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**EMPLOYEE EMPOWERMENT AND JOB SATISFACTION: AN  
EMPIRICAL STUDY OF MANUFACTURING SECTOR**

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**Abstract**

*This Paper presents a relationship and impact of employee empowerment on job satisfaction. The Purpose of this study is to analyze the relationship between employee empowerment and job satisfaction in manufacturing industry. This study examines the difference between empowerment level and job satisfaction level of male and female employees. The questionnaire comprising 54 statements was used for collection of data and questionnaires were distributed among 200 employees of manufacturing industry in Haridwar city only. 157 questionnaires were found to be useable. SPSS was used for analysis. Results indicate that employee empowerment had positive and significant impact on job satisfaction. The results also confirm a significant difference between male and female employees' empowerment level and job satisfaction level. According to analysis male employees are more satisfied from their jobs as compared to female employees.*

**Keywords:** Employee Empowerment, Job Satisfaction, Manufacturing industry, Employee

**Introduction**

Employees are the most valuable asset of the organization. Empowerment means encouraging the people to make decisions with least intervention from higher management (Handy, 1993). Employee empowerment starts with the concept of strategic fit between people, tasks, technology and organization structure. Empowered employees depict more trust in their managers. Empowerment practices are often implemented with the hope of overcoming worker dissatisfaction and reducing the costs of absenteeism, turnover and poor quality working condition. Employee empowerment is used as an important tool for understanding of employees about their job role in the organization.



Employee empowerment may be subjective by the discernment that the organization thinks about its employees' well-being and that their work is esteemed. Empowering employees may increase job satisfaction. Empowerment influence job satisfaction among employees.

Job satisfaction is the terminology used to depict if employees are happy and satisfied and fulfilling their desires and needs at work. Numerous measures imply that employee job satisfaction is a variable in employee motivation, employee goal accomplishment, and positive employee morale in the work place.

Job satisfaction is how workers feel about their organization and their daily duties and responsibilities. Organizations employ manpower to gain expertise in the work. Job satisfaction also includes expectations and employee behaviour in an organization. It is the sense of achievement and success that employees contribute in their daily work routine. Job satisfaction is in regard to one's feelings or state of mind highlighting their nature of work. It is how content an individual is with her or his job, in other words whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facets level (whether or not the individual is satisfied with different aspects of the job).Hersey and Blanchard (1989) says "measuring job satisfaction removes a gap and discrepancies between viewpoints of supervisors, managers and staff about job satisfaction factors in work condition or environment". High level of job satisfaction can lead to good health and mental position.

### **Empowerment**

Involving employees in decision making processes, giving them autonomy to complete their tasks and ensuring them that their work has great importance for organization is called employee empowerment (Robbins, P.S & Judge, A., 2000). Employee empowerment means sharing the information about vision, clarity of goals and defining the borders of decision making process (Nanda, N & Nanda, I., 2006). The construct of empowerment comprise of four dimensions Meaning, competence, self-determination and impact.

**Meaning:** Meaning is an individual's belief that his or her work is important to him or her and his or her fondness for what he or she is doing. Spreitzer (1995) defined meaning cognition as a sense of purpose or personal connection to one's work goal: it is the value of a work goal and an individual's beliefs, judged in relation to that individual's ideals (Thomas and Velthouse, 1990).

**Competence:** Competence is an employee's ability to perform work activities with skill, and it refers to the degree to which a person can perform task activities skillfully when he or she attempts to do so. Employees must feel that they are competent to engage in the behaviors required by the environment (Kara, 2012).



**Self-determination:** Self-determination is an individual's control over the manner in which work is accomplished and is related to the choice cognition, as described by Kitayama and Cohen (2010). Such individuals feel that they have the independence to perform their responsibilities; they can make decisions about their work and have adequate authority over the manner, time and speed of their task performance (Hossein et al., 2012).

**Impact:** Impact is the degree to which an individual can influence strategic, administrative and operating outcomes at work. This assessment refers to the degree to which a behavior is viewed as making a difference in terms of accomplishing the purpose of the task that is, producing the intended effects in one's task environment (Thomas and Velthouse, 1990).

### **Job Satisfaction**

Job satisfaction can also be seen within the broader context of the range of outlet which affects an individual's knowledge resulting from actual observation of work or their quality of their life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general wellbeing, stress at work, control at work, homework interface, and working conditions.

Having constructive feelings about job after its appraisal and the primary contributors to the job satisfaction are work itself, career advancement, salary, peers, development, autonomy (Robbins, P.S & Judge, A. T., 2000). Job satisfaction indicates towards the employees' own perception about their work (Kamal, Y & Ferdousi, M.M., 2008). The employees' level of job satisfaction depends on different factors like supervisor's behavior, co-workers behavior's, salary, promotion opportunities, job, working environment and organizational characteristics (Sowmya, R.K & Panchanatham, N., 2011).

### **Literature Review**

*Rana & Singh (2015)* examined the influence of empowerment on job satisfaction in public sector unit in Haridwar. The findings revealed that empowerment had significant effects on job satisfaction. Empowerment had significant impact on job satisfaction of all managers' i.e. top level, middle and junior level. *Hashmi & Irshad (2014)* studied the impact of psychological empowerment on job satisfaction in banking sector in Pakistan. The study documented that Psychological empowerment positively affected job satisfaction for senior, middle and lower level managers in banking sector of Pakistan. *Saif & Saleh (2013)* states that employees in Jordanian private hospitals perceived themselves as highly empowered and experience a high level of satisfaction. Their study also indicated that 56% of the variation in employee satisfaction results from the implementation of psychological empowerment. The study also recognized the need to continue the implementation of psychological



empowerment. *Sparks (2012)* studied the differences in nurses' generational psychological empowerment and job satisfaction with the assumption that generations differ in work styles, leadership views, and on what constitutes innovation, quality, and service. The result revealed that the Baby Boomer nurses reported higher mean total psychological empowerment scores than Generation X nurses which means that there were significant differences among the generations' psychological empowerment scores. But the result did not show any differences in total job satisfaction scores between the generations. *Pelit., Ozturk & Arslanturk (2011)* studied the effects of employee empowerment on employee job satisfaction on a sample covered 1,854 participants employed at five-star hotels in Turkey. According to the study the most positive aspects related to job satisfaction are relations with the colleagues and physical conditions, while the most negative aspect is the wage issue, i.e. unfair payment. Furthermore, the application of correlation and regression analyses indicate that psychological and behavioral empowerment has a significant effect on job satisfaction & the effect is much greater when psychological and behavioral empowerment are taken as a whole. *Akbar., Yousaf., Haq & Hunjra (2010)* concluded that employee empowerment has positive and significant impact on employee job satisfaction and there is significant difference among gender wise job satisfaction level. *Ning., Zhong., Libo & Qiuji (2009)* stated that job satisfaction items revealing most dissatisfaction were workload and compensation, professional promotion, amount of work responsibility, work environments, and organizational policies. A statistically significant positive correlation was found between empowerment and job satisfaction ( $r = 0.547, P < 0.01$ ). The demographic factors influencing empowerment were work objectives and age. The influencing factors for job satisfaction were work objectives and education level. *Wilson & Crowe (2008)* focused on the satisfying and dissatisfying aspects of the role of a community mental health nurse. The researchers found that a therapeutic relationship among nurse and patient was the main source of satisfaction for the nurse. These nurses exhibited a higher level of job satisfaction and workplace empowerment. *Laschinger & Finegan (2005)* stated the relationship between the presence of empowering working structures in nursing environments and valued organizational outcomes such as job satisfaction and organizational commitment. As per research, low levels of organizational justice, feelings of being respected, and trust in management. Further, these variables were strongly related to the extent to which they believed, +that they had access to workplace empowerment structures, and ultimately, to their levels of satisfaction with their jobs and commitment to the organization. *Carless & Sally (2004)* tested a model to analyze the mediating effect of empowerment between psychological climate and job satisfaction. This study clearly demonstrated that psychological climate like leadership style, interpersonal relationships, opportunities for professional development, and individual-organizational goal congruence, had a direct and positive impact on empowerment and an indirect impact on job satisfaction mediated by empowerment. *Ripley & Ripley (1992) and Spatz (2000)* stated that empowerment enhance the responsibilities as well as employee motivation in their daily



work, improve satisfaction, service quality, loyalty of employees and productivity giving them self-respect that worth a lot and increase quality of product & productivity and decrease the employee turnover.

### **Objectives of the study**

1. To study the job satisfaction level of the male and female employees.
2. To study the employee empowerment level of the male and female employees.
3. To analyze the relationship between empowerment and job satisfaction.
4. To examine the influence of the empowerment (meaning, competence, self-determination and impact) on job satisfaction of employees.

### **Hypothesis**

**H<sub>0</sub>1:** There is no significant difference of job satisfaction in male and female employees.

**H<sub>a</sub>1:** There is significant difference of job satisfaction in male and female employees.

**H<sub>0</sub>2:** There is no significant difference of employee empowerment between male and female employees.

**H<sub>a</sub>2:** There is significant difference of employee empowerment between male and female employees.

**H<sub>0</sub>3:** There is no significant relationship between employee empowerment and job satisfaction.

**H<sub>a</sub>3:** There is significant relationship between employee empowerment and job satisfaction.

**H<sub>0</sub>4:** There is no significant impact of empowerment (meaning, self-determination, competence and impact) on job satisfaction.

**H<sub>a</sub>4:** There is significant impact of empowerment (meaning, self-determination, competence and impact) on job satisfaction.

### **Research Methodology**

#### **Sampling**

This study was carried out in manufacturing sector of industrial belt SIDCUL of Haridwar region in Uttarakhand. The sample size taken was 157 respondents from this sector. The researcher used judgmental and Convenience sampling based technique for collecting data from employees of manufacturing industries

Questionnaires has used as the measure to fulfill the research objectives. The survey was conducted by the questionnaire among employees of concerned sector.

The questionnaire comprised of three sections, the first section solicited demographic detail about respondents i.e. gender, age, status, and work experience. Whereas, through the second section employee empowerment and third section information regarding job satisfaction was



sought. The questionnaire measured on 5 point Likert scale, where 5 stands for strongly disagree and 1 for strongly agree.

### Data Analysis

The Statistical Package of Social Science (SPSS) was used for analysis Independent Sample t-test, Correlation and Regression were used in this paper.

### Results

Various tests were performed and results are summarized under table 1, 2, 3 and 4.

Out of total 157 respondents, 100 male and 57 female employees' participated in this research. Age of respondents ranges from 20 years to 50 years. More than two third were married. Majority of the respondents have 5 to 10 years of job experience.

**Table1: Level of job satisfaction between Male and Female Employees (Independent Sample t-test)**

Group Statistics					
	Group	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction	Male	100	108.1900	8.63244	.86324
	Female	57	101.9825	5.04441	.66815

Independent Samples Test										
Job satisfaction		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
	Equal variances assumed	8.903	.003	4.963	155	.000	6.20754	1.25068	3.73697	8.67812
	Equal variances not assumed			5.687	154.880	.000	6.20754	1.09161	4.05118	8.36391

### The Table 1 presents the Job Satisfaction level

Male and female employees job satisfaction level is measured with the help of Independent sample T-test. Observing the value of Levene's test it can be assumed that variances are not



equal ( $p = 0.003$ ,  $P < 0.05$ ). There is significant difference between male and female job satisfaction as the p-value is 0.03 which is less than 0.05. The results of descriptive statistics, mean value prove that male (Mean = 108.1900) employees are highly satisfied with their jobs as compared to female (Mean = 101.9825) employees. Thus, null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_a$ ) is accepted.

**Table2: Level of empowerment between Male and Female Employees (Independent Sample t-test)**

Group Statistics					
	group	N	Mean	Std. Deviation	Std. Error Mean
Empowerment	male	100	68.4700	12.35375	1.23538
	female	57	61.0351	7.19118	.95249

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Empowerment	Equal variances assumed	11.771	.001	4.157	155	.000	7.43491	1.78872	3.90151	10.96832
	Equal variances not assumed			4.766	154.911	.000	7.43491	1.55994	4.35342	10.51640

**The Table 2 presents the Empowerment level.**

Male and female employees empowerment level is measured through Independent sample T-test. Observing the value of Levene's test it can be assumed that variances are not equal ( $p = 0.001$ ,  $P < 0.05$ ). There is significant difference between male and female employee empowerment partake as the p-value is .001 which is less than 0.05. The results of descriptive statistics, mean value prove that male (Mean = 68.4700) employees are highly satisfied with their jobs as compared to female (Mean = 61.0351) employees. Thus, null hypothesis ( $H_0$ ) is rejected and alternative hypothesis ( $H_a$ ) is accepted.



**Table 3: Correlation between Empowerment and Job Satisfaction**

Dependent Variable		Meaning	Competence	Self-determination	Impact	Empowerment
Job Satisfaction	Pearson Correlation	.773	.764	.785	.678	.791
	Sig.(2-tailed)	0.001	0.001	0.001	0.001	0.001
	N	157	157	157	157	157

\*\* Correlation is significant at the 0.01 level (2-tailed).

**As depicted in Table 3**

Pearson correlation analysis carried out to find the relationship between empowerment and job satisfaction. Significant relationship of empowerment and job satisfaction is seen. The hypothesis H<sub>3</sub> is rejected (Table 3). A positive relationship between empowerment and job satisfaction was also seen in this studies conducted by Kirkman et al., (2004); Heather et al. (2004) and Carless (2004). The relationship is highly significant in self-determination (r=.785; p=0.0001) followed by meaningful work (r= 0.773; p=0.0001), competence (r=.764 and p=0.0001) and impact (r= 0.678; p=0.0001).

**Table 4: Influence of empowerment dimensions on job satisfaction**

Construct of empowerment dimensions	Beta	T-Value	Sig.
Meaning	0.099	2.57	0.011**
Competence	0.064	1.66	0.098
Self-determination	0.322	9.05	0.000**
Impact	0.436	12.40	0.000**

\*\* represent statistical significance at the 0.05.

**Table 4**

As indicated by the results of the regression test in Table 4, the three dimensions of employee empowerment i.e. meaning, self-determination, and impact had a significant effect on job satisfaction, but, fourth dimension i.e. competence had no effect on job satisfaction. The Beta values showed that the highest variation was explained by impact (B=0.436), followed by self-determination (B=0.322), and meaning (B=0.099). The findings indicate that meaning, impact and self-determination dimensions of empowerment have significant influence on job





satisfaction. Here, it can be seen that importance that the employee attaches with the work, and control that a person exhibits on the work outcomes are important parameters of job satisfaction. The finding is also supported by researchers carried out by Rana & Singh (2015); Saif & Saleh (2013) and Heather et al. (2004).

### **CONCLUSION AND RECOMMENDATIONS**

The literature suggests the empowerment has an expressive role in many service organizations, including manufacturing sector. The present study examined the effect of employee empowerment on job satisfaction in manufacturing sector. Four dimensions were used to assess employee empowerment: meaning, competence, self-determination and impact. On the basis of analysis, it is concluded that employee empowerment has positive and significant impact on employee job satisfaction and the findings were consistent with the findings of the studies conducted by Hossein et al. (2012), Ahmad et al. (2010) and Carless (2004).

Further it has been found that there is significant difference among gender base on job satisfaction level and empowerment level. This study confirms that employee empowerment leads towards higher level of employees' job satisfaction and findings indicate that three dimensions of empowerment i.e. meaning, impact and self-determination have significant influence on job satisfaction. We observed that competence was not significant to the attainment of employee satisfaction. Employees who perceived themselves as empowered felt that they had an influence on their daily work, were independent, had autonomy with regard to the manner in which they performed their jobs and were proud of their jobs. The study has supported this version of empowerment and job satisfaction.

Manufacturing industry in Haridwar is facing many problems for last few years such as increasing number of new entrants/competitors, economic conditions, political instability and energy crises. The factors have affected the corporate industry in general and manufacturing industry specially.

This study contributes to overcome the problems of employee empowerment in manufacturing industry and give a fair idea that employee satisfaction can be achieved through empowerment. The present study will help to improve the process of empowering employees in manufacturing sector of Haridwar. Almost all firms had recognized the importance of increased employee performance and satisfaction for organizational sustainability and development. All organizations expect a committed workforce, who can define their objectives and set the means for achievement (Carter, 2009). This is possible only by empowered workforce. Since we have found employee empowerment as an important factor that enhances employee job satisfaction, it is recommended that further studies should be carried at the higher level with larger sample size, more demographics factors must be



added in the study and should be expanded to the manufacturing industries throughout the country.

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