

International Multidisciplinary  
Research Journal

*Indian Streams  
Research Journal*

Executive Editor  
Ashok Yakkaldevi

Editor-in-Chief  
H.N.Jagtap

---

## Welcome to ISRJ

**RNI MAHMUL/2011/38595**

**ISSN No.2230-7850**

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial board. Readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

### ***International Advisory Board***

|  |  |   |
|--|--|---|
| Flávio de São Pedro Filho<br>Federal University of Rondonia, Brazil  | Mohammad Hailat<br>Dept. of Mathematical Sciences,<br>University of South Carolina Aiken                     | Hasan Baktir<br>English Language and Literature<br>Department, Kayseri                      |
| Kamani Perera<br>Regional Center For Strategic Studies, Sri<br>Lanka | Abdullah Sabbagh<br>Engineering Studies, Sydney  | Ghayoor Abbas Chotana<br>Dept of Chemistry, Lahore University of<br>Management Sciences[PK] |
| Janaki Sinnasamy<br>Librarian, University of Malaya                  | Ecaterina Patrascu<br>Spiru Haret University, Bucharest  | Anna Maria Constantinovici<br>AL. I. Cuza University, Romania                               |
| Romona Mihaila<br>Spiru Haret University, Romania                    | Loredana Bosca<br>Spiru Haret University, Romania  | Ilie Pinteau,<br>Spiru Haret University, Romania  |
| Delia Serbescu<br>Spiru Haret University, Bucharest,<br>Romania      | Fabricio Moraes de Almeida<br>Federal University of Rondonia, Brazil   | Xiaohua Yang<br>PhD, USA  |
| Anurag Misra<br>DBS College, Kanpur                                  | George - Calin SERITAN<br>Faculty of Philosophy and Socio-Political<br>Sciences Al. I. Cuza University, Iasi | .....More   |
| Titus PopPhD, Partium Christian<br>University, Oradea, Romania       |  |   |

### ***Editorial Board***

|  |   |   |
|--|---|---|
| Pratap Vyamktrao Naikwade<br>ASP College Devrukh, Ratnagiri, MS India Ex - VC. Solapur University, Solapur | Iresh Swami<br>N.S. Dhaygude<br>Ex. Prin. Dayanand College, Solapur | Rajendra Shendge<br>Director, B.C.U.D. Solapur University,<br>Solapur |
| R. R. Patil<br>Head Geology Department Solapur<br>University, Solapur                                      | Narendra Kadu<br>Jt. Director Higher Education, Pune                | R. R. Yalikal<br>Director Managment Institute, Solapur                |
| Rama Bhosale<br>Prin. and Jt. Director Higher Education,<br>Panvel   | K. M. Bhandarkar<br>Praful Patel College of Education, Gondia       | Umesh Rajderkar<br>Head Humanities & Social Science<br>YCMOU, Nashik  |
| Salve R. N.<br>Department of Sociology, Shivaji<br>University, Kolhapur                                    | Sonal Singh<br>Vikram University, Ujjain                            | S. R. Pandya<br>Head Education Dept. Mumbai University,<br>Mumbai     |
| Govind P. Shinde<br>Bharati Vidyapeeth School of Distance<br>Education Center, Navi Mumbai                 | G. P. Patankar<br>S. D. M. Degree College, Honavar, Karnataka       | Alka Darshan Shrivastava<br>Shaskiya Snatkottar Mahavidyalaya, Dhar   |
| Chakane Sanjay Dnyaneshwar<br>Arts, Science & Commerce College,<br>Indapur, Pune                           | Maj. S. Bakhtiar Choudhary<br>Director, Hyderabad AP India.         | Rahul Shriram Sudke<br>Devi Ahilya Vishwavidyalaya, Indore            |
| Awadhesh Kumar Shirottriya<br>Secretary, Play India Play, Meerut (U.P.)                                    | S. Parvathi Devi<br>Ph.D.-University of Allahabad                   | S. KANNAN<br>Annamalai University, TN                                 |
|  | Sonal Singh,<br>Vikram University, Ujjain                           | Satish Kumar Kalhotra<br>Maulana Azad National Urdu University        |

**Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India**  
**Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.org**

## EMPLOYEE EMPOWERMENT- A STUDY



N. Ashamaran

### INTRODUCTION

The Merriam Webster's Dictionary similarly describes the verb to empower as "to authorize, or delegate, or give legal power to someone". Definitions regarding structural approach, Bowen and Lawler (1992, p. 32) define empowerment as "sharing with front-line employees four Organizational ingredients: information about the organizational performance... knowledge that enables employees to understand and contribute to organizational performance, rewards based on organizational performance, and power to make decisions that influence organizational direction and performance". The Psychological empowerment has been defined by Spreitzer as "a motivational construct manifested in four cognitions: meaning, competence, self-determination and impact" (Spreitzer, 1995, p. 1444), whereas, Meaning is "the value of a work goal or purpose, judged in relation to an in-

### ABSTRACT

*Empowerment improves the skill and knowledge of the employees. Organizations empower employees following some practices. These practices make them more empowered. The empowered employees feel more satisfied and more committed. The empowerment activities promote organizational performance. Most of the organizations are voluntarily involving in the activities of empowerment. Allowing the empowerment practices, they can gain more advantages from employees. This study provides several practices followed by organizations for empowering the employees. These practices are very essential to organizations to get benefit from the employees.*

**KEYWORDS :** empowerment, power, information, knowledge, reward, participation.

### Short Profile

N. Ashamaran is Research Scholar She Has Completed B.B.A. , P.G.D.H.R.M. , M.B.A. , M.Phil. , Ph.D.

dividual's own ideals or standards".... Meaning involves "a fit between the re-quirements of a work role and beliefs, values and behaviours", Competence, or self-efficacy, is "an individual's belief in her capability to perform work role activities with skill", Self-determination is "an individual's sense of having choice in initiating and regulating actions", Impact is "the degree to which an in-dividual can influence strategic, admin-istrative or operating outcomes at work". Conger and Kanungo (1988)

define empowerment as "a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of proving efficacy information". Thomas and Velthouse (1990) define empowerment as "internal motivation

that can be explained by four perceptive dimensions, which are sense, competence, choice and impact

The empowerment is an effective tool to overcome competition. Empowerment has in the form of 'participative policy making' and informing. The empowered employees learn and grow individually as well as they use communication skill and think systematically (Bagheri et al., 2011). It can help employees to get actively involved in decision-making process in organization (Mishra & Bhaskar, 2010). The word of empowerment universally accepted definitions are not available. The empowerment as viewed as managerial style (Pardo del Val and Lloyd, 2003), HR practices (Huselid et al., 1997), employee perception (Quinn and Spreitzer, 1997), cognitive state (Menon, 2001). The role of employee empowerment is to develop employee attitudes and behaviour (Kazlauskaite et al., 2012).

Different research studies regard, Empowerment as a process, enabling the individuals to think, behave and take actions in an autonomous way. It refers to enabling of employees to make their performance easier and more effective (Awamleh, 2013). Argyris (1998), one CEO has said "No vision, No strategy, can be achieved without able and empowered employees." Empowerment provides the opportunity to develop knowledge and skill to employees. It provides employees the sense of ownership and control over their job (Niehoff et al., 2001). Empowerment occurs at various levels, such as individual, group and community. Empowerment is essential for employees. it gives them more power, knowledge, experience, meaning, opportunities and status (Awamleh, 2013).

It acts as the key success of total quality management. The organization should empower employees by the way of providing information, participation and autonomy.

The researcher Mishra & Bhasker (2010), stated empowerment in the form of "partici-

pative policy making" and Information. Conger & Kanungo, (1988), empowerment deals with participative management technique such as management by objective, quality circles and goal setting by subordinates as the means of sharing power and delegation of authority.

Erturk (2012), empowerment is focus on empowering management practices such as delegation of decision making, provision of increased access of information and resources for individuals at lower level of the organization.

## **RESEARCH METHODOLOGY**

In this study, the researcher used Content analysis method. Following the method researcher collected the secondary data from various sources like books and journals for this study.

## **APPROACHES OF EMPLOYEE EMPOWERMENT**

The researcher Quinn & Spreitzer, 1997 classified empowerment as comes under two broad categories i.e., Mechanistic Approach and Organic Approach. The mechanic approach mean as top-down view and the organic approach mean as bottom-up view. The author Charless, (2004) has founded two approaches from existing theories. They are relational approach and motivational/psychological approach. Relational approach is characterised by practices that decentralise power by involving employees in decision making. Motivational approach proposes that empowerment is a constellation of experienced psychological states or cognitions.

Miri et al., (2011) categorized as situational approach and psychological approach. Situational approach means granting authority. This approach is known by Abraizetal, (2012) as relational approach/ management practice approach. The empowerment practices of sharing information, involving employees in planning process and decision-making, delegating authority, rewarding performance and providing performance feedback.



Amenumey & Lockwood, (2008) states the relational construct dealing with managerial style. Further, the researcher stated empowered work environment characterized by mutual trust, support and encouragement and team orientation (Saif & Saleh, 2013). Miri et al., (2011). Psychological approach means granting energy and it concerns the attitude and perception of employees. The psychological approach another name is motivational approach (Amenumey & Lockwood, 2008).

Taktaz et al., 2012 has found mechanical approach and organic approach by the existing reviews. The researcher states that, mechanical approach means management strategies and activities such as delegating decision-making power to the lower level of employees to the organization, share information with the staff members and access of resources. An organic approach means the attitude of employees about their role in the job and the organization.

The researcher spreitzer (2008) stated about two classical approaches of empowerment is social-structural empowerment and psychological empowerment. social-structural empowerment conditions enable empowerment in the workplace. Psychological experience of empowerment at work. Further the researcher stated that, these two practices can be distinguished by a focus on empowering structures, policies, and practices and a focus on perception of empowerment. moreover, the social structural prospective of empowerment get much attention from practitioners because it links specific managerial practices as well as the psychological empowerment refers to a set of psychological states. that are necessary for individuals to feel a sense of control in relation to their work. It is focus on how employees experience their work. Here the psychological empowerment is refers the personal beliefs that employees have about their role in relation to the organization.

Kazlauskaite et al., (2012) considered two approaches about the employee empowerment i.e., managerial approach and psychological

approach. The managerial approach means the set of practices that should empower employees. The psychological empowerment mean the employees internally feel the self-efficacy with in the organization as well as it can be considered a work-related attitude . Manon (2011) pointed out the empowerment actions that are focus of the structural approach that result in the cognitive states that are focus of the psychological approach. The both propectives maintenance is very important to organization. (Quinn & Spreitzer, 1997) suggested four ways to facing the challenge. They are, clear vision and challenge, openness and teamwork, discipline and control, support and sence of security.

### **BENEFITS OF EMPLOYEE EMPOWERMENT**

The benefits that can be derived from employee empowerments are

- ✦ The empowered employees learn and grow individually as well as they use communication skills and they think very systematically.
- ✦ By the way, of empowerment the organizations can attain excellent quality product and services.
- ✦ Empowerment providing Efficiency, responsiveness, synergy and management leverage (Lin, 1998) to the employees.
- ✦ Empowered employees are more committed, have higher level of job satisfaction and stay with the organization longer, they give better customer service, more rapid decision making and they have personal development (Erstad, 1997).
- ✦ Employee empowerment changes to the manager's mind set and leaves him with more time to engage in broad-based thinking, visioning and nurturing.

### **KEY INGREDIENTS OF EMPLOYEE EMPOWERMENT:**

Organisations follow some of the practices to empower employees. Following are

the key ingredients for a successful implementation of empowerment in the organization.

- Information flow- Sharing information about organization's performance (Lin, 1998),
- Reward-Providing Reward based on organizational performance, rewarded for increased responsibility and accountability otherwise reward based on contribution,
- Knowledge- providing Knowledge that enables the employees to understand and contribute to organizational performance, provide Power to make decisions that influence organizational direction and performance,
- Expressing confidence in the employee's ability,
- Allowing participation in the decision-making (Erstad, 1997),
- Holding high expectations concerning their performance,
- Allowing employees freedom and autonomy in how they perform their jobs,
- Accepting mistakes as normal and try to learn from them without victimizing employees,
- Providing extensive training about the job and enhance communication and leadership skills, Delegate responsibility along with authority, Support, Education (Erstad, 1997),
- Allowing teams to form. Teams are the best vehicles to empowerment,
- Giving feedback on Performance is always important. It is particularly important for newly empowered employees. Feedback enhances learning and can provide needed assurance that the job is being mastered,
- Seeking advice from employees
- Delegating, training and development, job rotation and fair promotion opportunities are the other ways to empower employees (Awamleh, 2013).

## **CONCLUSION**

Empowering employees bring positive effects on attitude and behavior to the employee's. The psychological empowerment is formed by the way of managerial approach or management practices. These practices are

enhancing the work -related attitude of employees. Empowering employees bring positive effects on attitude and behavior to the employees. The attitude change leads to job satisfaction. It is helpful to increase employee motivation and commitment. The positive result of psychological empowerment is enhances the level of trust between employee and supervisors as well as employees and top management and it enhances productivity of the organization and promoting highly desirable quality . Empowerment leads to resilience, autonomy, creativity, and productivity. initiative in their work and the empowered employees are more committed, more satisfied and exhibit organizational citizenship behavior. Therefore, the employee empowerment is very essential for the organisation to sustain in the competitive environment.

## **BIBLIOGRAPHY**

- 1.A.Carless, S. (2004). Does Psychological Empowerment Mediate The Relationship Between Psychological Climate And Job Satisfaction. *Journal of Business and Psychology* , 18 (4), 405-425.
- 2.Abraiz, A., Tabassum, T. M., Raja, S., & Jawad, M. (2012). EMPOWERMENT EFFECTS AND EMPLOYEES JOB SATISFACTION. *Academic Research International* , 3 (3), 392-400.
- 3.Amenumey, E. K., & Lockwood, A. (2008). Psychological climate and psychological empowerment: An exploration in a luxury UK hotel group. *TOURISM AND HOSPITALITY RESEARCH* , 8 (4), 265-281.
- 4.Argyris, C. (1998, MAY– JUNE). Empowerment: The Emperor's New Clothes. *Harvard Business Review* , 98-105.
- 5.Awamleh, N. A. (2013). Enhancing Employees Performance via Empowerment: A Field Survey. *Asian Journal of Business Management* , 5 (3), 313-319.
- 6.Bagheri, G., Matin, H. Z., & Amighi, F. (2011). The Relationship between Empowerment and Organizational Citizenship Behavior of the

- Pedagogical Organization Employees. Iranian Journal of Management Studies (IJMS) , 4 (2), 53-62.
- 7.Becker, B., Huselid, M., Pickus, P., & Spratt, M. (1997). HR as a source of shareholder value: research and recommendations. Human Resource Management, 36 (1), 39-47.
- 8.Bowen, D., & Lawler, E. (1992). The empowerment of Service workers : Whay, Why, How and When ? Sloan Management Review , 33, 31-39.
- 9.Conger, J. a., & Kanungo, R. N. (1988). The Empowerment Process: Integrating Theory and Practice. Academy ol Management Review , 13 (3), 471-482.
- 10.Erstad, M. (1997). Empowerment and organizational change. International Journal of Contemporary Hospitality Management , 9 (7), 325–333.
- 11.Ertürk, A. (2012). Linking Psychological Empowerment to Innovation Capability: Investigating the Moderating Effect of Supervisory Trust. International Journal of Business and Social Science , 3 (14), 153-165.
- 12.Kazlauskaite, R., Buciuniene, I., & Turauskas, L. (2012). Organisational and psychological empowerment in the HRM-performance linkage. Employee Relations, 34 (2), 138-158.
- 13.M.Spreitzer, G. (1995). Psychological Empowerment in the WorkPlace: Dimensions. Measurement and Validation. Academy of Management Journal, 38 (5), 1442-1465.
- 14.Menon, S. (2001). Employee empowerment: an integrative psychological approach. Applied Psychology: An International Review , 50 (1), 153-180.
- 15.Miri, A., Rangriz, H., & Sabzikaran, E. (2011). THE RELATIONSHIP BETWEEN ORGANIZATIONAL STRUCTURE AND EMPLOYEES' EMPOWERMENT IN NATIONAL IRANIAN OIL PRODUCTS DISTRIBUTION COMPANY. Kuwait Chapter of Arabian Journal of Business and Management Review, 1(1), 51-68.
- 16.Mishra, b., & bhaskar, u. (2010). Empowerment: a necessary attribute of a learning organization? Organizations and markets in emerging economies , 1 (2(2)), 48-70.
- 17.Niehoff, B. P., Moorman, R. H., Blakely, G., & Fuller, J. (2001). The Influence of Empowerment and Job Enrichment on Employee Loyalty in a Downsizing Environment. Group & Organization Management , 26 (1), 93-113.
- 18.Pardo del Val, M., & Lloyd, B. (2003). Measuring empowerment. Organization Development Journal , 64 (2), 102-108.
- 19.Quinn, R., & Spreitzer, G. (1997). The road to empowerment: seven questions every leader should consider. Organizational Dynamics , 26 (2), 37-49.
- 20.saif, n. i., & saleh, a. s. (2013). managers' concern regarding employee empowerment in jordanian public Hospitals,. interdisciplinary journal of contemporary research in business , 5 (3).
- 21.Taktaz, B., Shabaani, S., Shabaani, S., & Rahemipoor, M. (2012). The Relation between Psychological Empowerment and Performance of Employees. SINGAPOREAN Journal Of business Economics, and management studies , 1 (5), 19-26.
- 22.Yeh, C., & Lin, Y. (1998). the essence of empowerment: a conceptual model and a case illustration. Journal of Applied Management Studies , 7 (2), 223-238.

# Publish Research Article International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Book Review for publication, you will be pleased to know that our journals are

## Associated and Indexed, India

- ★ International Scientific Journal Consortium
- ★ OPEN J-GATE

## Associated and Indexed, USA

- Google Scholar
- EBSCO
- DOAJ
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database
- Directory Of Research Journal Indexing

Indian Streams Research Journal  
258/34 Raviwar Peth Solapur-413005, Maharashtra  
Contact-9595359435  
E-Mail-[ayisrj@yahoo.in](mailto:ayisrj@yahoo.in)/[ayisrj2011@gmail.com](mailto:ayisrj2011@gmail.com)  
Website : [www.isrj.org](http://www.isrj.org)