

The Relationship between Employee Empowerment, Job Satisfaction, Team spirit and Staying Intention: Exploring with an in depth SEM model analysis

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Abstract

This study was conducted to examine the influence of Empowerment relationship on Job Satisfaction, Team spirit and Staying Intention. Statistical analysis was conducted using structural questionnaires and hypotheses was tested on a sample of 200 IT employees. To analyses the data, SPSS and structural equation modelling tool is used. The result conforms that employee empowerment positively influence on job satisfaction , team spirit and staying intention indicates the management sector to empower a creative an atmosphere to empower employee innovative ideas, decision making authority and a freedom to implement it. So to the changing environment employee empowerment technique will influence a very high job satisfaction, staying intention and team spirit. In addition to this further research in other IT sectors with very high note is to conducted in a wide basis.

Keywords: Confirmatory Factor Analysis (CFA), Employee Empowerment, Job Satisfaction, Team spirit And Staying Intention

INTRODUCTION

Employee Empowerment

Employee Empowerment creates a positive attitude in an individual when allowed to take a personal responsibility persuades a positive attitude to do their jobs to achieve the organization's goals **Richard Carver,xxxx**. The Word Empowerment is a creative Management Technique that powers the subordinate employee are empowered in implementing their own decision after analyzing What, Why and How the work can be done. Now in the changing environment, empowerment encourages the knowledge of the employees by providing a platform to exhibit their knowledge in decision making process and creates a change by not following the traditional managerial approach. However, in this competitive environment of 21st century the organization can challenge the competitive and changing environment when empowered employees are engaged in business process. **Ameijde, M. V. and Dewettinick, K. (2011) Carayon, P.(2006)**. Empowerment contributes a democratic environment in organization and also empowerment motivates the employees to prove themselves from the outcome of their decision and also breaks the traditional technique of individuals, Controlled only by orders of higher officials and employees thinking and technical ability are eliminated. Now, empowerment creates a path to understand the organization problems in depth by the management. **Lashley, 1995; Wilkinson, 1998**. Empowerment is a new initiative concept to the employee, which is controlled and implemented by management to progress the commitment of employees their by the employee's performance will make way to maintain the quality of product and services. **Islam,T,(2014)**.

Randolph, 1995 in his views employee empowerment means the employer transfer his powers to the employees. The organization is benefited by transferring the powers. According to **Gill, 2011, Jalal Hanaysha**, employee empowerment refers to the meaningful job of employees, their feelings of competence, autonomy, and contribution to the decision making or applications of leadership. The employee empowerment concept actually certifies the employees with necessary power to employ plan and judgment in their work, participate in their work related

decision-making, and authorizes them to respond quickly to the needs and concerns of the customers. **Thomas & Velthouse, 1990**, the word empowerment means power to. But power's awarded to an employees in an organization gives authority; and so empowerment can also be denoted as authorization. In other means, the word power can be signified as energy. So empowerment can be expressed as energize. The empowerment concept emphasizes energy transfer statement for motivation. **Conger & Kanungo, 1988**, In the Oxford English Dictionary, the word "to empower" is defined as "to enable". In difference to the prior explanation of empowerment as allocating of authority and resources; the word meaning of "enabling" is a motivating factor to increase the personal efficiency. **Rowlands, 1995**, the empowerment concept gives more importance the use of power. In a straight definition of empowerment is, in the decision-making process it should invite those people outside the decision-making process. **Lawler, E. E., Mohrman, S. A., & Ledford, G. E. (1992) Koçel, 2011** assesses staff empowerment concept as the process to implement their own decisions, induces their dedication and motivation to their jobs. Employee empowerment extends the concept to the management area by the process to increase the decision making powers of the employees and this leads to accelerate the team work by helping the employees in sharing the ideas, educating the team members. It has broader meaning diverges from motivation and delegation concept. Staff empowerment executed in providing authority, responsibility and increasing the energy level of the staff and considered as a mandatory term enforced by global competition to the organization executives. **Kinlaw (1996)**, an organization for its survival has to confirm a continuous improvement in its performance by developing and motivating the influence of the individuals and the team in their work area and to the whole organization.

Brown and Harvey (2006) the employee empowerment is a technique, helps in motivating the employee to perform in a self- sufficient and positive performer on employees and organization. Employee empowerment creates a thought in the minds of employee that they are the core assets and success of the organization. The employees are more committed to the job and it also creates a sense of belonging, increases employee trust worthiness, it influences on effective communication and efficiency of employees increases the organizational success and wellbeing of employees. **Lee, S. Y., & Brand, J. L. (2010)**

Literature Review:

Employee Empowerment and Job Satisfaction:

Dr. Anu Kohli & Ms. Alka Sharma (2017). This research paper indicating the relationship between employee empowerment and job satisfaction. This study is made on the different approaches, dimensions, various literate review of employee empowerment and job satisfaction are considered. He further provides a comparison on the satisfaction level of private sector employees is more influenced than to the public sector employees. In his study he further indicates that job satisfaction is further influenced by gender specific in nature. Finally in his study the importance of job satisfaction can be induced in the employees, by a powerful tool of employee empowerment **Manzoor, S. R., Ullah. Friedman (2000)** defines job satisfaction is a feeling of fulfilment and emotional pride in doing certain job. The employee gets appreciated and knowing his importance gives the pleasure to the employee by creating the job satisfaction. **Rowan (2008)**, Psychologist how signify that there is a strong link between job satisfaction, goal setting and decision making. **Kavitha, M (2020)** Job satisfaction is based on the work life balance of the employees in IT sector. Work life balance and it causing stress of female employees in IT sector. It finds changing demands, regulations and pressures in the work causes stress and to avoid the above things the female employees are getting job satisfaction in IT sector. **Madanat, (2018)**, It also incorporates several of aspect such as income (or) salary, work environment, team members, type of job, higher officials and task performed. **Linz & Semykina, (2012)**, Job satisfaction is induced by the different dimensions of the work and by the effective efforts of supervision. **Reddy & Madhav, (2018)** in addition, job satisfaction has also had correlation with life satisfaction. **Blom, et.al,(2018), Weng, Q. and McElory, J.C. (2012)**; It also encompasses the sharing of power between top management and the lower levels. Other than that, empowerment also is an effective strategy whereby an organization uses it, to improve the capabilities and responsibilities of its employees. Because it is accepted that if an employee empowered, they will be more efficient in performing his tasks. **Spector (1997)**; Job satisfaction is an inner feeling about their job and various aspects of their job. It motivates employees to enhance their performance in the job well, and also have a feeling that their job as a meaningful and enjoyable. Hence empowerment found to be positively significant on employee productivity based on the above conversation the following hypothesis decided:

H1: Employee Empowerment is influencing positive on job satisfaction.

Relationship between Employee Empowerment and team spirit

Today organization have working with many division in the organization, so adopting a cultured teamwork is more needed for great success **Spreitzer, G.M. (2008)**. **Ooko (2013)** Empowered team work organizes a group of people to work together to accomplish a common goal, the team members who work in the organization need necessary skills to achieve the derived objective. Will team members can get an opportunity to share the knowledge and to perform the task skillfully and increases the productivity. In addition the team members feel empowered and influences a job satisfaction to reduce the stress level (**Oso,2002**). **Alie, Beam and Carey (1998)**: Teamwork emphasizes a very clever growth strategy and the employees who indulge in teamwork considered as key an assets for the organization. A team work is considered to be a powerful tool in improving the employee performance. **Manzoor, Ullah, Hussain and Ahmad (2011)**: That a positive support from top level management can increase productivity, when the employee to confidentially work with other groups. **Jones, Richard, paul, Sloane and peter, 2007**; Scholars had noticed that teamwork enable employee to help themselves, and improves the individual talent, and can get a positive result without any conflict. Therefore, it is hypothesized that:

H2 - Employee Empowerment Positively Influence on Team spirit.

Relationship between Employee Empowerment and staying intention

Islam et. al, 2014 Empowered employees' shows a willingness to stay with the same organization not show an intention to move for a new one. **Biau's 1964**, Social exchange study, says that now a days employees willing to feel empowerment and when organization implements the empowerment technique, they shows their willingness in continuity with same organization. Thus, an empowered employee encourages the employees to stay in the organization (**Griffeth et al, 2000**). **Dewettinck and Ameijde, 2011; Homborstad and Perry, 2011; Albrecht and Andretta, 2011** the scholars have identified that employee empowerment have played a significant role in reducing the job turnover attitude and psychologically empowered employees prefer to continue with the same work environment. **Ajzen and Fishbein (1980); Igarria and Greenhaus (1992)** the employees staying intention is actually based on the behavior to stay or leave the organization have to access been evaluated by their previous state of affairs to the individuals. Based on the above discussion the following hypothesis is

H3: Employee Empowerment Is Influencing Positive Effect On Staying Intention.

Relationship between job satisfaction and staying intention

Tett And Meyer,1993; The Employees intention to stay has to be increased by reducing the employees deliberate willingness to quit/leave from the organization. **Joiner et al., 2004**, In service industry the training cost incurred for employees is noted to be high, and the organization faces knowledge lost when trained employees leaves the organisation and also a training needed for new employees creates an add on problem like losing valuable connection with customers and ultimately it affects the quality of the service provided and reduces satisfaction with customer. **Barak et al., 2001**, furthermore, the people who thinks to leave the job, takes the decision after considering all aspect and think deeply for some time before taking action. **Lee and Bruvold, 2003; Barak et al., 2001; Kiyak et al., 1997; Hom and Griffeth, 1991**: Therefor, if the employees staying intention reduced it creates an immediate effect on turnover and it is observed to be the best indicator for the staff turnover. Hence, empowerment leads to an effective job satisfaction, create a positive attitude towards the employee to stay in the organization. Based on this information it is hypothesized that:

H4 – Job satisfaction positively mediate the relationship between empowerment and staying intention.

Relationship between team spirit and staying intention

Abdulla et al., 2011 Team work plays a very important role in effective performance of an organization. Today many organization are more investing and concentrating on new technology, but an effective team work program can able to carry the organization to face challenges. The standard of the organization is evaluated by the team performance of the organization. **Musriha 2013**, many scholars proved that teamwork creates a positive influence on job satisfaction. According to **Dash, Banerjee and Mitra (2014)**, Job satisfaction and employee performance

encourages and enforces cooperative team work to the organization members. Further support for this relation was supported by (Wang et al., 2018) who initiate that teamwork had created a positive motivation on job satisfaction. Consequently teamwork creates great opportunity to learn and adopt new skill and also enhances your favorable attitude in the team members. Therefore, it is hypothesized that:

H5 – Team Spirit Positively Mediates The Relationship Between Employee Empowerment And Staying Intention.

RESEARCH METHODOLOGY:

Sample and sampling procedure

A Structured questionnaires were framed and were distributed to 356 respondents from different IT Company in OMR Chennai. Out of 356 questionnaire distributed, 228 were found to be usable for further analysis, it given satisfactory response rate of 64 per cent. The data for this study were obtained from a simple random sample method. The collected data was analyzed using SPSS and SEM on AMOS.

Sample characteristics:

The terms of employee gender in IT SECTOR, 55.6 per cent were male and remaining was female. Next regarding educational qualification 41.6 has graduate level, 44.5 per cent finished their Master degree and remaining are secondary level. Then next concept relating to experience, 45.5 per cent of respondent in the organization for less than 5 years, and 38.4 per cent had been more than 6 to 10 years and the rest above 15 years.

Research instruments

The survey has been conducted by distributing the questionnaires to the respondents. To get a better understanding the formatted questions has been explained beforehand to all the participants. The items were measured on 5 point Likert scale used to get a uniformity in the measuring the variables, were 1 denotes strongly disagree to 5 strongly agree. To measure the item reliability of the measured items, a “Cronbach’s alpha” value test were conducted to examine the item reliability.

To measure the effectiveness of empowerment at work, 5-item Hayes’ (1994) employee empowerment scale was adapted with an intention “I feel competent to perform the task required for my position”. Job satisfaction construct was measured by, Spreitzer (1995) 36-item scale having 5 - constructs. A sample item is “I am satisfied when my decision, talent and knowledge are recognized”. The Intention to stay scale was borrowed from Bluedorn (1982) which included five items with a sample item being “I will not give up this organization easily”. Teamwork constant was measured by Jalal Hanaysha (2016) six – item scale having 4 constructs viz. A sample item being “The members of my team encouraged each other to succeed when performing the task”.

Data Analysis

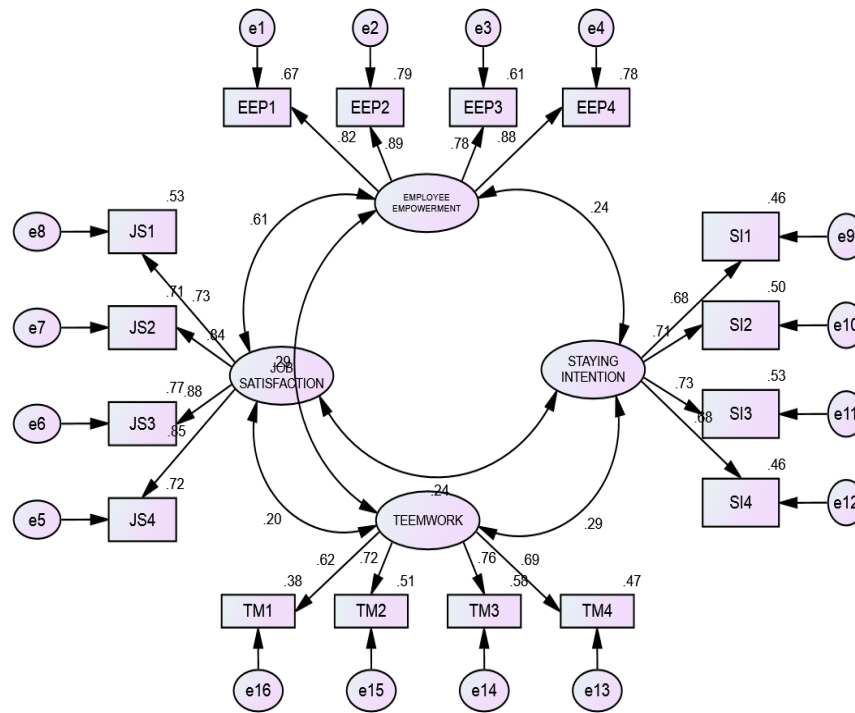
Measurement model

Reliability of the constructs in the study was established through computation of Cronbach’s Alpha reliability coefficient for each construct individually. Confirmatory Factor Analysis (CFA) technique is used to verify that the scale items for each construct are both reliable and valid. Structural equational model was applied using AMOS 23 to check the relationship between independent variables employee empowerment and dependent variables job satisfaction, teamwork and intention to stay.

Confirmatory Factor Analysis

The CFA MODEL is constructed to conform construct validity, it analyze the measures of items with certain variables of each group to support the assumptions made. As the measurement items are employee empowerment, job satisfaction, teamwork and intention to stay were adopted from the previous study this CFA was constructed using SEM Model on AMOS 23 to draw the measurement model of all variables.

Figure 1: CFA MEASUREMENT MODEL



In order to evaluate the model fit, various global model fit indices, such as Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), the Normal Fit Index (NFI), Comparative Fit Index (CFI), and Root Mean Squared Error of Approximation (RMSEA).

TABLE 1: Showing results of CFA Values

Chi-square value	P	DF	C _{min} /d _f	GFI	Absolute fit measurement			Incremental fit measures			
					AGFI	RMSEA	NFI	CFI	TLI	RMR	
125.025		98	1.276	0.93	0.903	0.037	0.925	0.983	0.979	0.052	
			< 5.00	>0.9	>0.9	< 0.08	>0.9	>0.9	> 0.9	< 0.08	

Although the (Table - 1) χ^2 value 125.025 with 98 degree of freedom was significant (p-value 0.000, > 0.05 **Hair et. al**), Since the C_{min}/d_f value is 1.276 (< 5.00, **Hair et al., 1998**) it is less than 2 indicates the model is fit. The other values of GFA, AGFI, NFI, CFI values are 0.93, 0.903, 0.925, 0.983 are well above > 0.9 it fits the measurement model respectively, and RMR (0.052) and (RMSEA (0.037) is < 0.08 ((Hair et., al 2006) well it also satisfies the model fit. Hence, from the indices values derived from our analysis supports the sample data fits the model well to meet their prescribed values.

TABLE 2. Convergent Validity of Measurement Model

		CONSTRUCT	FACTOR LOADING	ITEM RELIABILITY	AVE	CR
EEP1	<---	EMPLOYEE_EMPOWERMENT	0.817	0.667		
EEP2	<---	EMPLOYEE_EMPOWERMENT	0.89	0.792		
EEP3	<---	EMPLOYEE_EMPOWERMENT	0.782	0.612		
EEP4	<---	EMPLOYEE_EMPOWERMENT	0.881	0.776	0.712	0.908

		NT				
JS4	<---	JOB_SATISFACTION	0.847	0.717		
JS3	<---	JOB_SATISFACTION	0.878	0.771		
JS2	<---	JOB_SATISFACTION	0.844	0.712		
JS1	<---	JOB_SATISFACTION	0.73	0.533	0.683	0.896
SI1	<---	STAYING_INTENTION	0.678	0.460		
SI2	<---	STAYING_INTENTION	0.707	0.500		
SI3	<---	STAYING_INTENTION	0.807	0.651		
SI4	<---	STAYING_INTENTION	0.678	0.460	0.518	0.810
TM4	<---	TEEMSPRIT	0.754	0.569		
TM3	<---	TEEMWORK	0.764	0.584		
TM2	<---	TEEMWORK	0.717	0.514		
TM1	<---	TEEMWORK	0.618	0.382	0.512	0.807

Two types of validity were affianced to evaluate the measurement model. The first valuations model is convergent validity followed by discriminant validity. The convergent model is a measurement model that can be explained by factor loadings (FL), Average Variance Extracted (AVE) and also Composite Reliability (CR) were calculated (Henseler, Hubona & Ray, 2016). The computed AVE Values (Table – 2) are far exceeding the recommended limit of 0.50(Hair et al. 2013) and the Composite Reliability (CR) value ranges between 0.807 and 0.908 so it exceeds the prescribed limit of 0.70 (Hair et al. 2013). The Discriminant validity of measurement was computed according to (Fornell & Larcker, 1981). The result was presented in the table 3, the squared inter construct correlation for each construct is less than AVE. So, the measured indicator supporting discriminant validity.

Table 3: Discriminant validity

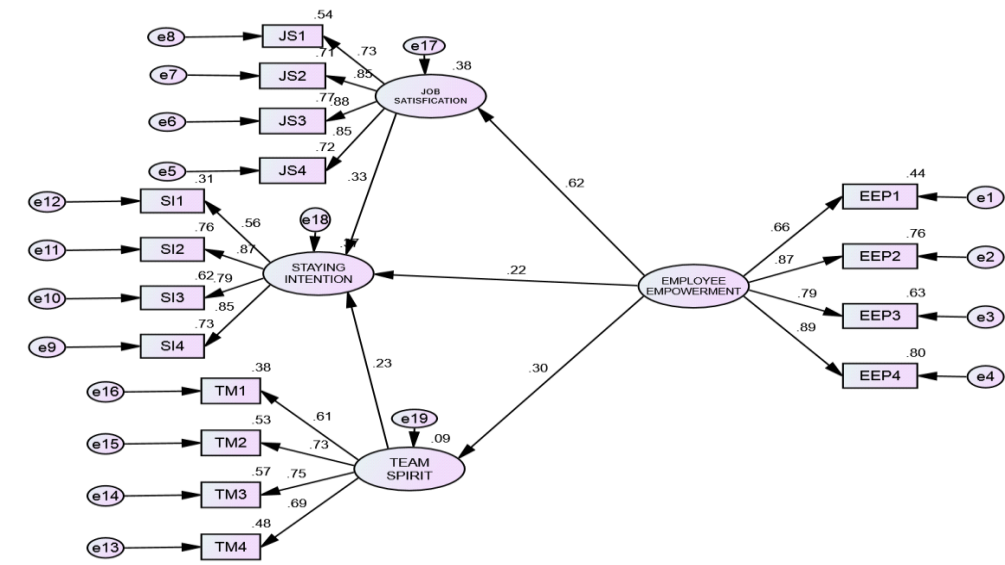
FACTOR	AVE	SQUARED INTERCONSTRUCT CORRELATION			
		EMPLOYEE EMPOWERMENT	JOB SATISFACTION	STAYING INTENTION	TEAMWORK
EMPLOYEE_EMPOWERMENT		-	0.375	0.056	0.086
JOB_SATISFACTION	0.683	0.375	-	0.059	0.04
STAYING_INTENTION	0.518	0.056	0.059	-	0.082
TEEMWORK	0.512	0.086	0.04	0.082	-

Thus, from our analysis the measurement model exhibits an adequate reliability, convergent validity and discriminant validity.

Structural Equation Model (SEM) Analysis

Structural equation model technique was applied using Maximum Likelihood Estimate (MLE) method through AMOS 23. Structural Equation Model (SEM) is a technique for analyzing the model.

Figure 2: Structural Model



Having employee empowerment as an exogenous variable (independent variable) and staying intention as endogenous variable (dependent variable) and job satisfaction and team spirit as both exogenous and endogenous variable.

TABLE 4. Showing results of SEM values										
					Absolute fit measurement			Incremental fit measures		
Chi-square value	DF	p	Cmin/df	GFI	AGFI	RMSEA	NFI	CFI	TLI	RMR
168.037	99	0.000	1.697	0.908	0.873	0.059	0.909	0.96	0.952	0.064
				>0.9	>0.9	< 0.08	>0.9	>0.9	>0.9	< 0.8

Goodness of fit

The structural model (table 4) fit Although the χ^2 value 168.037 with 99 degree of freedom with a p-value 0.000, Since the Cmin/df value is 1.697 it is less than 2 indicates the model is fit. The other values of GFA, AGFI, NFI, CFI values are 0.908, 0.873, 0.909,0.96 are well above > 0.9 it fits the measurement model respectively, and RMR (0.064) and RMSEA (0.059) is < 0.08 well it also satisfies the model fit. Hence, from the indices values derived from our analysis supports the sample data fits the model well to meet their prescribed values. Hence the structural equation model fit is closer to CFI MODEL, the more assurance can have in the model (Hair et al. 2013).

Hypothesis testing

The results of the hypothesis testing can be observed in table 4 and figure 2 presents the details of the structural model. The Path Coefficient values and the significant level were used to conform/disconfirm the proposed relationships. Hence, analyzing the relationship between employee empowerment shows a high positive association with job satisfaction (H1: path coefficient = 0.619, t = 7.161, p < 0.05).thus Hypothesis 1 is supported, followed by team spirit (H2: path coefficient = 0.304, t = 3.473, p < 0.05) supporting Hypothesis 2, So employee empowerment has also shows a significant relation with team spirit in the organization.

Table 4.significance of variable path between latent variables in the structured model.

Hypothesis			Path coefficient	S.E.	t-value	P-value	significance	Hypothesis support
JOB_SATISFICATION	<-- -	EMPLOYEE_EMPOWERMENT	0.619	0.149	7.161	** *	yes	supported
TEAMSPRIT	<-- -	EMPLOYEE_EMPOWERMENT	0.304	0.116	3.473	** *	yes	supported
STAYING_INTENTION	<-- -	EMPLOYEE_EMPOWERMENT	0.221	0.159	2.365	0.018	yes	supported
STAYING_INTENTION	<-- -	JOB_SATISFICATION	0.336	0.099	2.905	0.004	yes	supported
STAYING_INTENTION	<-- -	TEAM_SPIRIT	0.226	0.088	3.67	** *	yes	supported

Next comes hypothesis (H3) of Empowerment to staying intention, (H3: path coefficient = 0.221, $t = 2.365$, $p < 0.05$) the third hypothesis also supported significantly, regarding the fourth hypothesis (H4: path coefficient = 0.336, $t = 2.905$, $p < 0.05$) it has found that job satisfaction has showed a positively full mediation effect to staying intention in the Organization and the path coefficient of hypothesis 5, (H5: path coefficient = 0.226, $t = 3.67$, $p < 0.05$) on team spirit shows a mediation effect to staying intention. Hence our hypothesis 5 is supporting. Employee empowerment expounds 38 % ($R^2 = 0.38$) variables in job satisfaction, Employee empowerment explains 36 % ($R^2 = 0.36$) for staying intention and Employee empowerment 9 % ($R^2 = .09$) to team spirit. The model validation is examined with the individual parameter estimate (Hair et al., 2015). The path coefficient.

DISCUSSION AND IMPLICATIONS:

In the study aimed to present the relationship between employee empowerment, job satisfaction, team spirit and staying intention in the context of IT sector. The findings confirm that employee empowerment has a strong positive influence towards employee (leadership quality, motivation, competence, decision etc.,) job satisfaction and influence a team work spirit to have a cultured coordination with the team members feel more committed and exhibit more staying intention with the organization. This study more explicitly confirms that the employee empowerment is positively associated to job satisfaction as my hypothesis in H1 (path coefficient = 0.619). Empowerment as a key management practice should be considered by managers for the benefit of improving overall organizational performance. Moreover (Dr. Aman khera, 2015) has recommended that employee empowerment leads higher level of job satisfaction in banking sector. Eklund (2008), Bentley et (2013), Hanaysha and Tahir (2016), According to Karim and Rehman (2012), Hechanova et al (2006), Zembylas and Papanasasiou (2005), Ahmad and Oranye (2010) Pelit et al (2011) Bogler and Nir (2012), Yang and Lee's (2009) findings of the researcher also supports the result. These results indicate that the employee who feel empowered shows a greater emphasis on job satisfaction. In addition there has been a hundreds of studies have contributed regarding employees with high job satisfaction positively aims to the success of their business.

The findings of hypothesis 2 shows a positive mediation with employee empowerment create a team spirit with the employees, a significant positive relationship of employee empowerment and team spirit is a vital element in their work environment, since the empowerment influences the team members to maintain a work culture in the organization to accomplish the daily work, Further, (Khuong and Tien, 2013) reported that effective teamwork had positive effect on employee's motivation and performance. Hence empowerment creates a healthy atmosphere that encourages the team members to share their information and knowledge with their groups. This study was supported by a (Ghorban hosseini, 2013; Zincirkiran, Emhan, & Yasar, 2015) confirmed that teamwork plays a vital role

in improving organizational commitment. (Benrazavi and Silong 2013) specified that when the employee shows his intention to work in teams improves the organizational environment more appropriate to create a favorable commitment to lead a teamwork culture. This indicate that a mediation effect of teamwork creates a positive effect on employee empowerment significtaly contribute to the staying intention. (H4), Will the employees staying intention holds the well trained employees within the organization. This friendly and co-operative atmosphere created by team spirit influences the employee's attitude to stay in a coordinated organigtional environment,

According to the third hypothesis study has also revealed that employee empowerment indicates (path coefficient = .221) a less positive relations to staying intention, this study reveal that employee turnover showed a staying intention with the employees of the organization. (Homborstad and perry, 2011) found a significant relation between employee empowerment reduce the turnover ratio. Furthermore this result has been related with previous study (Dewettink and Ameijde, 2011; Albrecht and Andretta, 2011). Hence, our study actually confirms that empowerment creates a dedication, competency and motivation with the employees might reduce the intention to quit form the organization. Finally (H5), this study found that job satisfaction confirmed positive relation with staying intention. Job satisfaction has been suggested as leading aspect to increase the intention to stay. The last Hypothesis of this work states that job satisfaction act as a mediating factor between empowered employee and intention to stay. The job satisfaction and employee's intention has significantly correlates. Job satisfaction happens to be of more significant precursor of intention to stay than to direct effect of employee empowerment. Hence the findings of this study suggest that empowered employees are more willing to stay in the organization, In H1 shows a high relation with job satisfaction and also shows a positive (full mediation) atmosphere to staying intention. In addition to that on team spirit also showed a positive mediation effect and creates an organigtional commitment with the employees and motivates the employees staying intention in the organization. Furthermore from the study employee empowerment showed a little less significant with direct effect on staying intention. Thus, H3 supports marginal relation and hence requires for further analysis. Hear, the mediation model of job satisfaction and team spirit significantly support on staying intention.

CONCLUSION AND RECOMMENDATIONS

On the basis of the study, it reveals that employee empowerment technique serves as a stimulating factor to job satisfaction, team spirit and impose a positive attitude to staying intention. Hence when adopting empowerment technique the managers have to provide an environment where the employees have to be given freedom in decision making to handle the problems, provides them an opportunity to implement their knowledge and skill. Thus employee empowerment serves as a vein for the organization and creates a higher job satisfaction and team spirit with employee, creates a motivation in employee by influencing the staying intention towards the organization and also guide the employee to handle the competitive work environment. Hence, from our current study we faced some limitations that could be addressed in our further research. First the sample size were constructed only on employees in IT SECTOR. Thus the result of the study may not be generalized to different organizational parameters. In additional this analysis focused only on three out comes variables. Further research may include moderating variable approach such as education level, age and size of the organization. Further it encourages the power to generate the study to identify other key aspects for designing effective human resource strategy in other aspects like employee performance, continuance commitment, job attitude and innovative behavior.

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