
Empirical Review of Impact of Competence Feeling, Sense of Being Meaningful and impactful - Empowerment of Upper and Middle Level Management

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ABSTRACT

Empowerment involves giving employees the autonomy to make decisions about how they go about their daily activities (Carless, 2004; Haas, 2010). Empowerment makes the worker to be a knowledgeable worker. The study was conducted with an aim to identify the strategies that are involved in empowering employees at work. To facilitate employee empowerment the organizational characteristics are very much essential towards addressing the need and wants of employees. Empowerment is a process that enables individuals and groups to fully access their personal and collective power, authority and influence and to employ this power when engaging with the people, other institutions or society. Factors such as communication, confidence, motivation, participation, and involvement are considered as the responsibilities for making an employee empowered and are analysed in this study. The study was conducted among middle and upper level managers with an idea to understand impact of Competence Feeling, Sense of Being Meaningful and Being Impactful on the empowerment of middle and junior management level who in turn believed empowering their subordinates.

Key Words: Empowerment; Strategies and Knowledge worker.

INTRODUCTION

Empowerment organizations are those which a group of people work together in there, and participate in doing works with each other. Empowerment begins when the employees were given some responsibility and are asked to accept that responsibility for the definition of the content of their jobs and the quality of their work. The empowerment came from having the authority in dealing with the problems they faced while doing their job. Essentially, empowerment is the process that involved passing decision making authority and responsibility from managers to employees (Ford & Fottler, 1995). The practice of empowering subordinates is a principal component of managerial and organizational effectiveness. The analysis of power and control within organizations (Kanter, 1979; Tannenbaum, 1968) reveals that the total productive forms of organizational power and effectiveness grow with superiors sharing of power and control with subordinates and the experiences in team building within organizations (Beckhard, 1969; Neilsen, 1986) suggest that empowerment techniques play a crucial role in group development and maintenance. It is the empowerment which also necessitates sharing with employee's information and knowledge that enables them to understand and contribute to organizational performance, rewarding them based on the organization's performance, and giving them the authority to make decisions that influence organizational outcomes (Bowen and Lawler, 1992).

Literature review

Organizations are dealing with many complex challenges and human resources management have great influence on their success. Managers and leaders' appropriate behavioral patterns will create strong motivation in employees. Moreover, this will increase employees' satisfaction and make them more effective in their job. Empowerment involves giving employees the autonomy to make decisions about how they go about their daily activities (Carless, 2004; Haas, 2010). The notion of empowerment derived from alienation, industrial democracy, participative management and job enrichment (Spreitzer, 1995) and has become widespread (Bartunek and Spreitzer, 2006). It concerns a form of employee involvement initiative (Wilkinson, 1998) and refers to the degree with which employees are encouraged to make certain decisions without consulting their supervisors, so that organizational dynamics are initiated at the bottom (Michailova, 2002). Empowerment practices decentralize power by involving employees in decision making (Carless, 2004). This aspect of empowerment is concerned with the behavior of a supervisor (Lee and Koh, 2001) and so empowerment can be defined as a discretionary construct that has management providing employees with discretion and autonomy over their tasks (Hsieh and Chao, 2004). It focuses on the relationships between team leaders and members (Lee and Koh, 2001) and on the employee's perception of their individual power to cope with the events, situations and people they encounter at work (Carless, 2004). Empowerment implies that people at the lower levels of organizations sometimes know best – the leaders' role should be to act as coach and/or mentor and important decisions can be made at all levels of organizations (Robert et al., 2000).

Following are the Characteristics of empowered employees in comparison to non-empowered (Saied Sehhat et al., 2014)

| Empowered Employees | Non-Empowered Employees |
|---|--|
| 1-they are creative in ambiguous situation and solve the problems in a way they are able to analyze them better and access more decisions. | They wait for the superior to make a decision that who is in charge of verifying the problems and is responsible in that in another word they are waiting for the duty to do |
| 2-they are able to recognize the opportunities in ambiguous situation such as a time when there is an increase in customer's complaint, or rivalry threat. | They are able to meet the problems skillfully but cannot recognize possible opportunities. |
| 3-they are capable of using cognitive skills such as revealing and examining hypothesis and assessment of presented reasons. Also they are able to bring strong reasons for how their decisions and performances are along with the common purposes. | Information would accept reasons and the results others, specially empowered ones immediately without doing any necessary surveys .They discuss about available information's, but aren't able to use these data along with their common purposes. |
| 4-both in dutiful groups and in multi-duties groups, they are able to reach a consensus about the decisions and actions. | They expect, there would be an accomplishment in reaching a consensus, but in this case if they face any failure, they recourse to chronological authority. |
| 5-they work on opportunities and try to recognize them to systematize activities, document, communicative and informative system, identify and repel systematic problems, and finally modify or remove the systems which cannot add anything to the customer's value. | They concentrate on personal empowerment or team effectiveness, but can't comprehend the problems which are supernumerary that the group. They are able to produce solutions which could be used just once but for systematizing them they would face the problems. They are extremely dependent on available systems, even if those systems are out of order. |
| 6-they are trying to optimize resources by price reduction and finding opportunities to invest in new fields (such as improvement process and modern technology) | The only time they focus on an issue is when they are force to do something by authorities. |
| 7-they are self-confidence and think they are capable, creative and trust worthy. | They aren't confident, and think they don't have necessary talent and creative mind, and others don't trust them |
| 8-they feel that they are able to decide appropriately about time and quality of their duty alone. | They feel they can't choose state of their duties. |

METHODS & MATERIALS

There are several research papers published in the area of Employee empowerment and the impact of the same on the organization's performance. This research is complementary to the existing knowledge base. This study adopted descriptive research design and researcher has used self structured questionnaire to access the effective strategies for empowerment.

Population and Sample

Due to the universality of the subject under review, there is a need to restrict the population for the study. The researchers have restricted the population to the employees working in Private Sector undertaking and located in Bangalore.

Further, the concept of empowerment may not be suitable for the inexperienced employers and also not applicable to the employees in the Top Management who are in the strategic decision making role. To incorporate this restriction we have restricted our study to the employees who have 10 plus years of experience and in working in the junior and middle level management. Researcher have sent the questioner to 70 employees in this category and received the response from 60 employees.

Hypothesis

In one of the experimental researches about empowerment four recognizable factors, spritzer (1992) has identified for empowerment up to present time. According to Mishra's (1992) research, we add of these five main dimensions of empowerment. If employers want to empower others successfully, they need to create these five features in the .a successful empowerment means: 1. Competence feeling, 2. having choices, 3. being impactful, 4. being meaningful, 5. trust others. These five dimensions describe these differences (Mishra's, 1992).

The objective of this study is to understand the impact of the following attributes on the empowerment of middle and junior management level.

- **Competence Feeling**

When people are empowered, they feel self- efficacy, or they feel they are capable to do the tasks successfully. They feel not only competence but also feel confidence that they can work adequacy. they feel personal-mastery and believe they can develop and learn to face new challenges (BeninsNanus, 1985) some authors believe these feature is the most important empowerment's factor, because having sense of competence determines that if people would try to do a difficult task and have perseverance or not (Bandura, 1986). believes that it's possible that peoples intensity faith about their effectiveness may affect their efforts I facing special situations .they involve in the activity when they feel they are capable of ordering the situation when it's a threat to them, and behave confidently, Efficacy expectation determines that how much people would try and resist in facing the obstacles and incompatible experiences (Bandara, 1986).

H1 : Confident and self assured about the ability and capabilities to perform of an employee is directly attributable to the Empowerment.

- **Sense of Being Meaningful**

Empowered staff feels meaningful. They respect for their purposes and for what they are struggling. Their ideals and standards are congruent with what they are doing. Activity is

important in their value system, they are caution about what they produce, believe on it. They invest spiritual and psychological power in their activities, and enjoy involving and engaging in a task and feel self-importance. They experience self-union and dependence in that engaging task. So being meaningful is a valuable viewpoint (Benis Andnanus, 1985).

H2 : Employee understanding his roles and responsibility will directly impact the Empowerment

- ***Being Impactful***

Empowered staff has personal control over consequences .they believe they can wake changes by affecting the environment of job .or the outcomes. this is a firm belief that a person can Effect on what happens with his own activities they don't believe that external setbacks could control their activities, rather, they believe that they can control those setbacks. The research about self-control has shown that people in search of self- control arose from inside (Abdollahi, 2006).

H3 : Employee understanding on the impact on what happens to organization is directly attributable to the empowerment

RESULTS & DISCUSSION

Preliminary analysis of the response received is as follows: Little more than half of the respondents (56%) were males and 44% were females. The majority of the respondents 76% belongs to the age group of 40 to 60 years of age. 56 % of the respondents have Professional Experience of 16 to 30 years, who were predominantly in the Middle and Upper Level of Management. Majority 76% of the respondents had a minimum of eleven years of experience which ranged up to more than twenty five years of experience in the present organization. It was found that more than half 52% of the respondents were Master's Degree holders, 32% were Bachelor degree holders and the very least 8% of the respondents were chartered accountants and doctoral degree holders respectively. This response received from the samples are in line with Population for which the Researcher are intended to perform the study.

Below table summarizes the expectations and describes the measurement of the relevant variables.

Summary of expectations and measurement of variables

| Expectation | Measurement |
|---|--|
| <i>Competence Feeling</i> | COMP is an ordinal variable expressing the Competence feeling of the employee (1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). |
| <i>Sense of Being Meaningful</i> | MEANI is an ordinal variable expressing the Competence feeling of the employee (1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). |
| <i>Being Impactful</i> | IMPACT is an ordinal variable expressing the Competence feeling of the employee (1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). |

Overview of the descriptive statistics is given in the table below.

Distribution ordinal variables over response categories

| | Strongly Disagree 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 |
|---------------|-------------------------------|----------------------|---------------------|-------------------|----------------------------|
| COMP | 0 (0 %) | 2 (8%) | 6 (24%) | 13 (52%) | 4 (16%) |
| MEANI | 0 (0 %) | 0 (0 %) | 2 (8%) | 13 (52%) | 10 (40%) |
| IMPACT | 0 (0 %) | 4 (16%) | 8 (32%) | 11 (44%) | 2 (8%) |

In consistent to the previous studies it is observed that Competence Feeling, Sense of Being Meaningful and Being Impactful are directly impacting the Empowerment.

However, in contrary to the expectation over 50% respondents feel that they don't have control on what happens in their department and over 90% of respondents across genders feel they have a problem to speak to their Managers.

Summary of findings: Empowerment is about attempting to improve the probability of employee success, which is philosophically different from the traditional organizations. Empowerment is about utilizing employees as assets and resources, which leads to pooling collective competency to increase and develop new levels of expertise. It is about sharing power equally and removing the traditional management structure, thus allowing decisions to be made as close as possible to the employees responsible for the task in hand.

CONCLUSION

When the needs of the Employees are taken care by the Organization, when the employees feel free to speak up, they would feel that they are empowered which in turn enables them to take on more responsibilities and assignments in terms of expanding and enlarging their jobs on their own and always willing to take on challenging responsibilities assigned by the Organization. As far as controlling is concerned the organizations think that Controlling helps the employees to travel in a direct line with consistent goals, whereas, the employees feel that, it somewhat appears to be a barrier to enjoy their empowerment in the organization, hence this study is concluded with investigation that employees empowerment is related with the opportunity to explain their positions and the way.

RECOMMENDATIONS

- Foster Open Communication – This will help employees to understand that their input is valued even if you decide to go a different way. Managers must make sure that they acknowledge them for sharing and reward valuable inputs that helps the company.
- Reward Self Improvement – Helping employees set a growth plan and advance and apply their newly learned skills as they step up for leadership opportunities
- Encourage safe failure – helping employees to try new things in a way that they don't put company in danger.

- Providing plenty of context – As a leader a Manager should impart his / her vision as a way to lead
- Clearly define roles – Establish specific roles and responsibilities with employees so all are clear and they work co-operatively.
- Lastly, appreciate their efforts – because empowered people needs greater level of autonomy.
- Further researches are recommended to extend the bounds of the current study into additional sectors and populations, choosing more organizations and types of organizations in order to have different types of empowerment, types of employee effectiveness such as employee commitment and engagement.

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