



Employee Empowerment- An Organizational Style in Action

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Abstract

Empowerment is the process of enabling or authorizing an individual to think, behave, and take action, and control work and decision-making about her job in autonomous, independent, self-directed ways. It is the state of feeling self-empowered to take control of your own destiny. Empowerment is feeling in control of work environment and that they have permission to make decisions in the areas under control and are responsible for in their job. The organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways. The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways. The present study aims to study employee empowerment as an organizational style in action. The study is conducted in Industrial area of Palakkad in selected Public Sector Undertakings in the District. It reveals that the employees become more responsible and accountable when self-direction is the norm.

Key Words: Employee empowerment, organizational style, Public Sector Undertakings

Introduction

New organizational styles help to empower employees which in turn lead to increased workforce commitment and humanized workplace. Increased commitment and humanized workplace result in improvements in work performance as well as the quality of work life. Empowerment practices are promoted in varying degrees at the workplace. Determination of employee empowerment is a matter of judgment. Thinking of empowerment, instead, as the process of an individual enabling himself to take action and control work and decision making in autonomous ways. Every organization should realize and recognize its people's involvement and their capacity to improve and enhance the business performance. Generally, it is observed and experienced that if people in the organization feel less empowered, then it will affect the organizational performance. Moreover, responsibility and accountability help and motivates the individuals to put their best towards better performance. Empowerment is a desirable management and organizational style that enables employees to practice autonomy, control their own jobs, and use their skills and abilities to benefit both their organization and themselves.

Significance of the study

Empowerment in human relations terms, is not something that one individual does for another. This is one of the problems organizations have experienced with the concept of empowerment. Empowerment is a desirable management and organizational style that enables employees to practice autonomy, control their own jobs, and use their skills and abilities to benefit both their organization and themselves. Thus, the present study is relevant to determine



association between age, qualification and employee empowerment and also the empowerment factors which benefit the employees in PSU.

Statement of the Problem

Efficient organizational style empowers the employees in Public Sector Undertakings. Working to create an environment that empowers employees has been shown to not only increase customer satisfaction levels, but also improve employee morale. If an organization adopts and implement effective management practices, then it can empower the employees which will pave way for organizational effectiveness. The present study is an attempt to determine association between age, qualification and employee empowerment. It also examines the empowerment factors which benefit the employees in PSU.

Objectives of the Study

- To determine association between qualification and employee empowerment
- To examine the empowerment factors which benefit the employees in PSU

Hypothesis

The degree of association between employee empowerment based on qualification

H0: There is no association between qualification and employee empowerment

Methodology and Data Base

The study used a descriptive and analytical research approach based on both primary and secondary data. The primary data necessary for the study has been collected from 100 respondents. A total of 50 employees were chosen from the central PSU, Indian Telephone Industry Ltd. A total of 50 employees were chosen from the state PSU, Malabar Cements Ltd. This study was conducted as a survey using structured questionnaire that examines employee empowerment practices. The data were analysed using Chi-Square test, mean, standard deviation, etc. The secondary data required for the study were collected from the books, Journals, websites etc.

Results and Discussion

The results of the analysis are briefly given in the following pages.

Qualification and employee empowerment

H0: There is no association between qualification and employee empowerment

H1: There is association between qualification and employee empowerment

Table 2

Chi-Square Test on qualification and employee empowerment

	Value	do	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.360 ^a	4	.004
Likelihood Ratio	18.353	4	.001
Linear-by-Linear Association	5.850	1	.016
N of Valid Cases	100		

Source: SPSS 20.0

It can be observed that the p- value (0.04) is less than α (0.05), therefore we reject the null hypothesis and accept the alternative hypothesis, which means that there is association between qualification and employee empowerment.



Respondent's opinion regarding the benefits derived by them through empowerment practices

	Statements	Response (in percent)						
		SA	A	N	DA	SDA	Mean	SD
1	ENTHUSIASM	28	52	20	0	0	4.21	.692
2	INCREASED JOBS SATISFACTION	31	58	11	0	0	4.20	.620
3	INITIATIVENESS	36	59	5	0	0	4.18	.563
4	CREATIVENESS	40	42	15	3	0	4.19	.800
5	GOAL ACHIEVEMENT	32	44	21	3	0	4.05	.809
6	COMPETENCY	36	49	15	0	0	4.21	.686
7	RESPONSIVENESS	39	51	10	0	0	4.06	.640
8	LOYALTY	39	51	6	4	0	4.25	.744
9	CSA	40	51	9	0	0	4.09	.631
10	MORALE	36	57	7	0	0	4.31	.591
	TOTAL MEAN SCORE						41.75	

Source: Field Survey, 2013

Key: SDA-Strongly disagree; DA-Disagree; N- Neutral; A-Agree; SA-Strongly agree

Scale (Individual mean) 0-2.5=Low; 2.51-3.5=Average and 3.51 and above=High

Scale (overall mean) 10-24=Low; 25-34=Moderate and 35 -50= High

The respondents' assessment on the benefits they derived through employee empowerment practices. The respondents gave highly favourable responses to all the statements. The overall mean score is 41.75 which mean that respondents have a highly favourable opinion about the benefits.

Findings of the study

- There is association between qualification and employee empowerment.
- The factors that benefited most out of employee empowerment are employee morale. The classification of the factors in a hierarchical order revealed that loyalty, competency and enthusiasm rank second and third.

Conclusion

Efficient organizational style empowers the employees in Public Sector Undertakings. Working to create an environment that empowers employees has been shown to not only increase customer satisfaction levels, but also improve employee morale. The present study reveals that there is association between qualification and employee empowerment. The factors that benefited most out of employee empowerment are employee morale, competencies, loyalty, and enthusiasm. Thus, employees are enabled to perform their jobs more efficiently and effectively without feeling as if they are waiting for a decision, waiting for direction, and waiting for permission to act.

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