square value for monthly income and level of satisfaction is 20.025 which is significant at one per cent level indicating that there is a significant association between monthly income and level of satisfaction.
- The Chi Square value for number of trainings attended and level of satisfaction is 12.226 which is significant at five per cent level indicating that there is a significant association between number of trainings attended and level of satisfaction.
- The Chi Square value for level of employee empowerment and level of employee satisfaction is 200.967 which is significant at one per cent level indicating that there is a significant association between level of employee empowerment and level of employee satisfaction.

Suggestions:

- The banks have to provide clear goals, clear lines of authority and clear task responsibilities. While the autonomy is present, employees are also aware of their decision- making boundaries. Clear lines reduce the disabling uncertainty and ambiguity that so often accompany empowerment efforts.
- The information, which is assumed to be critical to empowerment efforts, is related to mission and the employee's performance. Information like vision, mission, goals, financials, performance objectives, quality and productivity needs to be communicated to employees at all levels. Such information becomes both a need and result of a participative climate that is so essential to an empowerment process.
- In a participative climate high value is placed on trust between different levels of employees. Those who can achieve results are valued; specialists and experts are highly trusted. Friendly relations are regarded as valuable. These two attributes require a clear vision and challenge as well as openness and team work.

- Recognition of a job well done is essential to any empowerment programme. Empowered employees take on increased responsibility and accountability and they need to be compensated for the same.
- A reward system should be perceived as fair and just by all the employees. Standards against which performance has to be measured should be clearly defined. An open discussion regarding performance needs to be incorporated in any reward policy.
- The banks should facilitate an empowerment climate by changing structures, policies, procedures and practices, with hopes of creating a non-threatening environment that signals to their employees that behaving in an empowered manner is encouraged and desired.
- Banks should remove the barriers to self esteem and taking chance, letting employees select choices for meeting his or her own needs. This leads to empowerment and job satisfaction as well as flourish and creativity and innovation in the banks.
- The banks should increase the meaning, self determination, competence and impact dimensions of empowerment, if they want their employees to attain more satisfaction in their jobs. Thus, to achieve higher performance and job satisfaction, it is suggested that employee empowerment should be encouraged in banking sector of India.

Conclusion:

Many management theorists believe that manager is a significant agent in promoting or retarding change and organizational development. He holds a key position in the improvement of his professional staff. He is the acknowledged and appointed status leader. Whether the organization becomes a challenging professional enterprise or a dull and dreary place for employees depends on the quality of the leadership he/she provides for his employees. The function of the manager as a leader should be to help the individual employee to obtain self actualization and the organization to fulfill its objectives.

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