

A Study on the Impact of Empowerment on Employee's Performance in the Leather Industries.

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Abstract: Employee is a key part of the organisation. The success or failure of the organisation depends on employee performance. The managing of employees is the one of the difficult tasks for the organization. A problem appears when an organisation on parallel lines start work on divulging employees empowerment as well as implementing various techniques to improve performance. Empowerment is a highly efficient tool which is used to increase the performance of employee in their work place. The purpose this research studies is to examine the impact of empowerment on employee s performance in leather industries in Vellore district. The data were collected from primary and various secondary sources. Simple statistical techniques were used in the research methodology. In this research concludes that empowerment lead to improve the performance employees in their jobs.

Key Factor: Employee empowerment, Employee performance.

I. Introduction

Empowerment

Organisation consists of number of employees, system and structure. In the system employees believe that they are dependent on others and their own efforts have little impact on performance. This powerlessness contributes to the frustrating experience. This conviction among employees is that they cannot successfully perform their jobs of make meaningful contribution. Problems may come from authoritarian leaders, or reward system that fails to motivate innovation, or in a job that lacks variety, discretion, role clarity or information sharing that cannot reached employees or autonomy may have a little freedom etc. Empowerment helps employees to remove the condition that cause powerlessness. Empowerment helps the employees to cope with situation and helps them to control of problems.

Empowerment is a process that provides greater autonomy to employees through the sharing the relevant information and the provision of control over factor affecting job-performance. Empowerment is a management technique which can commonly be adopted by business organizations to improve organizational relationship, identification, performance and productivities.

Objectives of study

- To study and understand the concept of the employee empowerment and the impact of empowerment on employee performance.
- To study the different variables of employee empowerment
- To analyse and summarise the data.

Hypothesis

1. Let us take hypothesis that there is no significant relationship between employee empowerment and employee performance.
2. Let us take hypothesis that there is significant relationship between employee empowerment and employee performance.

II. Reserach Methodology

The primary data are collected from questionnaire. Questionnaire is prepared on five point scales method. It is collected from leather industries. The secondary data are collected from Articles, Journals, Books and with help of internet. In this research study the researcher has gather hundred samples from the leather industry in Vellore district. Non- probability sampling method is used for this research study. The method is convenience sampling method is adopted. In this research study simple statistical tools are used, like tables, Percentage, and different diagrams.

III. Review Of Literature

The following literature on employee empowerment is regarding employee empowerment and employee performance.

Bowen and Lawler (1992) conducted a research on empowerment has sharing with front – line employees with information regarding organisational performance, knowledge to understand and contribution to organisational performance, rewards related to organisational performance and power to make decision that influence organisation directly and performance.

John Newstrom and Keth Davis found that Empowerment is process that provides greater authority through the sharing of relevant information and the provision of control over factors affecting job performance. Ford and Fottle, (1995) found that the empowerment process necessitates the sharing of information and knowledge necessary to enable employees to contribute to organizational performance. Kanter (1993) conducted research on employee empowerment and found that the information and knowledge is necessary to carry out the job. This included information on overall activities and technical knowledge expected in organisation. Ginnodo (1997) said information sharing involves articulating a vision, values, strategies and goals, aligning policies, practices and business plans, improving processes, organising communicating and the talk of total quality and removing barriers that prevent outstanding performance. Nancy Foy (1990) empowerment means gaining the power to make and contribute to plans and decisions at work to improve performance and organisation. Employee empowerment will lead to improving productivity, performance and job satisfaction (Nick et al., 1994). Buitendach and Hlalele (2005) said that the empowerment process of giving confidence to employees together with management, to utilize their skills and experience by presenting them with the power to use more judgement and discretion in their work. Richard Carver said that empowerment is encouraging and allowing individuals to take responsibility for improving their jobs and contribute to the organisation work. Cunningham (1998) found that empowerment is delegation of power, authority or responsibility in the organizational structure. It is the process of decentralizing decision making in the organisation. Performance is a function of ability and motivation. This means that besides employee's ability, their performance is also determined by the strength of their motivation. Therefore, managers' top priority is to motivate their employees in order to produce effective work performance by all their employees. Spreitzer 1995, employee empowerment involves the necessary background of providing tools, and training, encouraging and motivating the employees of an organisation for ensuring sustainable performance.

Process of Empowerment:

Information sharing:

It means to provide the essential information to employees simply and access causes for self-confidence and awareness of employees of the present situation of organization and will be reason culture strengthening of confidence and unity. If employees do not have sufficient information, they will not take the correct decision. Employees access information causes for belonging feeling, performance improvement and responsibility of employees.

Knowledge:

Before and after empowering employee every company need to give training for increasing knowledge and skills of employee. Which build up their problems solving decision making capability. As by having power of knowledge and skills an employee can be able to contribute to the goals of the company.

Power and authority:

To make considerable decision, employees must have the power by giving up some of the power traditionally held by management, which means managers also must take on new roles, knowledge, responsibilities.

Employees are given authority and the freedom to make decisions, which encourages them to discover and use their full potential. Having more control over their own jobs is the main driving force of empowerment that encourages growth and better productivity. Therefore, the empowerment process focuses on solving the problems of the organizations by people. Furthermore, empowering makes workforce feel appreciated and that their feedback on performance is valuable for the organization.

Rewarding:

The employees need to get the bonus on the basis of their performances and the company's performance. The employees can be more dedicated towards the company by having a good appreciation, engagement with development, recognition, and trust. The rewards will motivate employees to improve their performance and make them feel respected for the efforts put in.

Autonomy:

Autonomy is synonymous with a choice dimension of and refers to the extent to which employees experience substantial freedom and discretion in their work. The major describing characteristics of autonomy are the freedom and preference to make a decision about how to schedule work. Independence requires moving from hierarchical control and direction systems to a system where low level employees are given preference over prepare to perform their work. The degree in which individual can exercise his action about work related activities at his own decision.

Decision making:

Employee empowerment is giving employees responsibility and authority to make decisions regarding all aspects of product development. Empowerment is a process where employees are taking part or share in managerial decision making. Employee empowerment is the method of allowing an employee to think, take action and control work and decision making in autonomy or independent way.

Benefit of employee empowerment

Empowerment is increase the capacity of the employee and also provides freedom of work which will build the confidence among the employees. Empowerment gives responsibilities and motivation of employees in their routine work; improve satisfaction level work, quality of services, employees, loyalty and productivity. It gives a feeling of self-respect which and increases the productivity and quality of products and reduces employee turnover.

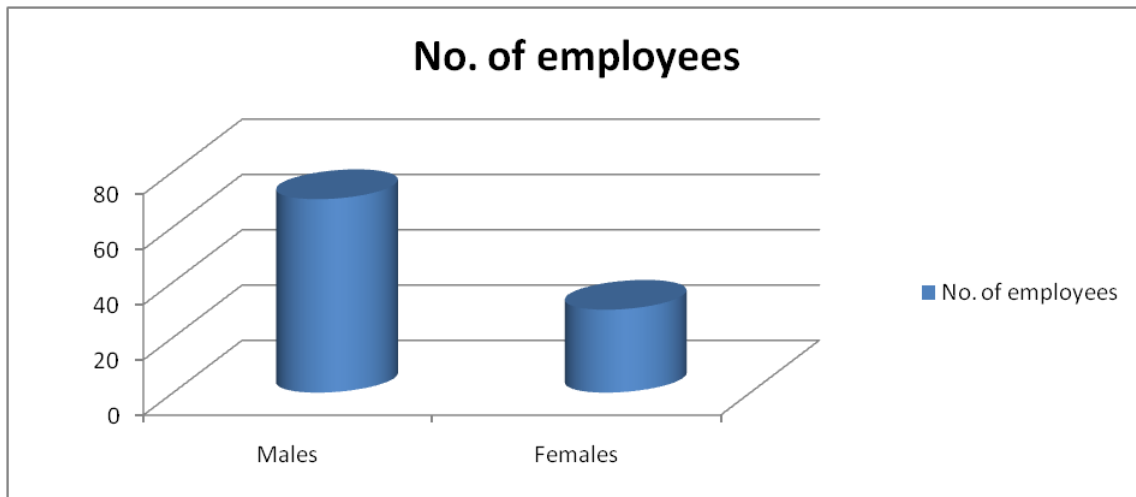
IV. Analysis Of Data

The following chapter gives analysis of data

Frequency of distribution Gender

Gender	No. of employees	Percentage
Males	70	70%
Females	30	30%
Total	100	100%

Source: Primary data – Questionnaire.



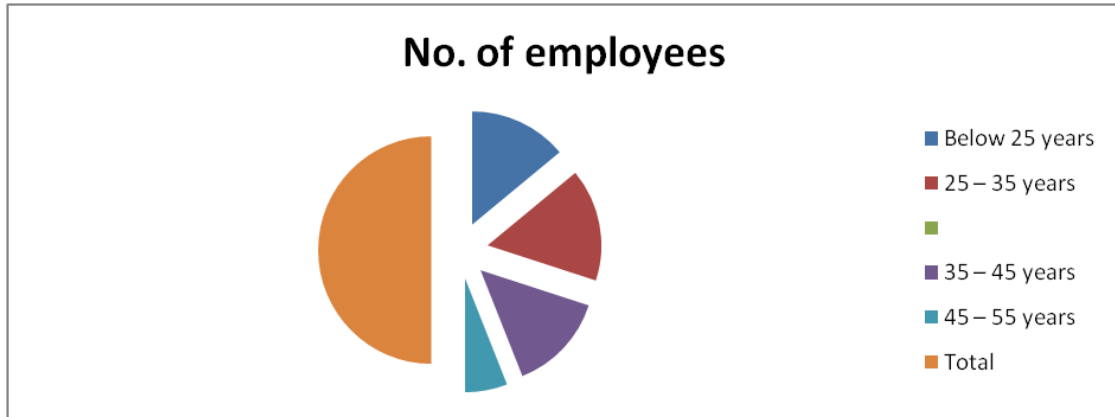
Inferences :From the above table, it is found that 70% of the employees are males, 30% of the employees are females.

Conclusion: Most of the employees are males.

Frequency distribution of Age.

Age	No. of employees	Percentage
Below 25 years	28	28%
25 – 35 years	32	32%
35 – 45 years	28	28%
45 – 55 years	12	12%
Total	100	100%

Source: Primary data – Questionnaire.



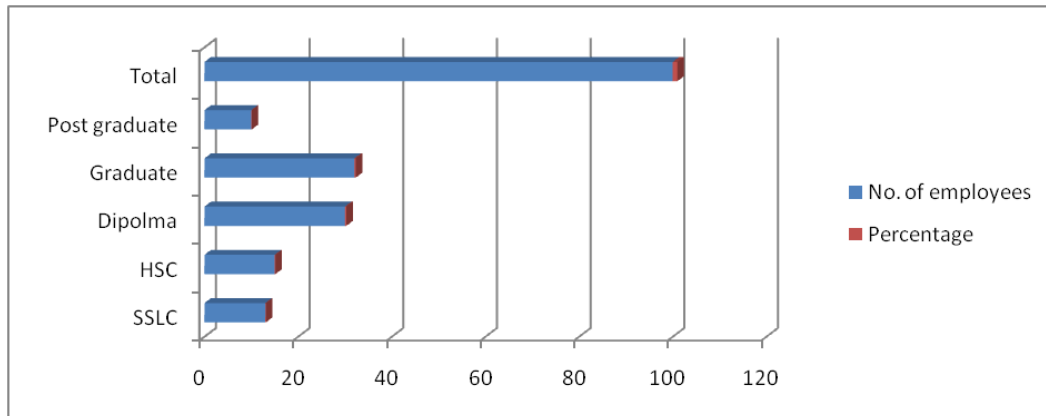
Inference: From the above table, it is found that 28% of the employees are in between below 25 years of age, 32% of the employees are in between 25 – 35 years of age, 28% of the employees are in between 35 – 45 years of age, 12% of the employees are in between 45 – 55 years of age.

Conclusion: Most of the employees are in between 25- 35 years of age.

Frequency distribution of Educational Qualifications.

Educational qualifications	No. of employees	Percentage
SSLC	13	13%
HSC	15	15%
Dipolma	30	30%
Graduate	32	32%
Post graduate	10	10%
Total	100	100%

Source: Primary data – Questionnaire.



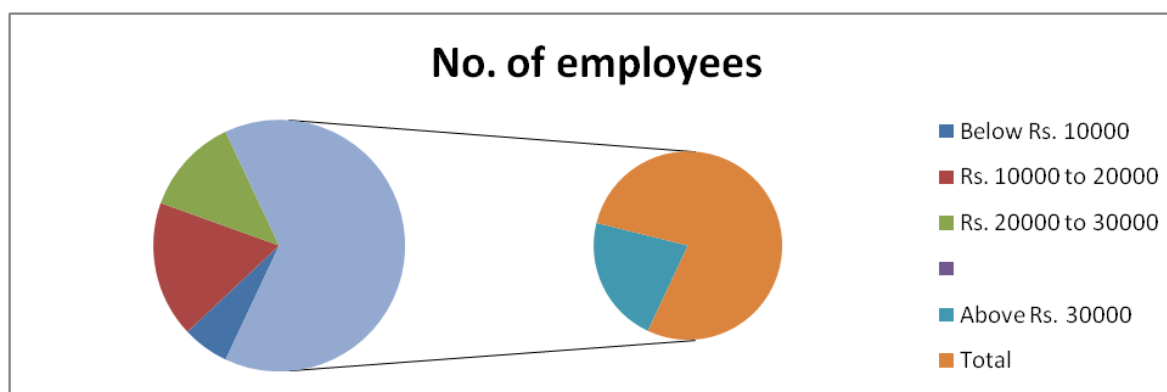
Inference: From the above table, it is found that 13% of the employees studied up to SSLC, 15% of the employees studied up to HSC, 30% of the employees studied up to diploma, 32% of the employees studied up to graduate, 10% of the employees are studied up to post graduate.

Conclusion: Most of the employees are graduate.

Frequency distribution of Income.

Income	No. of employees	Percentage
Below Rs. 10000	12	12%
Rs. 10000 to 20000	35	35%
Rs. 20000 to 30000	25	25%
Above Rs. 30000	28	28%
Total	100	100%

Source: Primary data – Questionnaire.



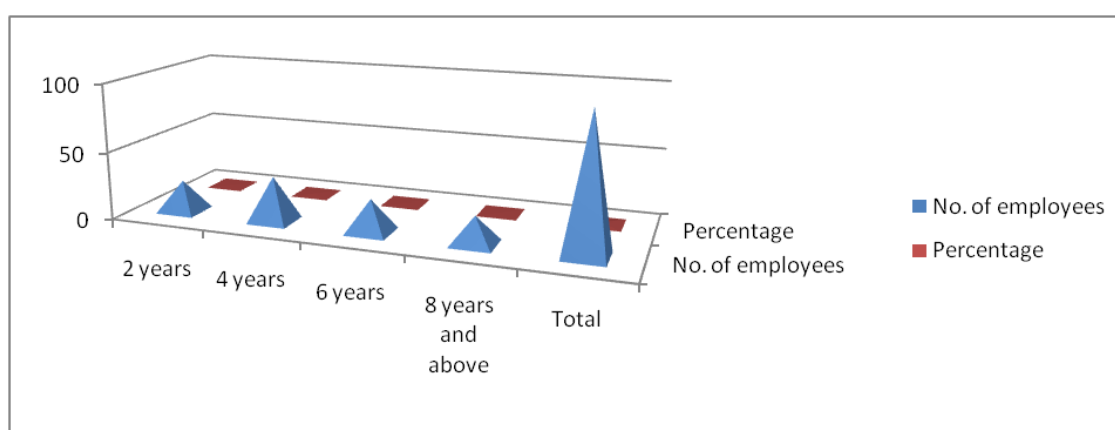
Inference: From the above table, it is found that 12% of the employees are earnings below Rs. 10000 as an income, 35% of the employees are earnings Rs.10000 to 20000 as an income, 25% of the employees are earnings Rs.20000 to 30000 as an income, 28% of the employees are earnings above Rs.30000 as an income.

Conclusion: Most of the employees are earnings Rs.10000 to 20000 as an income.

Frequency distribution of Experience.

Experience	No. of employees	Percentage
2 years	23	23%
4 years	33	33%
6 years	24	24%
8 years and above	20	20%
Total	100	100%

Source: Primary data – Questionnaire.



Inference: From the above table, it is found that 23% of the employees have 2 year experience on the job, 33% of the employees have 4 year experience on the job, 24 % of the employees have 6 year experience on the job, 20% of the employees have 8 years and above experience on the job.

Conclusion: Most of the employees have 4 year experience on the job.

Relationship between employee empowerment and its impact of employee performance.

S no	Questionnaire items	S. Agree /Agree	%	Disagree/ S. Disagree	%	Neither agree / nor agree	%	Total
1	Information sharing	53	53	27	27	20	20	100
2	Knowledge	54	54	30	30	16	16	100
3	Power	52	52	28	28	20	20	100
4	Reward	56	56	24	24	20	20	100
5	Autonomy	52	52	32	32	16	16	100
6	Decision making	55	55	27	27	18	18	100
	Total	322	54	168	28	110	18	600

According to table aggregate response 320 (54%) indicate the strongly agree and agree, 170 (28%) indicate the strongly disagree and disagree while 110 (18%) indicate undecided. This implies that there is positive relationship between employee empowerment and employees performance. The reward is most effective factor in empowerment process.

V. Conclusion:

In this research researcher conclude that employee are doing work after providing reward and involve decision making in their work . In turn its lead to increase the performance of the employee in their jobs. Employee empowerment does influence their performance and such influence can be mediated with appraisal in an organization. Therefore, it is very important for each and every organisation to enhance their empowerment activity and a good performance appraisal to increase the level of employee performance.

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