

**MEDIATING ROLE OF EMPOWERMENT BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT****G.SREELAKSHMI**

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**ABSTRACT**

Empowerment is a mechanism to achieve participatory management and leads to the revealing of human potentials. Job satisfaction has been defined as the result of employees' perceptions toward their job description. Organizational commitment is a view toward employees' loyalty to the organization which are increased due to the employees' participation. The aim of this research is to consider the relations among the mentioned variables and the relations among demographical characteristics (age, gender, and education level) with these four main variables of the research in order to improve the processes of empowerment, job satisfaction, and organizational commitment in an organization. The statistical population of this research consists of the employees of the central office of Nippo Batteries pvt ltd from which 270 people were selected as the sample, using simple random sampling method. The obtained results of this research showed that there is a significant relation between empowerment and job satisfaction, between empowerment and organizational commitment in considering the demographic characteristics like age, sexuality, designation and education level.

**KEYWORDS:**

Empowerment, Job Satisfaction, Organizational Commitment, Nippo batteries pvt ltd

**INTRODUCTION:**

In this cut throat competitive world competent and intelligent work force is of the main indicator of an organization's superiority over other organizations. The possession of specialized, loyal, and ambitious employees who are also consistent with values, parallel with organizational goals, and committed to maintain their membership in the organization are the growth and extension factors of every organization. Human resources are an accumulative combination of general and

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specialized knowledge of the employees, leadership abilities, problem solving abilities, risk taking and operational creativity. Empowerment as a process of power transfer improves people's self-esteem through enabling them to recognize their capabilities, abilities, and powers and includes the recognition of the value of themselves and others.

The goal of empowerment is to transfer power to them and convert their potential abilities to actions, using the environmental elements, the employees' characteristics and perceptions (Zimmerman, 1990: 169). The goal of the employees' empowerment is to make them know themselves as the owners of the business and understand completely the need to organizational belonging and dependency (Tannenbaum et al., 1991).

Being away from traditional hierarchical structures and moving towards flexible and dynamic structures, current organizations have realized that human relations and social dynamisms are of great importance. Some organizations have recognized the importance of empowerment programs and have attempted to set the education of empowered employees as their most important priority, besides correcting the effective variables on people's feelings. Employee empowerment can be introduced as an effective strategy in order to bring desired performance among employees.

Empowerment, as a mechanism in reaching to participatory management, provides transferring responsibilities to teams and people. Empowerment plays an important role in the prevalence of a learning culture, allowing them to participate in decision making process, focusing on creativity and innovation, leads to the satisfaction of employees and improves their performance. Considering the importance of human resources as the progression factor of the organization, they have to concentrate on issues such as empowerment, the creation of job satisfaction, and organizational commitment of their employees in order to acquire the competitive advantage against their competitors and gaining customer satisfaction.

## **OBJECTIVES**

1. To highlight the significance of the Empowerment and its linked practices.
2. To study the relative effect of Employee empowerment dimensions on Job satisfaction and organizational commitment
3. To examine the mediation effect of empowerment on Job satisfaction and organizational commitment

## REVIEW OF LITERATURE

### Empowerment

Empowerment is resulting from the existence or non-existence of empowering conditions and the multilateral learning of the employees in the organization which is revealed in the psychological reflection of the employees. In fact, empowerment is the perceptions and attitudes of employees towards workplace, colleagues, the organization situation and their organizational posts; it refers to the employees' presence and participation in organizational decisions and work delegation which leads to the achievement of acceptable results in increasing proficiency (Bhatnagar, 2007)

Empowerment includes encouragement and skill progression to become self-reliant. Empowerment is an opportunity to become independent, create self confidence, reach to excellence, and create the opportunity of improving the capabilities and skills of people. Empowerment concentrates on delegation from top to bottom in the organizational hierarchy, the provision of the necessary information and sources for the employees to join them with their activities, and the creation of a participatory structure in the organization (Sumi & Shreekumar, 2008: 148).

Empowerment is an inner incentive state which is defined in relation with jobs and professions including 4 inner imaginations which show people's desires towards their professional roles. These inner imaginations are: meaning, competency, effectiveness, and choice (Thomas & Velthouse, 1990).

### Job Satisfaction

The satisfactory feeling of establishing communication with others and job satisfaction have a close relation with the person's life. A person who is able to establish a friendly relation with others feels more relaxation, happiness, and comfort. Working provides the person with conditions through which they can feel independency and competency (Twenge & King, 2005)

Job satisfaction is a kind of mental understanding; in fact, it is defined as the quality of a person's feeling towards the job factors related with job satisfaction (salary and benefits, promotion, communications, supervision, collaboration, etc.) (Rowden & Conine, 2005: 215).

Job satisfaction is defined as positive feelings expressed by people towards their professions; in fact, it is the amount of people's positive and negative feelings about their professions. In other

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words, the concept of job satisfaction is considered as a personal feeling reaction to a job versus physical and social conditions (Keskin & Ceylan, 2007: 37).

Job satisfaction can become an auxiliary factor in the organization in order to maintain the consistency and continuance of the employees' attempts create fair promotion systems, recognize the necessary management methods, measure the organization success amount in the current situation, and the employees' empowerment (Newsome et al., 2008: 65).

### **Organizational Commitment**

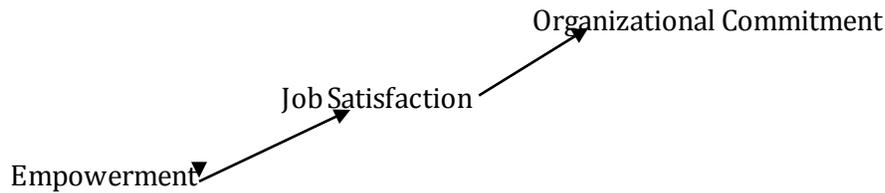
Organizational commitment is of great importance in organizations. The employees attempt to maintain the quality and optimally use the resources in workplaces; they tolerate the imposed challenges by the renewal of the organization with high emotional commitment; and those employees who have more emotional commitment show more tolerance against professional fatigues and unfriendly conditions of the workplace . A strong desire to survive in a special organization and a desire to perform too much effort for the organization .The possibility of accepting the organization's values and goals (Cohen, 2005: 5-31).

### **NEED FOR THE STUDY**

Considering the importance of the empowerment, job satisfaction, organizational commitment, its function and their influences on the organization's employees, the following model has been designed and presented:

it is the first time that the three variables of empowerment, job satisfaction, and organizational commitment have been simultaneously considered in an integrative model using creativity and innovations, and acceptable results can also be made.

The combination of these three variables with the proposed model, however, has not been observed. The literature review of more than two variables can rarely be found and no local similar studies in this regard. It must also be noted that the considerations and investigations of the researchers found no similar studies on this integrative model, whose relations are considered mutually.



## RESEARCH HYPOTHESES

The hypotheses of the present research are made up two parts:

A) The hypotheses related to the present variables in the research model

1. There is a significant relation between empowerment and organizational commitment.
2. There is a significant relation between job satisfaction and organizational commitment.
3. There is a significant relation between empowerment and job satisfaction.

B) The hypotheses related to the descriptive statistics part Considering the demographic parameters (age, sexuality, and education level) with the parameters of empowerment, job satisfaction, and organizational commitment will have the following hypothesis:

1. There is a significant relation between demographic characteristics (age, sexuality, and education level) with the parameters of empowerment, job satisfaction, and organizational commitment.

## AIM OF THE RESEARCH

The aim of this research is to investigate the relationship between empowerment, job satisfaction, and organizational commitment of the employees of the service sector with this integrative model, whose relations are considered mutually.

## RESEARCH METHODOLOGY

Since this research aims at the determination of the mutual relations between empowerment, job satisfaction, and organizational commitment, it is an applied research in terms of its goal, and is a correlation descriptive one, in terms of data collection. The statistical population of this research includes all the employees of the central office of Nippo Batteries pvt ltd, which is 480 people. The sample size was calculated as 270 employees using simple random sampling.

## RESULTS AND DISCUSSION

In order to measure the significances of the variables of empowerment, job satisfaction, and organizational commitment, regression model was used, on whose basis, two of the mentioned variables were measured as the independent variables and the organizational commitment variable was measured as the dependent variable. The obtained results have been presented in table 1.

**Table 1: Regression Table**

Empowerment	Job Satisfaction	R2	F	Sig values
0.792	0.585	0.585	14.787	0.000

Regarding the obtained significance level (Sig < 0.05), the assumed model with the independent variables of empowerment, job satisfaction, and the dependent variable of organizational commitment is a significant model.

Regarding the obtained values, it can be said that the variables of empowerment, job satisfaction, respectively had the most effect on organizational commitment.

Besides, regarding the positivity of the variables of empowerment and job satisfaction, it can be said that these two variables have a positive and direct influence on the organizational commitment.

According to the obtained results in the investigation of the relation between organizational commitment as the dependent variable and empowerment, job satisfaction, as the independent variables, the following function is presented: Organizational Commitment = f (Empowerment, Job Satisfaction )

**Table 2: Results of One-Sample t-Test in Investigating the Conditions of the Research Variables**

Sample Size	Mean	Standard Deviation	Standard Error of Mean	T- Statistics	Sig	variables
270	3.915	0.268	0.016	55.948	0.000	Empowerment

270	3.66	0.492	0.030	22.078	0.000	Job Satisfaction
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Regarding the obtained significance levels of the variables ( $\text{Sig} < 0.05$ ), it can be said with 95% of certainty that the central office of Nippo Batteries is obtained positive results in terms of empowerment, job satisfaction, and organizational commitment.

**Table 3:** The Results of Friedman Variance Analysis Test to Prioritize the research Variables and their Parameters

Sample Size	The Amount of Chi-square	Freedom Level	Sig
270 Empowerment Parameters	39.101	2.92	0.000
270 Job Satisfaction Parameters	478.173	2.30	0.000
270 Organizationalcommitment Parameters	386.219	2.36	0.000

Regarding the obtained significance levels ( $\text{Sig} < 0.05$ ) for the variables and their parameters, there are differences between the conditions of the three research variables; these factors can be prioritized in terms of the current conditions on the basis of the obtained ranking means of Friedman Test, which are 2.92 for empowerment, 2.36 for organizational commitment, and 2.30 for job satisfaction.

**Table 4:** The Results of Pearson Coefficient Test to Investigate the Relation between the Variables

Empowerment	Job Satisfaction	Organizational Commitment
1	0.702 1	0.851

All the coefficients are significant at the certainty level of 95%.

1- Having tested the first research hypothesis stating that there is a significant relation between empowerment and organizational commitment, the obtained significance level (Sig < 0.05) proves that there is a significant relation between empowerment and organizational commitment.

Regarding the positivity of the obtained correlation coefficient, it can be said that this is a direct relation; it means that the increase of empowerment in the central office of Nippo Batteries pvt ltd leads to the increase of organizational commitment. The objective similarity of the obtained values with those of the obtained table demonstrates a positive relation between organizational commitment and empowerment, which shows that the increase of organizational commitment leads to the increase of empowerment; therefore, the first hypothesis is supported.

2- Having tested the second research hypothesis stating that there is a significant relation between job satisfaction and organizational commitment, the obtained significance level (Sig < 0.05) showed that there is a significant relation between job satisfaction and organizational commitment. Considering the positivity of the obtained correlation coefficient, it can be said that this is a direct relation meaning that the increase of job satisfaction in the central office of Nippo Batteries pvt ltd leads to the increase of organizational commitment. The objective similarity of the obtained values with those of the obtained table demonstrate a positive relation between organizational commitment and job satisfaction, which shows that the increase of organizational commitment leads to the increase of job satisfaction; therefore, the second hypothesis is supported.

3- Having tested the fourth research hypothesis stating that there is a significant relation between empowerment and job satisfaction, the obtained significance level (Sig < 0.05) shows that there is a significant relation between empowerment and job satisfaction. Regarding the positivity of the obtained correlation coefficient, it can be said that this is a direct relation meaning that the increase of empowerment in the central office of Nippo batteries pvt ltd leads to the increase of job satisfaction. The objective similarity of the obtained values with those of the obtained table, demonstrate a positive relation between organizational commitment and job satisfaction, which shows that the increase of job satisfaction leads to the increase of empowerment; therefore, the fourth hypothesis is supported.

**Table 5:** The Results of Pearson Correlation Coefficient Test to Investigate the Relation between Demographic Characteristics and Research Variables

Variable	Sample size	Correlation Coefficient	Sig (2tailed)
Age/ Empowerment	270	- 0.083	0.173
Sexuality / Empowerment	270	0.106	0.082
Education / Empowerment	270	0.123	0.044
Age / Job Satisfaction	270	- 0.189	0.002
Sexuality / Job Satisfaction	270	0.076	0.214
Education / Job Satisfaction	270	0.090	0.140
Age / Organizational Commitment	270	0.006	0.916
Sexuality / Organizational Commitment	270	0.032	0.595
Education / Organizational Commitment	270	0.187	0.002

## CONCLUSION

It is concluded that the Employee empowerment is an organizational necessity which must always be taken care by the managers. Therefore, managers must properly identify their internal factors to increase the productivity of the work force and attempt to align this power with the organization's goals. Paying attention to job satisfaction, reduction of job stress, creating job security, improving organizational commitment are important from employee's viewpoint. This article snap shots that the committed employees who feels belongingness to the organization, and does their best in achieving the organizational goals.

Empowerment can be bring by systemic thinking through the creation of an organizational collaborative perspective, paying attention to creativity and innovation in the workplace, goal-oriented management in order to recognize performance standards, to increase employees' capability to enable them to create value addition in the organization, and the prevalence of organizational learning culture on the basis of team work. In addition to this the creation of performance appraisal system and monitoring job satisfaction, paying attention to the employees with the aim of improvement and progression, competency-centered system, self-control,

supportive leadership style, job enrichment, and creating a sense of responsibility among employees can improve Organizational commitment.

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