



# International Journal of Engineering Researches and Management Studies

## A STUDY ON EMPLOYEE EMPOWERMENT IN DANLY INDIA PVT LTD.

V.S.Palaniammal<sup>\*1</sup>, K.Suganya<sup>2</sup> & D.Aarthi<sup>3</sup>

<sup>\*1</sup>Assistant Professor, Department of Management Studies, DKM College for Women, Vellore

<sup>2</sup>Research Scholar, Department of Management Studies, DKM College for Women, Vellore

<sup>3</sup>Assistant Professor, Department of Psychology, DKM College for Women, Vellore

### ABSTRACT

Employee empowerment practices have been widely adopted in Danly India Pvt. Ltd. In this study, employee empowerment is conceptualized as a multifaceted approach composed of various practices aimed at sharing information, resources, rewards and authority with lower level employees. Self-Determination Theory is used to theorize about the effects of these different empowerment practices on job satisfaction. The findings of the study indicates that the employee empowerment as a significant positive effect on job satisfaction. Finally the findings reveal that employee training as a significant positive effect on job satisfaction.

**Keywords:** *Employee empowerment, employee training, job satisfaction, employee, team work.*

### 1. INTRODUCTION

**Employee empowerment** is a management strategy that aims to give **employees** the tools and resources necessary to make confident decisions in the workplace without supervision. According to Vecchio, employee empowerment refers to a set of motivational techniques that are designed to improve employee performance through an increased level of employee participation and self-determination. Similarly it is defined as organizational arrangements that give employees more autonomy, discretion and decision-making responsibility. Social-structural empowerment perspective, its aim is to reduce the conditions that prevent employees from gaining access to the organization's opportunity, information, support and resources that are necessary for them to make relevant decisions on their job or role. Psychological empowerment refers to the psychological state of a subordinate perceiving four dimensions of meaningfulness, competence, self-determination and impact, which is affected by empowering behaviors of the supervisor. Empowerment through involvement shows manager's intention of gaining employees' experiences, ideas, feedback and suggestions for fault detection, problem solving and service quality enhancement.

### 2. OBJECTIVE OF THE STUDY

- ❖ To analyze the employees attitude towards the concept of Empowerment.
- ❖ To find out the employees opinion about their management contribution towards Empowerment.
- ❖ To analyze the decision making and control power of employees.
- ❖ To find out whether the employees are satisfied with the current working Environment.
- ❖ To suggest the ways to improve the Employee Empowerment.

### 3. REVIEW OF LITERATURE

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



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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

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.

Muhammed Khalid Khan et al. (2014): Enhancing Organizational Commitment Through Employee Empowerment Empirical Evidence from Telecom Sector Employees. The authors have conducted a study on enhancing organizational commitment through employee empowerment. An effort has been made to find out relationship between empowerment and organizational commitment. The study confirms that employee empowerment is positively related with organizational commitment.

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 organizations have to change themselves and adapt themselves to changing conditions and encourage innovative ideas to come up from its employees through empowerment.

Dia Zeglal et al. (2014): Understating the Impact of Employee Empowerment on Customer-Oriented Behavior. The study has been conducted to understand the impact of employee empowerment on customer oriented behavior in Jordanian commercial banks. The study found that three dimensions of empowerment namely meaning, competency and impact have a positive and significant influence on customer behavior.

Maslina Mohammed Shaed et al. (2015): Employees' Participation in Decision Making (PDM): A literature survey. The article discusses employees' participation in decision making. It highlights that Organizational decision making process has a positive correlation with various factors such as gender, education level, job experiences, leadership, training, trust, motivation and productivity. Therefore, these factors need to be addressed on a priority basis by any organization.

Abdul Ghani Kanesan et al. (2015): Psychological Empowerment, Job Satisfaction and Commitment among Malaysian Secondary School Teachers This study was carried out by the Authors in Malaysia to identify the influence of psychological empowerment on job satisfaction and Organizational commitment among Malaysian Secondary School Teachers. It was found that self-determination and impact dimension of psychological empowerment has a significant influence on intrinsic job and extrinsic job satisfaction.

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 organizations.

#### 4. RESEARCH MEHTODOLOGY

The researcher choose descriptive research design method in this study .In this research, non-probability sampling was adopted, under that convenient sampling method was used. sample size is130.The research collect data from two sources primary data and secondary data. Tools used for data collection is Questionnaire. The primary data was collected using structured questionnaire distributed to the 130 respondents. The secondary data were collected from journals and online articles. Tools used for data analysis were chi-square, ANOVA test, Correlation was applied in this study to reveal relationship among variables from the data.



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## Research Hypothesis of the study

H<sub>1</sub>- Accepted. There is significant relation between gender and training must enhancing productivity and performance.

H<sub>0</sub>- Accepted. There is no significant relationship between age and motivational employee are release set of any organization.

H<sub>0</sub>- Accepted. There is no significant relationship between experience and reasonable producing increase in the salary.

H<sub>1</sub>- Accepted. There is significant relation between age and I am given the training which increase my skill and promotional opportunities.

H<sub>0</sub> - Accepted. There is no significant relation between gender and the advancement training available in the organization.

H<sub>1</sub>- Accepted. There is a significant relation between education and company recognize and acknowledge of my work.

H<sub>0</sub>- Accepted. There is a no significant relation between experience and job security exist in the company.

H<sub>0</sub>-Accepted. There is a no significant relation between age and I am given the training which increases and promotional opportunities.

H<sub>0</sub>- Accepted. There is a no significant relation between educational and performance appraisal activities are helpful to get motivate.

H<sub>0</sub>-Accepted. There is a no significant relation between experience and financial incentive increases employee work productivity.

### ANOVA

GENDER VS TRAINING MUST ENHANCING PRODUCTIVITY AND PERFORMANCE	SOURCE	SUM OF SQUARE	DEGREE OF FREEDOM	MEAN SQUARES	F-TEST
	BETWEEN	5140/4	5-1=4	1285	(4,10)
WITHIN	1234/5	10-5=5	246.8	5.206	

V<sub>1</sub>=4, V<sub>2</sub>=10, CALCULATED VALUE=5.206, TABLE VALUE=3.48

H<sub>0</sub>->Rejected, H<sub>1</sub>->Accepted

Conclusion:-There is significant relation between gender and training must enhancing productivity and performance.

AGE AND MOTIVATIONAL EMPLOYEE ARE RELEASE SET OF ANY ORGANISATION	SOURCE	SUM OF SQUARE	DEGREE OF FREEDOM	MEAN SQUARES	F-TEST
	BETWEEN	173.3333/4	5-1=4	43.3308	(4,10)
WITHIN	500.01/10	15-5=10	50.001	0.866	

V<sub>1</sub>=4, V<sub>2</sub>=10, CALCULATED VALUE=0.866, TABLE VALUE=3.48

H<sub>0</sub>->Accepted, H<sub>1</sub>->Rejected

Conclusion:-There is no significant relationship between age and motivational employee are release set of any organization.

EXPERIENCE AND REASONABLE PRODUCING INCREASE IN THE SALARY	SOURCE	SUM OF SQUARE	DEGREE OF FREEDOM	MEAN SQUARES	F-TEST
	BETWEEN	2.084/4	5-1=4	0.521	(4,10)
WITHIN	0.092/10	15-5=10	0.0092	56.630	

V<sub>1</sub>=4, V<sub>2</sub>=10, CALCULATED VALUE=56.630, TABLE VALUE=3.48

H<sub>0</sub>->Accepted, H<sub>1</sub>->Rejected

Conclusion:-There is no significant relationship between experience and reasonable producing increase in the salary .



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AGE AND I AM GIVEN THE TRAINING WHICH INCREASE MY SKILL AND PROMOTIONAL OPPORTUNITES	SOURCE	SUM OF SQUARE	DEGREE OF FREEDOM	MEAN SQUARES	F-TEST
	BETWEEN	856.6563/4	5-1=4	214.1640	59.8763
	WITHIN	357.677/10	15-5=10	3.57677	

V1=4,V2=10,CALCULATED VALUE=59.8763,TABLEVALUE=3.48

H<sub>0</sub>->Rejected,H<sub>1</sub>->Accepted

Conclusion:-There is significant relation between age and I am given the training which increase my skill and promotional opportunities.

GENDER AND THE ADVANCEMENT TRAINING AVAILABLE IN THE ORGANISATION	SOURCE	SUM OF SQUARE	DEGREE OF FREEDOM	MEAN SQUARES	F-TEST
	BETWEEN	1.911/4	5-1=4	0.477	(4,5)
	WITHIN	658.08/5	10-5=5	131.61	3.624

V1=4,V2=10,CALCULATED VALUE=3.624,TABLEVALUE=5.19

H<sub>0</sub>-> Accepted,H<sub>1</sub>->Rejected

Conclusion:-There is no significant relation between gender and the advancement training available in the organization.

CHI SQUARE

EDUCATION AND COMPANY RECOGNISE AND ACKNOWLEDGE OF MY WORK		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	Diploma	2	30	5	3	0	40
	Graduate	1	30	5	2	0	38
	Post graduate	1	36	10	5	0	52
	Total	4	96	20	10	0	130

Degrees of freedom = 4,Calculated value = 109.5370,table value is 15.51

H<sub>0</sub> is rejected,H<sub>1</sub>is accepted.

Conclusion:-There is a significant relation between education and company recognize and acknowledge of my work.

EXPERIENCE AND JOB SECURITY EXIST IN THE COM		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	Less than 10 year	11	2	4	2	1	20
	11-20 year	44	15	8	2	1	70
	21-30 year	16	8	13	2	1	40
	Total	71	25	25	6	3	130

Degrees of freedom = 8,Calculated value = 4669,table value is 15.51

H<sub>0</sub> is accepted, H<sub>1</sub> is rejected.

Conclusion:-There is a no significant relation between experience and job security exist in the company.

AGE VS I AM GIVEN THE TRAINING WHICH INCREASES		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	Less than 25	8	10	1	11	0	20
	26-35 year	18	32	8	2	0	60



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AND PROMOTIONAL OPPORTUNITIES	36-46year	9	22	1	7	0	40
	Total	35	65	10	20	0	130

Degrees of freedom = 8, Calculated value = ., Table value is 15.5

H<sub>0</sub> is accepted, H<sub>1</sub> is rejected.

Conclusion:-There is a no significant relation between age and I am given the training which increases and promotional opportunities .

EDUCATION AND PERFORMANCE APPRAISAL ACTIVITIES ARE HELPFUL TO GET MOTIVATE		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	Diploma	20	10	1	0	0	31
	Graduate	20	20	1	0	0	41
	Post graduate	40	15	5	0	0	58
	Total	80	45	5	0	0	130

Degrees of freedom = 8, Calculated value = 5.8655, Table value is 15.51

H<sub>0</sub> is accepted, H<sub>1</sub> is rejected.

Conclusion:-There is a no significant relation between educational and performance appraisal activities are helpful to get motivate.

EXPERIENCE AND FINANCIAL INCENTIVE INCREASES EMPLOYEE WORK PRODUCTIVITY		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	Below 10 yr	17	20	5	0	0	42
	11-20 yrs	10	40	5	0	0	55
	21-30yrs	10	20	3	0	0	33
	Total	37	80	13	0	0	130

Degrees of freedom = 8, Calculated value = 6.821, Table value is 15.51

H<sub>0</sub> is accepted, H<sub>1</sub> is rejected.

Conclusion:-There is a no significant relation between experience and financial incentive increases employee work productivity.

### CORRELATION

INCENTIVE DEVELOP EMPLOYEE ATTITUDE TOWARD ORGANISATION AND MOTIVATIONAL EMPLOYEE ARE RELEASE SET OF ANY ORGANISATION.

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
0	20	0	400	20
60	40	3600	1600	2400
57	40	3249	1600	2280
13	30	169	900	390
0	0	0	0	0
130	130	7018	4500	5090

Formula:

$$\text{Correlation (r)} = \frac{\sum xy}{\sqrt{\sum x^2} * \sqrt{\sum y^2}}$$



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r = 0.9057

Conclusion:-There is a positive correlation co-efficient between incentive develop employee attitude toward organization and motivation employee are release set of any organization.

INCENTIVE DEVELOP EMPLOYEE ATTITUDE TOWARD ORGANISATION AND TALENT MANAGEMENT PROGRAM MOTIVATE THE WORK ENVIRONMENT.

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
0	15	0	225	0
60	18	3600	324	288
57	57	3249	3249	6042
13	40	169	1600	520
0	0	0	0	0
130	130	7018	5398	4057

Formula:

$$\text{Correlation (r)} = \frac{\sum xy}{\sqrt{\sum x^2} * \sqrt{\sum y^2}}$$

r = 21

Conclusion:-There is a positive correlation co-efficient between incentive develop employee attitude toward organization and talent management program motivate the work environment.

PERFORMANCE APPRAISAL ACTIVITES ARE HELPFUL TO GET MOTIVATE AND ARE YOU SATISFIED WITH THE NATIONAL MATERNITY BENEFIT SCHEMES(NMBS)

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
80	4	6400	16	320
45	20	2025	400	900
5	106	25	11236	530
0	0	0	0	0
0	0	0	0	0
130	130	8450	11652	1750

Formula:

$$\text{Correlation (r)} = \frac{\sum xy}{\sqrt{\sum x^2} * \sqrt{\sum y^2}}$$

r = 119.356

Conclusion:-There is a positive correlation co-efficient between performance appraisal activities are helpful to get motivate and are you satisfied with the national maternity benefit schemes (NMBS)

## 5. FINDINGS

- 46% of the respondents belong to 25-35years of age.
- 82% of the respondents are male.
- 85% of the respondents are married.
- 48% of the respondents have studied under graduate level.
- 42% of the respondents have 21-30 years of experience.
- 43% of the respondents are earned Rs.32000.
- 74% of the respondents are agree Company frequently organizes acknowledge of the work.
- 62% of the respondents are agree Reasonable increase in the salary.
- 65% of the respondents are agree Job security exist the company.
- 62% of the respondents are strongly agree Performance appraisal activities of the company.
- 42% of the respondents are agree The advancement training in the organization.



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- 82% of the respondents are neutral National maternity benefits schemes(NMBS).
- 50% of the respondents are agree Training increases skills and promotion opportunities.
- 38% of the respondents are agree Training must enhancing productivity and performance
- 62% of the respondents are agree Financial incentive increases employee work productivity.
- 46% of the respondents are agree Incentives develop employee attitude towards organization.
- 31% of the respondents are neutral Motivational employee are release set of any organization.
- 50% of the respondents are agree Job security.
- 51% of the respondents are neutral Talent Management programs helps to identify the strength and weakness of employees.
- 44% of the respondents are neutral Talent management program motivate the work environment.
- 67% of the respondents are financial incentive motivation Types of incentives.
- 84% of the respondents are on the job On the job and off the training methods.
- 75% of the respondents are after 1 month Ideal time to evaluate training.
- 58% of respondents are say yes Training increases the motivation levels of employees.
- 67% of the respondents are say no Flexible works hours.
- 62% of the respondents are half yearly Training program are conducted in organization.

### 6. SUGGESTIONS

- Though there are talent management programs in the organization, still more adequate shall be training increases motivational level of employees in workplace.
- Sufficient training programmers with advanced technology shall be provided, so that, it leads to upgrade the knowledge of employees.
- More transport facilities shall be provided according to the convenience of employees, as it might grab a positive impression among employees.
- Performance based increments shall be given to the employees as it will be a motivating factor for satisfaction and increase productivity.
- The organization can arrange for job security of the employees.
- Though adequate on-the job training and off-the job training measures exists in the organization, still, employee, can focus on providing a better efficiency and performance increases in the same organization.

### 7. CONCLUSION

The study has identified several concepts and approaches relating to employee empowerment that leading organisations consider to be best practices. These practices included employee participation in decision making, and handing more responsibility and authority to employee (coupled with accountability). Clearly the whole concept of 'employee empowerment' is still an infant in terms of practical implementation. Although various benefits stand to be gained, organisations are still not willing to hand down power to employees and the 'control' mentality is still abundant. This has to change, and is gradually doing so. The future of work relies on knowledge workers and the competitive advantage of organization is their people. Dramatic changing the way they hire, reward, train, and rely on their employees.

Organizations must be ready to offer a system of empowerment to allow employees to produce their full potential. Any residues of the command and control culture are very strong obstacles for achieving maximum employee potential.

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