An Empirical study of Employee Empowerment and Job Satisfaction in IT Industry

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The purpose of this study is to determine the relationship between employee empowerment and job satisfaction in IT industry. This study examines the demographic group differences in empowerment and job satisfaction. The questionnaire comprising 45 statements was used for collection of data and questionnaire was distributed in IT industry professionals in Delhi (NCR) region. SPSS was used for analysis. Results indicate that employee empowerment and the empowerment dimensions have a positive and significant relationship with job satisfaction. The results also confirm a significant difference on account of demographic variables in empowerment and job satisfaction.

Keywords: Employee Empowerment, Job Satisfaction, IT industry.

INTRODUCTION

Employee empowerment is a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities (Hass, 2010). Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Employee Empowerment has received recognition in management circles because it is one of the fundamental elements of managerial and organizational effectiveness that increase when power and control are shared in the organization (Ergeneli et al., 2007). Today, more than seventy percent of organizations have adopted some kind of empowerment initiative at least for a part of their workforce (Lawler, Mohrman and Benson, 2001). In the last decade, empowerment has become particularly important for services,

aiming to control or enhance service quality and customer satisfaction at the point of service production (Klidas et al., 2007).

Many managers and organizations think that they understand the term employee empowerment, but only few can actually do, and only fewer put it into practice actually. By empowering, employees feel that the responsibility to lead and control the organization. In a current competitive world, employees are one of the important tools for the development and survival of the organization and for achieving its goals and objectives. Employees are the most valuable asset of the organization. Empowerment means encouraging the people to make decisions with the least intervention from higher management (Handy, 1993).

Empowerment is a new concept in the organization and management, which attracts many employees. Employee empowerment starts with the concept of strategic fit between people, tasks, technology and organization structure. Empowered employees depict more trust in

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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. This concept is developed to define on beliefs and understanding of employees about their job role in the organization. Conger and Kanungo, (1988) believe that empowering others does not only, enhances function of organizations, but also enhances productivity with the level of increasing skills. Employee self-efficiency need to increase for the betterment of the organization (Conger and Kanungo, 1988).

Job satisfaction is the terminology used to depict employees' happiness, satisfaction and fulfillment of 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 workplace. Job satisfaction is workers contentment, feeling about their organization and their daily duties and responsibilities. Job satisfaction also includes expectations and employee behaviour in an organization. It is the sense of achievement and success that employees feel with their daily work routine. Job satisfaction is in regard to one's feelings or state of mind highlighting their nature of work. It is the extent of contentment of individual with her or his job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as the 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) stated "measuring job satisfaction removes a gap and discrepancies between the viewpoints of supervisors, mangers and staff about job satisfaction factors in work condition or environment". High level of job satisfaction can lead to good health and mental position.

The growth of interest of researchers in employee behavior and its outcomes has caused them to investigate different facets of the job. Job satisfaction is one of the most researched variables in industrial/organizational psychology. Job satisfaction is an emotional state emerging from a cognitive appraisal of job experiences. Intrinsic job satisfaction is about how an employee feels about his or her job while extrinsic job satisfaction is about how an employee feels about the aspects of his or her work that are external to the work itself. Intrinsic rewards such as challenging work, variety and opportunity to use one's own skills and extrinsic rewards such as pay, promotion and working conditions contribute to job satisfaction.

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

RELATIONSHIP BETWEEN EMPOWERMENT AND JOB SATISFACTION

Empowerment has now become an imperative for the organizations, especially for those who want to win external pressures with the help of their workforce support. Until the employees do not feel empowered they are not satisfied with their jobs. Empirical studies have depicted the empowerment as a significant predictor of job satisfaction. Empowered employees are more satisfied with their jobs (Spreitzer, Kizilos & Nason, 1997). A number of researchers have focused on the study of relationship of empowerment and job satisfaction (Fuller, 1999). Empowerment can effect job satisfaction to a particular extent (Bakker & Schaufeli, 2008; and Laage, 2003). The study conducted by Dickson & Lorenz, (2009) concluded that meaning, impact and self-determination cognitions of empowerment are positively associated with job satisfaction while competence cognition is not;

nevertheless, an overall empowerment is found positively associated with job satisfaction. The study found the relationship of four cognitions of empowerment with different outcomes, but results have varied from one study to another (Carless, 2004 and Liden, Wayne & Sparrowe, 2000).

LITERATURE REVIEW

Rana and Singh (2016)results indicate that employee empowerment had a positive and significant relationship with job satisfaction in manufacturing industry. The results also confirm a significant difference between male and female employee empowerment and job satisfaction level. According to analysis male employees were more satisfied with their jobs as compared to female employees. Emily and Heather (2015) stated that structural empowerment mediated the relationship between authentic leadership and nurses' relational social capital, which in turn had a negative effect on mental health symptoms and a positive effect on job satisfaction. All indirect paths in the model were significant. Heather (2015)concluded that authentic leaders played an important role in creating empowering professional practice environments that fostered high-quality care and job satisfaction. Elnaga & Imran (2014) based on descriptive study, developed three main guideline to create effective empowerment which led to a high degree of job satisfaction. And gave general guidelines for empowering Managers, delegation and participative leadership. Saif & Saleh (2013) stated that employees in Jordanian private hospitals perceived themselves as highly empowered and experienced a high level of satisfaction. Their study also indicated that 56% of the variation in employee satisfaction resulted from the implementation of psychological empowerment. The study also recognized the need to continue the implementation of psychological empowerment. Abadi & Chegini (2013) showed that empowerment and its dimensions that include access to information, reward systems, self-determination and competence, had a significant positive relationship with job satisfaction. Shadpoor (2013) results of the study showed that there was a meaningful, positive relationship between the empowering and job satisfaction of employees. Sparks (2012) results revealed that the Baby Boomer nurses reported higher mean total psychological empowerment scores than Generation X nurses. This meant 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. Choong & Lau (2011) study results showed that empowerment and the four cognitions of empowerment: meaning, competence, self-determination and impact showed relationship with the job satisfaction. Ning, Zhong, Libo & Qiujie (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. 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) found that a therapeutic relationship between nurse and patient was the main source of satisfaction for the nurse. The nurses exhibited a higher level of job satisfaction and workplace empowerment. Laschinger, et.al., (2007) concluded that higher quality relationships with their immediate supervisor were associated with greater manager, structural and psychological empowerment and consequently, greater job satisfaction. Core self-evaluation played a strong significant role, affecting all components of the model. 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 was seen. 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. Holdsworth and Cartwright (2003)revealed that call centre agents perceived themselves as less empowered than other workers in a traditional office environment. The empowerment dimensions of meaning, impact and particularly self-determination, seemed to directly influence job satisfaction but not health. Manojlovich, et.al., (2002) results revealed that structural and psychological empowerment predicted 38% of the variance in job satisfaction. Ripley & Ripley (1992) and Spatz (2000) stated that empowerment enhanced the responsibilities as well as employee motivation in their daily work, improved satisfaction, service quality, loyalty of employees and productivity giving them self-respect and increased quality of product & productivity and decreased the employee turnover.

Objectives of the study

i. To analyze the differences in empowerment and job satisfaction with respect to demographic variables.

ii. To study the relationship between job satisfaction and empowerment.

iii. To examine the relationship between empowerment dimensions (meaning, competence, self-determination and impact) with job satisfaction of employees.

Hypotheses

$H_0 1$: There is no significant difference in empowerment and job satisfaction on account of demographic variables.

$H_0 2$: There is no significant relationship of empowerment with job satisfaction.

$H_0 3$: There is no significant relationship of empowerment dimensions with job satisfaction.

RESEARCH METHODOLOGY

Research Design

On the basis of the NASSCOM report (2013-2014) of IT industry, five top industries that gave their consent for the participation in this study by the researcher for the purpose of data collection.

Sampling

The sample size taken was 500 respondents from this particular sector. A questionnaire was distributed among 750 employees of IT industry in Delhi NCR region, 553 were collected and out of them 78 were termed as inappropriate and finally 475 were identified as valid samples to carry further research. The respondents were executives and managers. The researcher has been used Convenience sampling to collect data from employees of IT industry. The survey was conducted by distributing 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, marital status, educational qualifications, designation, income and work experience. Whereas, the second part comprised of employee empowerment and third part to job satisfaction. The questionnaire measured on 5 point likert scale, where 5 indicate strongly agree and 1 strongly disagree.

Data Analysis

The Statistical Package of Social Science (SPSS) was used for analysis. Independent Sample t-test, ANOVA and Correlation were applied to data collection.

Results

Differences in the empowerment and job satisfaction of employees were analyzed on the basis of demographic variables. Based on

TABLE 1
ANOVA and t-test statistics for Empowerment on the basis of Demographic Variables

Empowerment		N	Mean	Std. Deviation	F-value/ t-test value	Sig.
Gender	Male	365	54.91	9.095	2.103	.520
	Female	110	52.85	8.548		
Age	25 or younger	73	52.12	9.724	4.801	.003
	25 – 35	361	55.10	8.751		
	35 – 45	32	54.44	9.682		
	45 or older	9	46.33	1.000		
Marital Status	Unmarried	219	55.40	8.801	2.170	.460
	Married	256	53.61	9.110		
Educational Qualifications	Graduate	265	52.93	9.420	9.154	.000
	Post-graduate	205	56.42	8.094		
	Doctorate	5	52.20	7.120		
Designation	Manager	196	54.41	9.467	-.047	.062
	Executive	279	54.45	8.682		
Income	Rs. 25,000 - 50,000	267	54.02	9.203	.682	.563
	Rs. 50,000 - 75,000	125	55.36	8.390		
	Rs. 75,000 - 100,000	68	54.16	9.163		
	Above Rs. 100,000	15	55.20	9.930		
Experience	0 years – 5 years	229	54.89	9.070	6.049	.000
	5 years – 10 years	204	55.03	9.062		
	10 – 15 years	34	49.68	6.879		
	Above 15 years	8	46.25	1.389		

Source: Field Survey

TABLE 2
ANOVA and t-test statistics for Job Satisfaction on the basis of Demographic Variables

Job Satisfaction		N	Mean	Std. Deviation	F-value/ t-test value	Sig.
Gender	Male	365	69.56	10.624	1.332	
	Female	110	68.06	9.143		.081
Age	25 or younger	73	65.85	7.657	4.566	.004
	25 – 35	361	70.18	10.427		
	35 – 45	32	66.69	13.367		
	45 or older	9	66.67	2.784		
Marital status	Unmarried	219	69.36	9.258	.289	.044
	Married	256	69.09	11.149		
Education	Graduate	265	68.61	10.409	4.410	.013
	Post-graduate	205	70.25	10.064		
	Doctorate	5	58.20	7.120		
Designation	Manager	196	69.66	10.773	.802	.109
	Executive	279	68.89	9.980		
Income	Rs. 25,000 - 50,000	267	69.14	10.324	1.743	.157
	Rs. 50,000 - 75,000	125	70.19	10.602		
	Rs. 75,000 - 100,000	68	67.06	9.562		
	Above Rs. 100,000	15	72.00	10.078		
Experience	0 years – 5 years	229	69.77	9.378	7.057	.000
	5 years – 10 years	204	69.94	11.047		
	10 – 15 years	34	61.65	10.051		
	Above 15 years	8	66.88	3.044		

Source: Field Survey

various test results are summarized as below. A sample of 475 respondents has been taken for the study. Out of the total 475 respondents, 365 were male and 110 were female participants. Both male and female respondents' age ranged from 25 years to 45 years. Maximum 256 were married while rest unmarried employees. The majority of the respondents belonged to income group of 25,000-50,000 Rs./month and 0-5 years of job experience.

As revealed in Table 1, p-value for Age (F = 4.801, p = .003 < 0.05), Educational Qualifications (F = 9.154, p = .000 < 0.05) and Job Experience (F = 6.049, p = .000 < 0.05) had a significant difference in the empowerment of professionals in IT industry. Therefore, the null hypothesis is rejected. This study reveals that there is a significant difference on account of demographic variables on empowerment of professionals in IT industry. Whereas, Gender (t = 2.103, p = .520 > 0.05), Marital Status (t = 2.170, p = .460 > 0.05), Designation (t = -.047, p = .062 > 0.05) and Income

(F = .682, p = .563 > 0.05) had no significant difference of empowerment in IT industry professionals. Therefore, null hypothesis is accepted.

Table 2 show that p-value for Age (F = 4.566, p = .004 < 0.05), Marital Status (t = .289, p = .044 < 0.05), Educational Qualifications (F = 4.410, p = .013 < 0.05) and Job Experience (F = 7.057, p = .000 < 0.05) had a significant difference in the job satisfaction of professionals in IT industry. Therefore, the null hypothesis is rejected. This study reveals that there is a significant difference on account of demographic variables on job satisfaction level in IT industry. Whereas, Gender (t = 1.332, p = .081 > 0.05), Designation (t = .802, p = .109 > 0.05) and Income (F = .1.743, p = .157 > 0.05) revealed that no significant difference in job satisfaction of IT industry professionals. Therefore, null hypothesis is accepted.

Table 3 results show that, the correlation between empowerment and job satisfaction is 0.584 which indicates that there exists a positive

TABLE 3
Correlation between Empowerment and Job Satisfaction

		Job Satisfaction	*Empowerment*
Job Satisfaction	Pearson Correlation	1	.584**
	Sig. (2-tailed)	-	.000
	N	475	475
Empowerment	Pearson Correlation	.584**	1
	Sig. (2-tailed)	.000	-
	N	475	475

Source: Field Survey
*** Correlation is significant at the 0.01 level (2-tailed).*

TABLE 4
Correlation between Empowerment dimensions and Job Satisfaction

	Job Satisfaction	*Meaning*	*Competence*	*Self-determination*	*Impact*
Job Satisfaction	1	.570**	.475**	.607**	.648**

Source: Field Survey
*** Correlation is significant at the 0.01 level (2-tailed).*

relationship between empowerment and job satisfaction at 0.01 level of significance. On the basis of above result the null hypothesis is rejected (i.e. There is no significant relationship between empowerment and job satisfaction of the employees).

Table 4 depicts the results of correlation analysis between the empowerment dimensions and job satisfaction in IT industry. The results indicate that there is a positive and significant correlation between empowerment dimensions and job satisfaction. The relationship of job satisfaction with empowerment dimensions impact ($r = .648$, $p < 0.01$) is high followed by self-determination ($r = .607$, $p < 0.01$), meaning ($r = .570$, $p < 0.01$) and competence ($r = .475$, $p < 0.01$).

CONCLUSION

The literature suggests the empowerment has an expressive role in many service organizations, including IT sector. The present study examined the relationship of employee empowerment with job satisfaction and difference in empowerment and job satisfaction on account of demographic variables in IT sector. Four dimensions were used to assess employee empowerment: meaning, competence, self-determination and impact. On the basis of analysis, it was concluded that employee empowerment had a positive and significant relationship with employee job satisfaction and the findings were consistent with the findings of the studies conducted by Carless, (2004); Seibert, et al., (2004); Hechanova, et.al., (2006) and Rana and Singh, (2016).

Further, it has been observed that there was a significant difference in empowerment on the basis of age, educational qualifications and experience. However, there was no significant difference on the basis of gender, marital status, designation and income in the empowerment of professionals in IT industry. These results are consistent with the findings of previous researches (Wallach & Mueller, 2006; Ning, Zhong, Libo, &

Qiujie, 2009; Ayupp & Chung, 2010; Baijal, 2013; and Yilmaz, 2015). Kaymakc & Babacan (2014) indicated that there was no significant difference in the perception of employee empowerment on the basis of gender, tenure, education level, and title. There was a significant difference in job satisfaction among in professionals on the basis of age, marital status, educational qualifications and experience. However, gender, marital status, designation and income had no significant difference in job satisfaction. Ning, et.al. (2008); Soonhee, (2009); Akbar, et. al. (2011); Kumar, (2014) and Rana and Singh (2016) revealed that on the basis of demographic variables gender, age, and education significant difference in job satisfaction was seen. Khera (2015) stated no significant difference on grounds of gender variability on job satisfaction. This study confirms that employee empowerment leads towards higher levels of employees' job satisfaction. Saif (2013) stated that competence dimension of empowerment was not a significant relationship with employee satisfaction.

RECOMMENDATIONS

IT industry in Delhi NCR region is facing many problems for the last few years such as the increasing number of new entrants/competitors, economic conditions, political instability and energy crises. The factors have affected the corporate industry in general and IT industry specially. This study contributes to overcome the problems of employee empowerment in IT 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 IT sector. Almost all firms have 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, J.D.T 2009). This is possible only by empowered workforce. Since we have seen

employee empowerment as an important factor that enhances employee job satisfaction, it is recommended that further studies should be carried at the various levels with larger sample size, and by varied additional more demographic factors in the study. Further, the study when carried out at larger scale, surely will enhance the applications.

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