Chapter II

Historical Background and Empirical Studies
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Dobbs (1993) in his article has suggested that the prerequisites of empowerment are participation, innovation, access to information and accountability. He described the empowerment concept as the most effective management mechanism to realize the full potential of every individual in every organization.

Ehin and Charles (1995) has advocated in his work that empowerment is a frame of reference that incorporates very deep, powerful and intimate values about others, such as trust, caring, love, dignity and the need for constant growth. “Personal and organizational empowerment centres around each individual’s capacity to perform. Consequently, no one can empower someone else. Empowerment is internal”.

Len Holden, (1999) in his paper discussed the communicational forms of empowerment in a British and Swedish bank. The research confirms that Swedish workers have greater participation than the British in the workplace, but the strength of participation is mediated by external factors such as labour law, social values, technological change and economic conditions. Such factors can negatively impact on alternative forms of communication via trade unions. In such periods effective employee involvement is restricted to micro levels, despite expectations by employees of more involvement in organisational issues at macro levels.

Jean-Charles Chebat and Paul Kollias(2000) have conducted to test a hierarchical model in which empowerment of contact personnel is presented as an antecedent condition to role conflict, role ambiguity, adaptability, self-efficacy, and job satisfaction. Results reveal that empowerment is a very efficacious managerial control tool in that it significantly affects the behavior and attitudinal dispositions of boundary-spanning service employees. Specifically, role ambiguity emerges as the most influential variable in the employee-role interface, and employee adaptability is a highly determining factor for the delivery of effective role-prescribed and extra-role performances.
Muhammad, Azeem (2000) have compared employee empowerment between public sector and private sector banks operating in Pakistan. The results show that private sector banks employees are given significantly more power in making decision, more opportunities for acquiring and utilizing knowledge to understand and contribute to organization performance; more information regarding to organization performance and activities; and more rewards based on the organizational performance than the public sector banks.

Deepa Mazumdar (2000) in his work, states that the leadership is a requisite to improve the development of human resource and organizational growth. She considered leadership as a means of effectively reaching the organization growth. She observed that intangibility of leadership remains to be a concept and the benchmark continues to vary among leaders. She identified the rationale of leadership as a search for an optimum effort by every organizational member willing to achieve effectively and successfully, the goals of both the members and the organizations.

Forrester, Russ (2000) in his study offers some ways to implement empowerment programmes more effectively. He focused on how the empowerment concept is a tantalizing notion that seems to offer organizations the promise of more focused, energetic and creative work from employees. According to him, the ways to implement empowerment programmes are; enlarge power, be sure of what he want to do, differentiate among employees, support power sharers, build fitting systems and focus on results. He contend that empowerment is still so useful a concept that we need to learn to apply better.

Alan Randolph (2000) in his paper has explored the core elements of empowerment and examined why people’s ingrained assumptions about organizations make empowerment both difficult to comprehend and even too harder to achieve. He also focused on the complex interplay between organizational and human system that must be changed if movement to empowerment is to occur. The creation of this new, very different culture has been broken down into three stages and has shown how three interlocking tools build on a foundation of information floors to resolve the wide array of issues that arise at each stage of changing to empowerment.
Robert et al. (2000)\(^9\) have examined in their research work the positive correlation between the two management practices, viz., empowerment and continuous improvement. He argued that the empowerment is the process by which employees are given significant amount of autonomy regarding their work. They stated that the empowered employees have discretion in how they handle work assignments and also have considerable authority to make decisions concerning their jobs.

Venkatapathi (2000)\(^10\) in his article has insisted that the only way to ensure success through efficiency and higher productivity of the human resources is through empowerment. He adds further, a policy has to be pursued consciously in an organizational context.

Smith (2001)\(^11\) in his paper, focuses on application of employee empowerment principles to large retail group. It provides the opportunity to analyse the manner of the strategy implementation and the consequent impact on both individuals and the organization. The case establishes significant financial underperformance in one part of a retail group and investigates the use of ‘employee empowerment’ techniques to provide a solution.

Miller and Lee (2001)\(^12\) in their works argue, that a well designed decision making process will have its most positive impacts on company performance when it is carried out by a capable, motivated and dedicated work-force. They also have confirmed that such a work-force can be developed via an Organization’s Commitments to its Employees (OCE) in the form of ample training and compensation, fairness and meaningful personal consideration.

Bengali (2001)\(^13\) in a key study has proved that creating an empowered employee work place culture requires systematic approach. In this exercise, empowerment of employees is being increasingly seen as a winning strategy to cope with challenges like open market and the removal of trade and other entry barriers that industrial houses are witnessing today. What the case tries to highlight is how it was possible for an organization to develop an outstanding workplace and path breaking human resources practices, per se, as also, the exercise in empowering employees for making all turbulent challenges, while remaining profitably in the business.
Bengali (2001)\textsuperscript{14} says developing and managing human resource forms the major component of organizational development and growth. There are many ways by which HR is developed and managed. The present buzzword is empowerment. The study highlights how it was possible for an organization and thus create a place to work, where each one was proud and happy to be associated with the organization. The study has found many strategies for managing HR, which were unique in the Indian context.

Cook and Hunsaker(2001)\textsuperscript{15} in their book describe, how are people motivated by empowerment. They have explained the different facets of empowerment such as self initiated empowerment and empowerment by managers. According to them, the empowered person undergoes two types of personal change – one is motivational enhancement and another one is active problem solving behavior.

Venkatesh Umashankar and Akshay Kulkarni (2002)\textsuperscript{16} in their paper have contended that service sector employees because of ‘high-touch’ requirements, have a more immediate and pressing need to be provided with ‘extra’ motivational support within the modern organization. Secondly, the paper also tries to link the very high rates of employee turnover in the hospitality sector.

Poody, David (2002)\textsuperscript{17} in his book has identified the various advantages of the employee empowerment, such as satisfaction of employees, better customer relationship management, some service improvement, improvement of customer loyalty and repeat business.

Lynn Holdsworth and Susan Cartwright(2003)\textsuperscript{18} in their work have described the relationship between stress, satisfaction and the four dimensions of psychological empowerment (meaning, impact, self-determination and competence) within a call centre. The study found the call centre agents were more stressed, less satisfied and reported poorer mental and physical health than the general working population. In addition the sample perceived themselves as less empowered than other workers in a traditional office environment. The empowerment dimensions of meaning, impact and particularly self-determination, seem to directly influence job satisfaction, but not health.
Dow Scott, James W. Bishop, Xiangming Chen, (2003) \(^{19}\) have examined the relationship of employee involvement with job satisfaction, employee cooperation and intention to quit in U.S. invested enterprise in China. The analysis revealed job satisfaction mediates the relationships between elements of a participative work environment (i.e., tasks performed, the relationships individuals had with their work groups, and the nature of the decision making processes) and employee willingness to cooperate with co-workers and intention to quit. Task interdependence also had a direct relationship with willingness to cooperate.

Emin Babakus et al (2003)\(^ {20}\) have tested the service recovery performance model from frontline bank employees in Turkey. The empirical results suggest that top management commitment to service quality, as manifested by frontline employees' appraisal of training, empowerment, and rewards, has a significant effect on their perceptions of service recovery performance. The influence of management commitment to service quality on service recovery performance is mediated by frontline employees' affective commitment to their organization and job satisfaction.

Manville and Ober (2003)\(^ {21}\) have observed that people at lower levels – unit managers, factory workers, customer service representatives have greater autonomy today that they did a generation ago, but such empowerment as it is commonly called, is limited. They say workers are able to make decisions about their immediate jobs or to participate in somewhat broader decisions about their own units, but they still have or no voice in decision about the direction of the overall company and remain essentially disenfranchised.

Farmer et al. (2003)\(^ {22}\) in their study have tested a model of creative role identity for a sample of Taiwanese employees. Results showed that creative role identity was predicted by perceived co-worker creativity expectations, self-views of creative behaviors and high levels of exposure to U.S. culture. Creativity was the highest when a strong creative role identity was paired with perceptions that the employing organization valued creative work.

Geralis and Terziovski (2003)\(^ {23}\) in their work have studied how Australian Banks have focused their attention on service quality as a strategy tool for increasing organizational effectiveness and gaining a competitive advantage. The change programmes used by the researcher is concentrated on empowerment of workers in three major banks.
The results of this study show that empowering the workforce is a powerful strategy that substantially improves service quality in the banks studied.

Begali (2003)\textsuperscript{24} in his study proves the practices that make an empowered organization and examines the relation between these practices and their implications for organization development and creating a high performance work-force. Different angles are put to test which included the system of accountability, trustworthiness, bureaucratic diffusing, ways of encouragement, shared ethics, management practices followed, feedback system, degree of freedom, climate of honest, industrial democracy, knowledge sharing, leadership approach, suggestions given, team approach and shared values on macro level and put to test in relation to the practice of employee empowerment and its benefits. Empowerment is not an independent phenomenon but is made up of different kinds of organizational practices. In this process, sharing power and taking responsibility are the prime areas, but other dimensions are also to be considered to know the holistic picture.

Jeyavelu (2003)\textsuperscript{25} in his paper states that organizations increasingly resort to becoming effective and innovative, reduce costs and improve quality of products and services to tackle competition. This paper extends conceptualization of empowerment defined as enhanced feeling of self-efficacy to organizational interventions, leader behavior and reattribution training. The paper looks into the relationship between empowerment and performance, the various definitions of empowerment and the saliency of defining empowerment in terms of self-efficacy beliefs, self-efficacy in the organizational context, organizational contextual factors that affect empowerment and organizational intervention strategies empowering leadership and reattribution training as an intervention tool to empower employees.

Srinivasan and David Jawahar (2003)\textsuperscript{26} in their research work have highlighted the work stresses and its unfavourable effects on the work-place. Stress itself has been studied from various perspectives. Research has progressed to “uncover” personal and situational moderators of the stressor-strain relationship. It is in this context that the role of empowerment as a moderator of the individual outcomes is explored. The results prove the moderating qualities of empowerment and suggest that organizations adopt empowerment strategies.
Punia (2004) in his work, he attempts to address the specific contemporary challenges of employee’s retention and empowerment in the light of organizational changes taking place. The author throws light on the fact that Indian organizations are finding it difficult to retain the talent and are resorting to newer strategies of empowerment to retain the best talent. The author further witnesses the coexistent of employees from the various socio-cultural backgrounds making the corporate culture a completely diverse one in today’s work list.

Lincoln et al. (2004) in their paper have discussed the various ways in which the term empowerment has been used across non-management disciplines (women, minority groups, education, community care, politics), culminating with the review of the use of empowerment in contemporary management theory. The paper concludes that organizations and managers have chosen to coin a phrase which is open to different, sometimes contradictory, meanings and which, when applied, evokes both subjective attitudes and objective behavior, means different things in varying contexts and is affected fundamentally by individual differences in perception and experience. Unless organization offer clear operational definitions when using empowerment, instead of purely acquiesce to a vague and seductive version of the concept, they are abdicating the unpredictable consequences of that result.

Hoell (2004) in his work has assessed how employee involvement programmes affect union commitment attitudes. The survey responses indicate that the participation attitudes have no impact on union commitment levels. Previous participation has a positive effect and an organizational commitment has negative effect. A similar pattern was observed on four subscales of union commitment: union loyalty, responsibility to the union, willingness to work for the union and belief in unionism.

Kirkman et al. (2004) in their work have investigated the relationship between team empowerment and virtual team performance and the moderating role of the extent of face-to-face interaction using thirty sales and service virtual teams in a high-technology organization. Team empowerment was positively related to two independent assessments of virtual team performance-process improvement and customer satisfaction. Further, the number of face-to-face meetings moderated the relationship between team
empowerment and process improvements: team empowerment was a stronger predictor for teams that met face-to-face less, rather that more, frequently.

Chen and Aryee Samuvel (2004)\textsuperscript{31} have described delegation as a category of managerial behavior that entitles assignment of new responsibilities to subordinates and additional authority to carry them out or a supervisor’s empowerment of subordinates to take responsibility for certain activities. The results of the mediational analyses revealed that Organisation-based Self-esteem fully mediated the delegation-task performance relationship but partially mediated the delegation-job satisfaction relationship. High levels of task performance may be more consistent with employees’ perceptions themselves as effectual and contributing members of the organization that their job related attitudes such as job satisfaction.

Srinivas R.Kandula (2004)\textsuperscript{32} in his paper, makes an attempt to present the salient features of employee involvement and empowerment practice, its contribution to employees and organizational performance during a decade in POWER GRID. Employee involvement and empowerment practice was practiced in an integrated manner and as a strategy business tool in attaining employee organizational goals. POWER GRID is one of the very few companies in the corporate world that is successful in developing and practicing a tailor-made involvement and empowerment programme customized to its business and human resource management environment.

Sumi Jha (2004)\textsuperscript{33} focuses on the concept of empowering employees which help organizations to satisfy intrinsic motivation of their key employees. She further says it also helps in providing better services to their customers. The study examines the effect of need for growth on empowerment when organizational climate is acting as a moderator. Eighty employees categorized into managers and supervisors were chosen as respondents from three five star hotels for the study. Significant moderating effect of organizational climate has been found between need for growth and empowerment.

Yahya Melhem, (2004)\textsuperscript{34} in his paper an attempt has been made to find the association between four empowerment antecedents (including trust, incentives, information and knowledge) and empowerment of customer-contact employees. The findings in this research suggest that trust, communication, knowledge and skills of
customer-contact employees may have a direct and strong impact on the empowerment of service employees. Empowerment antecedents (trust, incentives, communication, and knowledge) of customer-contact employees accounted for significant variation in the levels of empowerment among customer-contact employees in the banking industry.

Laschinger et al., (2004)\(^3\)\(^5\), used a longitudinal predictive design to test a model linking changes in structural and psychological empowerment to changes in job satisfaction. Changes in perceived structural empowerment had direct effects on changes in psychological empowerment and job satisfaction. Changes in psychological empowerment did not explain additional variance in job satisfaction beyond that explained by structural empowerment. The results of this study supported the proposition that changes in perceptions of access to structural empowerment had an impact on changes in both psychological empowerment and job satisfaction. Further there was no relationship between psychological empowerment and job satisfaction.

Sally A. and Carless, S.A (2004)\(^3\)\(^6\), 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.

Ahearne et al., (2005)\(^3\)\(^7\) have focused on the impact of leadership empowerment behavior (LEB) on customer service satisfaction and sales performance, as mediated by salespeople’s self-efficacy and adaptability. Data for the study was collected from a sample of 231 salespeople in the pharmaceutical field, along with external ratings of satisfaction from 864 customers and archival sales performance information. Contrary to our popular belief the study results indicated that employees with low levels of product/industry knowledge and low experience benefited the most from leadership behaviors that are empowering, compared with high-knowledge and experienced employees.

Khan (2005)\(^3\)\(^8\) explained the nature of government organizations in Pakistan and studied how to motivate the performance of government employees. He suggested in government organizations not many incentives are offered to employees on the basis of
their performance, their motivation level is low as compare to private sector employees. He further argued that due to job security and no fear of firing, employees are not willing to work at their full potential. He examined the motivational theories and suggested ways to improve motivation level of such employees. He argued that because government organizations are similar to non-profit organizations, the same motivational techniques used in non-profit organizations can be used in government sectors to motivate employees. Work environment plays a key role in developing employees’ attitudes and behaviors.

Kay Greasley et al., (2005) have examined employee perceptions of empowerment on construction projects. The findings from the study indicate that there can be a gap between the employee experience and the management rhetoric. Health and Safety issues were often cited by the employees as a major barrier to empowerment. The strict Health and Safety regulations under which construction employees operate limit their freedom to influence the work that they undertake. A further factor that was found to have a strong influence on the diffusion of empowerment was the role of the employees’ immediate supervisor.

Sharon Clinebell and Gerald Shadwick(2005) in their paper discuss the importance of organizational context in the determination of attitudes and behaviors. This paper presents the results of a study conducted with employees of branch banks and main office banks regarding their job-related attitudes. Employees in the branch banks will have lower levels of job satisfaction, organizational commitment, job involvement, and partial inclusion and higher levels of role conflict and role ambiguity.

Venkatachalam and Veera Shanmuga Moni (2006) in their work studied the attitude of employees towards empowerment by focusing on the feedback received from employees working in various SSI units in Madurai Industrial Estate. The study concluded that the importance on employees in the selected organization. It is stated that the phenomenon of empowerment will help the organization in retaining their finest talents.

Havva Oztürk et al (2006) have conducted a survey with the aim of better understanding about nurses’ perceptions of organizational factors which relate to their job satisfaction in Turkey. The results showed that only one third of the nurse leaders and one in five of the staff nurses reported being satisfied with their job. The participants saw the
five core job dimensions of Hackman and Oldman’s work design model: skill variety, task identity, task significance, autonomy, and feedback as important for nurses. Nursing was described by the participants as hard and challenging, but they also found it meaningful and said that it gave them the opportunity to use their skills and abilities.

Matt Vidal (2007) in his article has proved that workers can be satisfied under relatively traditional Fordist arrangements and that increasing employee involvement does not necessarily increase satisfaction. He also highlights the role of individual work orientations in mediating the effects of objective characteristics of job design — such as participatory work arrangements — on job satisfaction. Further, individual preferences for work arrangements are shown not to be consistent and invariable, but context-dependent and subject to reevaluation.

Zafrul Allam (2007) has observed the relationship between job burnout, job anxiety and their various facets and job involvement among managers and clerical staff of banks. The results revealed that (i) personal accomplishment, one of the facets of job burnouts was found significantly to be related to job involvement among the bank managers (ii) emotional exhaustion and personal accomplishment were found significantly to be related to job involvement among clerical staff and, (iii) no significant relationship was found between job anxiety and its factors and job involvement among bank managers; whereas only self-esteem was found significantly to be related to job involvement among the clerical staff.

William et al (2007) in their research have examined the effects of job insecurity on job satisfaction and organizational performance. Performance was measured with perceptual data. A total of 320 employees from various organizations participated in the research. The hypothesized model was tested by means of structural equation modeling. The findings show that job insecurity has a significant negative impact on employee satisfaction and an indirect effect on perceived organizational performance.

Paul E. Madlock (2008) in his paper, he examined the influence of supervisor communicator competence and leadership style on employee job and communication satisfaction. The findings indicated a strong relationship between supervisors' communicator
competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction.

Cynthia M. Cready et al. (2008) have examined the effects of empowerment among a sample of certified nursing assistants (CNAs) representing a wide range of empowerment levels. On the basis of survey responses from 298 CNAs and 136 nurses in five nursing homes where CNA-empowered work teams had been implemented and five nursing homes with more traditional management approaches, the results indicated that CNA empowerment had a variety of effects. CNAs with high empowerment and the nurses who worked with them tended to report better CNA performance and work-related attitudes. Both were also less likely to be thinking about leaving their jobs. With the help of lessons learned from new culture change initiatives, and with commitment, effort, and attention, nursing homes and other health care providers can reap the benefits associated with employee empowerment strategies, such as CNA-empowered work teams.

James B. Avey et al. (2008) in their paper, focus empowerment as an important mediator in linking concepts of leadership and positive organizational behavior to a reduction in employee negativity. The study proved that both transformational leadership ($\beta=0.27$) and positive psychological capital (hope, efficacy, resilience and optimism) ($\beta=0.61$) were significantly related to feelings of empowerment. Empowerment was significantly related to intentions to quit ($\beta=-0.38$) but not employee cynicism. Empowerment also fully mediated the relationship between the independent variables and intentions to quit.

Anbreen Mazhar Gondal and Aurangzeb Khan (2008) in their work have investigated the relationship between team empowerment and team performance. The result of the study showed that there is a positive relationship between team empowerment and team performance.

Huei-Fang Chen and Yi-Ching Chen (2008) in their work have assessed impact of work redesign and psychological empowerment to organizational commitment. The major purpose of this research was to establish a framework to explain how to use work redesign and psychological empowerment to strengthen employee commitment to an organization that is undergoing change. The result of this study showed that perceptions
of work redesign by employees who have an external locus of control had a more significant positive impact on their organizational commitment.

Drita Kruja and Albania Ted Oelfke (2009) have investigated the empowerment concept and job satisfaction in the hospitality industry. The three variables chosen (Autonomy, Communication and self-directed work teams) to determine the degree of empowerment applied by the hotel have a very strong impact on the level of job satisfaction experienced by their employees.

Abd. Ghani et al., (2009) examined the relationship between psychological empowerment and innovative behaviour as well as the impact of psychological empowerment on the behavioral outcome. This study was conducted with a sample of 312 lecturers from 25 private higher education institutions in three states in Malaysia. The results indicated that psychological empowerment had significant relationship with innovative behaviour and also found to be a significant predictor of innovative behavior.

Tuuli, M.M and Rowlinson, S (2009) analyzed the relationship between psychological empowerment and job performance. The study also tried to find out if motivation, ability, and opportunity to perform mediated between empowerment and performance. The study proved that empowerment had direct and positive effect on job performance and also was mediated by intrinsic motivation, opportunity to perform and ability to perform. The study demonstrated that empowered employees exhibited positive performance behaviors, and hence psychological empowerment is a valuable source for organizations to pursue their desired results.

Jean-Sébastien Boudrias et al (2009) have investigated the relationships between supervisors' empowering management practices (SEMP), employees' psychological empowerment (PE), and a new measure of employees' behavioral empowerment (BE). A mediation model is hypothesized. The study proved that SEMP are quite strongly related to PE, but more weakly related to BE. Structural equation analyses tend to support a model where PE completely mediates the relationship between supervisors' managerial practices and employees' BE.

Kanwar Y. P. S. et al (2009) have examined the impact of work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT
Enabled Services (ITES) industries. Burnout is measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. The findings reveal that while work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. The significant contribution to job satisfaction came from work life balance in both the IT and ITES industries. However, it was higher in the ITES group compared to the IT group. Further, job satisfaction was higher among the male respondents in comparison to the female respondents. The IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group.

Hyun Jeong Kim et al(2009)\textsuperscript{56} in their article, they focused on the effect of four management-commitment-to-service factors (i.e., organizational support, rewards, empowerment, and training) on employees' job satisfaction and service behaviors. Ten hotels, located in Bangkok, the capital of Thailand, participated in this study. This study showed that job satisfaction serves as a mediator between three management service initiatives (rewards, empowerment, and training) and employees' service behaviors toward customers and coworkers.

Jaspal Singh and Gagandeep Kaur(2009)\textsuperscript{57} in their work have evaluated the job satisfaction level of Universal bank employees in India. It focuses on identifying the factors of job satisfaction and their influence on the overall job satisfaction level of Universal bank employees. Exploratory factor analysis reveals that eleven factors-Workspace Environment, Supervision, Job Security, Cooperation from Peers, Pay and Other Facilities, Employee Acceptance, Delegation of Authority, Job Contentment, Workplace Discrimination, Opportunities for Growth, Transparent Salary Structure as the important determinants of job satisfaction. The results of multiple regression analysis showed that Supervision, Cooperation from Peers, Payment and Other Facilities, and Delegation of Authority (independent variables) influenced the level of job satisfaction (dependent variable) of bank employees.

Raj Kamal and Debashish Sengupta(2009)\textsuperscript{58} in their work have assessed the level of job satisfaction among bank officers. The survey responses indicate that with the change of satisfaction determinants, level of job satisfaction also varies. It is also
observed that as a person ages, his job satisfaction shows an increasing trend. With age, spiritualism of the person increases, but his alternatives for change decreases. Younger employees have more energy, more expectations and more options, and hence have lesser satisfaction with the job. Overall the job satisfaction of bank officers though is not very high but still satisfactory.

Nimalathasan Balasundaram (2010) in his research work, he examined the relationship between job satisfaction and employee’s work performance. It is found that there is a positive relationship between job satisfaction and employees’ work performance. That is high level of fair promotion, reasonable pay system appropriate work itself and good working condition leads to high level of employees’ performance. In other words, employee’s job satisfaction has positive impact on their performance.

Gabriel Gazzoli et al (2009) in their paper have examined the role and effect of job satisfaction and empowerment on customers’ perception of service quality. The study suggested that empowerment and job satisfaction have a significant impact on customers’ perception of service quality in the restaurant industry.’

Ishfaq Ahmed (2010) has analysed the effects of motivational factors on employee job satisfaction. The study has tested Herzberg et al.’s (1959) well-known, duality theory of motivators and hygiene factors and the impact of personal characteristics and job characteristics on perceptions of the work environment and job satisfaction. Structural equation modeling technique has been applied to test hypothesis, SPSS 16.0 has also been adopted for basic analysis purposes. The results offered inconclusive support of Herzberg’s theory. The study concluded that intrinsic motivational factors are having significant relationship with employee job satisfaction, whereas hygiene (extrinsic) factors are not having any significant relationship with employee job satisfaction. Moreover, significant difference was observed between gender, qualification, experience, job characteristics and job satisfaction.

Tsung-Hsien Kuo et al (2010) in their paper, they investigate the effect of work redesign on two personal outcomes: self-perceived psychological empowerment and organizational commitment. The results confirm that both work redesign and empowerment generate positive and direct influence on employees' commitment.
Specially, the effect of work redesign is amplified on employee commitment through the implementation of employee empowerment

Habib Ahmad et al (2010)\(^6\) have investigated the interdependency of job satisfaction and job performance and attitude towards work on job satisfaction and impact of organizational commitment. The study identifies insignificant impact of organizational commitment on job satisfaction and attitude towards work on job performance.

Whitman et al., (2010)\(^6\) made a theoretical method to examine the satisfaction–performance relationship. Their results revealed a significant relationship between unit-level job satisfaction and unit-level performance. Specifically, significant relationships were found between unit-level job satisfaction and unit level criteria, including productivity, customer satisfaction, withdrawal and organizational citizenship behaviors.

Elbeyi Pelit et al (2011)\(^6\) in their work have made an attempt to determine the impact of employee empowerment on job satisfaction. To serve this purpose, empowerment is taken into consideration as two dimensions – i.e. behavioral and psychological – and the effect of employee empowerment on the level of job satisfaction was examined by taking these two dimensions into consideration as a whole and separately. The findings suggest that 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, correlation and regression analyses indicate that psychological and behavioral empowerment has a significant effect on job satisfaction, and the effect is much greater when psychological and behavioral empowerment are taken as a whole.

Syed Waqar Akbar et al (2011)\(^6\) in their research, examined the relationship between employee empowerment and job satisfaction. The result revealed that employee empowerment has positive and significant impact on employee job satisfaction and there is significant difference among gender wise job satisfaction level. This study also confirms that employee empowerment leads towards higher level of employees job satisfaction.
Hasan Tutar et al (2011)\textsuperscript{67} have investigated effects of perceived employee empowerment on achievement motivation and performance of employees.

The research shows that the perceived employee empowerment had a positive impact on the achievement motivation and contextual performance of employees. The research data has also indicated that employee empowerment is an important predictor variable to achievement motivation and contextual performance of employees.

Anitha. R (2011)\textsuperscript{68} has analysed the satisfaction level of paper mill employees in Udumalpet and Palani Taluk. Chi-Square test and percentage analysis were used in this study to analyze the job satisfaction of paper mill employees. The result shows that only 44\% of the employees are satisfied with the working conditions, 31\% of them with the welfare facilities, 44\% of them with the accident compensation, and 42\% of them are satisfied with the rewards provided and 52\% of them are satisfied with the grievance handling procedure. The author has suggested that the organization may give importance to canteen, rest room facilities, rewards, recognition and promotion policy.

Mohsin Ali Raza et al (2011)\textsuperscript{69} have investigated the degree of job enlargement in government organizations of Pakistan and its impact on employees work related attitudes and behaviors. As a result of this study there is no significant relationship between job enlargement and job satisfaction in public sector organizations. The study also revealed that there exist a significant negative relationship between job enlargement and motivation and the relationship between job enlargement and organizational commitment was also found inverse.

May-Chiun Lo and T. Ramayah(2011)\textsuperscript{70} in their paper, they aim to hypothesize the direct impact of mentoring on employees' job satisfaction. The results showed that there was a positive relationship between career mentoring and all dimensions in job satisfaction such as co-workers, job itself, promotion and supervisors. On the other hand, no significant relationship was found between psychosocial mentoring and three aspects of employees' job satisfaction, namely co-workers, job itself, and promotion.

Sut I Wong Humborstad and Chad Perry (2011)\textsuperscript{71} have made an attempt to test the relationship between perceived empowerment practices and Chinese service employee service effort and turnover intention, also to examine the mediating role of
employee job attitudes in this relationship. Statistically significant results were obtained for a full mediating effect of job attitudes on the relationship between empowerment practices and turnover intention. However, the relationship between empowerment and Chinese employee service effort was insignificant.

Audrey Charbonnier-Voorin and Assaad El Akremi (2011)\(^72\) have examined the effect of managerial empowerment on employees’ adaptive performance. They highlighted the positive effect of managerial empowerment on adaptive performance. In addition, results showed that empowerment was more strongly related to adaptive performance when perceived supervisor support was high.

Ronit Bogler and Adam E. Nir (2012)\(^73\) have assessed the mediating effect of teacher empowerment on the relationship between teachers' perception of their school support and their intrinsic and extrinsic job satisfaction. Teacher empowerment shows different relationships when intrinsic versus extrinsic type of satisfaction is considered. The most influential dimension of empowerment predicting teacher intrinsic satisfaction is self-efficacy, a psychologically oriented variable, while the most powerful dimension of empowerment predicting extrinsic job satisfaction is earned status and respect, a sociologically oriented variable.

Meena and Dangayach (2012)\(^74\) have made an attempt to analyse the employee satisfaction in banking sector. Employee need and satisfaction have been identified, elements have been established and analyze. The results show differences in employee satisfaction with the office environment between employees in public sector banks and private sector banks, many of which were statistically significant.

Ruta Kazlauskaite et al (2012)\(^75\) in their work determine the meaning of empowerment concept and its role in the HRM-performance linkage. – A distinction was made between organisational empowerment, as a bundle of HRM activities, and psychological empowerment, as an employee work-related attitude, and their role in the HRM-performance linkage was defined. Organisational empowerment was positively related to psychological empowerment, job satisfaction, and affective commitment. Psychological empowerment and affective commitment were found to mediate the impact of organisational empowerment on customer-oriented behavior.
Shallu Sehgal (2012)\textsuperscript{76} in his work has assessed the job satisfaction of Bank Employees in Shimla by comparing Axis Bank & UCO Bank. The findings of the study revealed that there is not much difference in the level of job satisfaction between public (UCO) banks and private (AXIS) banks, but regarding some factors like job security, salary offered to employees, benefits given to the employees and experience, the satisfaction level differs in both the banks. The employees of UCO Bank are highly satisfied with the level of job security as compared to the employees of AXIS Bank, as UCO Bank is public sector bank whereas AXIS Bank is a private sector bank. When it comes to salary package in relation to the experience of employees, the employees at UCO Bank are more satisfied than the employees at AXIS Bank. The employees at the UCO Bank are also happy regarding the benefits they get like promotions, appraisals, incentives etc. The analysis also shows that highly experienced employees at UCO Bank are more satisfied with their job as compared to the employees at AXIS Bank.

Asiaya and etal (2012)\textsuperscript{77} in their study have revealed that promotion and employee retention are negatively and significantly correlated with each other. It is also indicated that promotion is not the priority of employees the preference is awarded to training and development and empowerment practices.

Swarnalatha and Sureshkrishna (2012)\textsuperscript{78}, have examined the management practices by introducing employee empowerment, teamwork, employee compensation, management leadership into a research model for studying employee job satisfaction among the employees of automotive industries in India. The research is conducted among 234 employees of automotive industries in India and the result of this study shows that the job satisfaction level of employees is medium and the top management leadership need to take attention of enhancing the employee job satisfaction level. The result also shows that there is a significant relationship was approved between 1) employee empowerment, 2) teamwork, 3) employee compensation and 4) management leadership.

Yang Li-hua (2012)\textsuperscript{79} has explored the antecedents of post-recovery satisfaction within China’s “Big 4” commercial banks. The results supported the idea that recovery expectation negatively influenced the recovery quality perceptions, expectancy disconfirmation and satisfaction with service recovery. Other findings included that both
positive disconfirmation and recovery quality perceptions had positive effect on recovery satisfaction.

Wantao Yu, Ramakrishnan Ramanathan, (2012) have investigated the relationships between employee competencies, information technology (IT) applications, operations strategy, and business performance. The findings indicate significant and positive relationships between employee competencies and operations strategy (e.g. low cost, quality and flexibility). IT applications also play a vital role in helping retailers pursue a flexibility strategy. The operations strategies of low cost and flexibility in turn influence business performance.

Shakeela Saleem and et.al (2012) in their study have investigated the impact of job enrichment, job enlargement on the employee satisfaction keeping employee performance as intervening variable. The results showed that there is a moderate level interdependence between job enrichment, job enlargement, employees’ satisfaction and employees’ performance. They concluded that job enrichment, job enlargement have direct impact on employees’ satisfaction and keeping employees’ performance as intervening variable.

Harjeet Kaur Virk (2012) in his paper the effect of demographic variables, namely experience and educational level on job satisfaction of telecom executives was studied. The study revealed that there were significant differences between job satisfaction and its dimensions with regard to experience while there were no significant differences between job satisfaction and its dimensions with regard to educational level. The study implies that as the experience increases, job satisfaction also increases while educational level has no effect on job satisfaction of executives.

Azadeh Tourani and Sadegh Rast (2012) in their paper they suggested that if airline companies want to enhance their employees’ job satisfaction, they may choose to deliberate on two important strategies. First, airlines can benefit from the positive effect of increased employees’ participation by involving them in decision making process. In addition, participation can improve understanding of employees from organizational processes and provide opportunities to develop problem solving skills. In airline industry speed and accuracy of decision making are vital elements. In such situation, allowing and
encouraging employees to participate in organization decision making, will significantly improve efficiency and performance. Second result of study revealed positive and significant effect of communication on employees’ job satisfaction. Airline managers should encourage open communication in the workplace to create a working environment that encourages employees to raise concerns and disseminate information with other employees on industry challenges or new offerings, promoting an interconnected workforce and employee development to inspire job satisfaction amongst employees.

Kimberly Mathe and Lisa Slevitch (2013)\textsuperscript{84} in their work have explored how employee involvement climate, a construct composed of power, information, rewards and knowledge, and supervisor undermining are related to customer perceptions of service quality. Additionally, the interaction between employee involvement climate and supervisor undermining is tested. Results suggest that a significant interaction exists between these two constructs and are key predictors in increasing or decreasing customer perceptions of service quality.

Shagufta Sarwar and James Abugre(2013)\textsuperscript{85} have examined the influence of rewards and job satisfaction on their work performance. The results of the study suggest that higher rewards and satisfied employees in work organizations play a major role both in the promotion of employee, job satisfaction and consequently higher productivity in organizations. Higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs, and are more likely to be committed to the organization.

Isık U Zeytinoglu a and et al.(2013)\textsuperscript{86} in their paper, they examined the association between job satisfaction, flexible employment and job security among Turkish service sector workers. The study provides evidence that the perception of job security rather than flexible employment is an important contributor to job satisfaction for Turkish workers in the sample.

Edwinah Amaha and Augustine Ahiauzu (2013)\textsuperscript{87} have examined the extent to which employee involvement influences organizational effectiveness, profitability, productivity, and market share. The result shows that employee involvement positively influences organizational effectiveness, profitability, productivity and market share.
Memoona Zareen et al(2013) have studied the job design and employee performance. The purpose of this study was to enforce the idea of designing a job according to employee’s psychology and to help managers and human resources professionals in achieving higher organizational productivity. It is concluded that the nature of jobs, tasks, and assignments matches with the psychology of employee, the employee tends to be the more effective, productive and helpful for the organization for achieving his/her own goals and organizational outcomes.

Research Gap identification

Though the previous studies concentrated to identify the level of employee empowerment and job satisfaction, they rarely highlight the relationship between them. Most of the studies highlighted the impact of empowerment on job satisfaction and the performance. Moreover, these studies examined the relation between employee empowerment and job satisfaction on the whole, and focused on limited aspects of empowerment. This study incorporates various components of empowerment and job satisfaction unlike previous studies in the literature, in determining their effect on job performance.


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86. Isık U Zeytinoglu, Gozde Yılmaz, Askın Keser, Kıvanc Inelmen, Duygu Uygur, and Arzu Ozsoy (2013), “*Job satisfaction, flexible employment and job security among Turkish service sector workers*”, *Economic and Industrial Democracy*, vol. 34, 1: pp. 123-144.
