

Employee Empowerment Strategies- Key to Job Satisfaction among private universities teachers in Punjab, India

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Abstract

Teaching fraternity is undergoing tremendous change with the advent of various social platforms and technological advancements occurring during this pandemic era. The utmost mission of every organization to make his employee satisfied with the job and for this they are formulating different employee empowerment strategies that signify the importance of human resource in every organization. Somewhere people are not satisfied with the behavior of the management, somewhere unions are working for betterment, still in some organizations training and development programmes are organized to make employees well equip with new changing environment, and many other things are carried, so job satisfaction comes gradually.

Within the perspective the following study is done on finding the impact of employee empowerment strategies on job satisfaction among private university teachers in Punjab. This research in terms of method is descriptive so an empirical study is conducted through 100 questionnaire based on five point Likert Scale and all the questionnaires complete in all respects were used for drawing generalizations. Few of statistical techniques like Correlation, Regression analysis and ANOVA has been applied to draw conclusions. To assess the reliability of data Cronbach’s alpha coefficient is used. The findings of the research conclude that there is impact of employee empowerment strategies on job satisfaction.

Key words- Employee Empowerment strategies, Job Satisfaction, Technological Advancements, Human Resource

1. Introduction

Job satisfaction of employees is the key to success for any organization. Every employee tries to work best and proves his mettle and in turn wants that organization gives him the best of opportunities and create an environment which is conducive for employees. An employee empowerment strategy is need of the hour to achieve job satisfaction. Every employee expects that his organization draws strategies which proves beneficial for each worker and earns loyalty of employees. **Keerthika, R (2018)** talks about employee empowerment- challenges and strategies which can explore the motivated employees which is the most important part of any organization. This has been purely a theoretical paper and has emphasized strategies like training, motivation, involvement, job enlargement, job enrichment, fear of failure, organizational Culture and fear of subordinates. Many challenges are faced by the human resources like communication, resources, empowering leadership and job satisfaction. He ended the discussion by

putting emphasis on word of mouth marketing which is the highly recommended tool to empower human resources. Those will surely increase the productivity and loyalty of employees in the organization. There are many factors that imbibe employee empowerment strategies which are depicted by study of **Kivuva (2015)** which revolves around the theoretical concept of analyzing the effects of employee involvement in strategic implementation with the help of employee motivation, employee empowerment and employee commitment. It takes into account three theories namely Participative Theory, Organic Structure Theory and Voice Theory which states different ways how employees can communicate and formulate effective strategy implementation. It takes help of proposed model in which strategic management implementation is taken to be dependent variable and employee motivation, employee empowerment and employee commitment to be independent variable. The study recommends that effective human resource practices and strategies should be derived in the organization to improve productivity and quality of employees. Motivation, training, financial benefits, development of HR strategies should be the ultimate goal of organization which will result in manifestation of effective strategic implementation.

2. Literature Review

Every research has supporting base which is considered to be the backbone of any research. So in view to this following reviews are highlighted for purpose of the study. As viewed by **Aithal, P. S. (2015)** the study revolves around enhancing employee empowerment strategies in higher education sector among teaching and non teaching fraternity. 360° appraisal system is highlighted in the study which stimulates quality education and will give insight into massive performance management decisions that is going to bring dynamic change in defining employee empowerment strategies. **Arora, Sharma (2019)** attempts around empowering employees of non public schools in Punjab with a view to create conducive working environment so that the workers remain in the organization for longer period of time and retention is less. The main objective is strengthening of employees and their maintenance in the organization. 50 respondents were given questionnaires for purpose of data collection. Various tests like R-Square, Multiple Regression Analysis, T-test, is employed to obtain useful summary of responses. Many suggestions were put forth so to empower employees and increase their longevity in the organization. **Dhanabhakym, Shetty (2016)** discusses the employee empowerment in cooperative banking industry and is working on managing work related stress through employee empowerment. Various employee empowerment strategies have been proposed in the findings of the study. Support of immediate superiors will provide cooperation and involvement of Higher Management will act as an effective tool in the reduction of work related stress. **Erstad (1997)** comprehends his study in the hospitality and tourism sector with a view to conceptualize various employee empowerment strategies in various stages, starting from process, coaching enabler, building blocks of team empowerment and finishing on Empowerment and organizational change. The study is concluded with the view that it's a complex process and hospitality sector should take away concepts from other sectors so they can carry forward it as entrepreneurial culture. In continuation **Goren, P., Kemboi, A., & Biwott, G. K. (2015)** carried the study at Moi Teaching and Referral Hospital. A sample size of 340 employees has been taken as part of study. The study advocates the concept of employee empowerment with the help of work life policies and imbibing some of the empowerment strategies that increases employee commitment towards organization. The study revealed that one of the major challenges was to retain the employees and to enhance their loyalty and belongingness towards the organization. Data has been analyzed by using Cronbach's Alpha and Multiple Regression Analysis. The findings stated that there is positive relationship between work life policies and employee commitment. The strongest predictor of employee commitment has been work life policies. **Kumar, M. P. J., & Kumar, A. A. (2017)** focuses to study employee empowerment strategies in Manatec Electronic Private Limited. The sample size is taken to be 22. The statistical techniques used are Simple percentage method, Chi-square method, ANOVA method and Correlation method. **Swarnalatha, C., & Prasanna, T. S. (2012)** draws a new dimension of employee empowerment that is required in motivating the employees in health care industry in a private multi-speciality organization. It states that empowering employees through motivation is required, so employees beliefs that he is part of organization and will make a contribution in making policies and strategies. The study determines various theoretical components and reviews theoretically through inculcating approaches to empowerment, necessary conditions, characteristics, factors, empowerment cycle, benefits and barriers of empowerment. So to examine the study critically it has not supported its analysis by any of statistical tools rather has emerged the theoretical idea of empowerment in motivating the personnel in the organization. **Turkmenoglu, M. A. (2019)** insights the study into a literature review in hospitality sector emphasizing benefits and drawbacks of employee empowerment. It has also highlighted the importance of motivation among the frontline employees which will change their attitudes and beliefs towards the organization. Self leadership perspective has been conceptualized for service group so as to enhance their efficiency.

Empowerment strategies have been utilized to develop self efficacy among hospitality sector. The following thrust areas pertaining job enrichment, authority, delegation, participation, counseling, appraisals, motivation, career planning, and rewards can be introduced for further research

3. Objectives and hypotheses

Objectives of the study

- To study the various empowerment strategies implemented by the universities.
- To study the impact of employee empowerment strategies on job satisfaction.

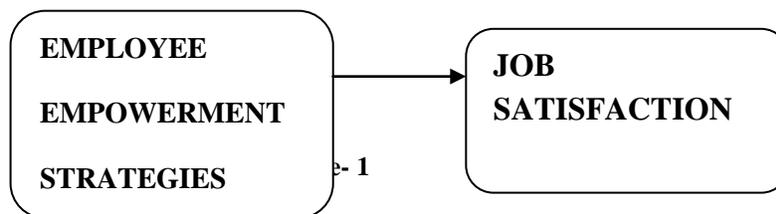
Hypothesis

HO: There is no significant impact of employee empowerment strategies on job satisfaction.

H1: There is significant impact of employee empowerment strategies on job satisfaction.

4. Research Methodology

The study aims to determine the impact of employee empowerment strategies on job satisfaction. First of all information regarding sample and scales were given. Afterwards the statistical model created under the light of data analysis and findings were noted. Within this scope Correlation and Regression Analysis is carried out to draw conclusions. The results concerning with the Regression Analysis and the tests of hypotheses were presented. According to the research, Figure 1 can be seen below to be able to show impact of employee empowerment strategies on job satisfaction.



4.1 Samples and demographic features

The population of this research consists of teaching faculty of private universities and research is carried in preview of Phd research ongoing on said topic. Employees were chosen by convenience sampling method as the samples of this research. The total number of respondents are 100 which were complete in all respects. Out of that 46 respondents of them are male and 54 are females. The percentage of females is generally more in the education sector. Based on the age group 30 respondents are up to 25 years, 39 respondents are between 25-35 years, 28 respondents are between 35-45 years, 2 respondents between 45-55 years and 1 respondent 55 years & above.

Based on the teaching experience 48 respondents have less than 5 years experience, 23 have experience between 5-10 years, 17 respondents have 10-15 years experience, 11 are in category of 15-20 years and 01 respondent has more than 20 years experience. Education plays an important factor in this field so out of 100 respondents 75 are post graduates and 24 are doctorate and 01 is Post Doctorate, that means people have attained their higher qualification which is required in this field. Motivation should be provided so they achieve their Post doctorate soon. As per the statistics 85 respondents are Assistant Professors and 14 are Associate Professors and 01 respondent is of Prof grade. Salary status these days is quiet good as statistics shows 32 respondents have salary less than 30,000 INR which signifies that people get good start up. 56 respondents is in category of 30,000- 60,000 INR, 10 are in between 60,000-90,000 INR, and 02 above 90,000 INR.

4.2 Scales

The different scales regarding employee empowerment strategy and job satisfaction were gathered by using a 5-point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) for job satisfaction and 1 (Almost never) to 5 (Large extent) for employee empowerment strategies. Out of 15 statements pertaining to Job satisfaction few has been taken from Spector (1985) Job Satisfaction Survey and out of 12 statements pertaining to employee empowerment strategies has been taken from Kanter (1977) Conditions for Work Effectiveness Questionnaire (CWEQ) and rest all statements have been included with a discussion with experts that were required for the study. The Cronbach's Alpha for the data is 0.882.

4.3 Data analysis and findings

SPSS was used to draw generalizations. Correlation and Regression Analysis was used to examine the impact of employee empowerment on job satisfaction. Table II shows the Reliability of data and to find the consistency of reliability Cronbach’s alpha coefficient was used in the study. It was found to be 0.901 which is acceptable. Employee Empowerment strategies have a positive impact on job satisfaction depicted in Table III. Correlation is significant at the 0.01 level (2-tailed). Table V ANOVA output table shows the significance of f- test is found to be .000 which is less than 0.05. Table VI output shows Regression Coefficients showing dependent and independent variable values are less than 0.05 indicating the acceptance of alternative hypothesis.

Case Processing Summary

		N	%
Cases	Valid	100	100
	Excluded ^a	0	0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Table II Reliability Statistics

Cronbach's Alpha	N of Items
.901	27

Table II shows the Reliability-- To check the consistency of reliability Cronbach’s alpha coefficient was used in the study. It was found to be 0.901 which is acceptable.

Table III Correlations

		EE	JS
EE	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.000
	N	100	100
JS	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Based on the above statistics it is observed that employee empowerment strategies have significant impact on job satisfaction and Pearson Coefficient Correlation coefficient for employee empowerment strategies and job satisfaction is 0.541, which is significant based on 100 complete observations.

Variables Entered/ Removed^a

Model	Variables Entered	Variables Removed	Method
1	JS1 ^b	.	Enter

a. Dependent Variable: EE1

b. All requested variables entered.

Table IV Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541 ^a	.293	.286	10.73570

a. Predictors: (Constant), JS

Table IV shows the Model Summary. The value of R= .541 which is high and R Square=.293 which represents moderate correlation between dependent and independent variables.

Table V ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4683.987	1	4683.987	40.640	.000 ^b
	Residual	11295.013	98	115.255		
	Total	15979.000	99			

a. Dependent Variable: EE

b. Predictors: (Constant), JS

Table V ANOVA output table shows the significance of f- test is found to be .000 which is less than 0.05. In other words it can be said that null hypothesis is rejected and alternate hypothesis is accepted which says that there is impact of employee empowerment strategies on job satisfaction

Table VI Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.977	5.316		4.322	.000
	JS1	.443	.171	.252	2.594	.011

a. Dependent Variable: EE1

Table VI output shows Regression Coefficients showing dependent and independent variable values are less than 0.05 indicating the acceptance of alternative hypothesis.

5. Employee Empowerment Strategies

With a view to highlight different employee empowerment strategies that have impact on job satisfaction the study reveals that these strategies definitely bring about changes in the working culture of any organization and have tremendous impact on employee’s level of job satisfaction. Therefore the empowerment strategies that are implemented in universities are as follows:

5.1 Autonomy of operations is the art and creativity that how employees are working under the preview of all code of conduct present in the organization. It creates confidence among them and enhances job satisfaction.

5.2 Appreciating employees is one of the tact by which most of the organization play a dual role of taking the work from employees on one hand and on the other hand boosts the morale and confidence of him which in return affects the performance of employees.

5.3 Good Information System speed up the process of working and all technological enhancements results in the effective working culture of the organizations.

5.4 Peers enhancing quality level of work brings about the spirit of cohesiveness and competitive spirit which satisfies the employee as a whole. So this is a new area to be worked upon by various organizations.

5.5 Training and Development strategies definitely are an added advantage to the employees and it contributes in job satisfaction as well. Various faculty development programmes increases the knowledge base and broadens the thinking process thereby fulfilling the objective of up-liftmen of the employees.

5.6 Bringing new innovations in the system helps both the employee and organization as it upgrades the status for both. New innovations make the organization different from other organization and for employees it's an eye opener that they are skilful and just need to channelize their energy into productive purpose.

Conclusion and implications

There is always a vision to highlight in the study regarding generalizations that it should coincide with the objectives, and same has been in the above study as well. The objectives of the study have duly met as there exist a significant relationship between employee empowerment strategies and job satisfaction. The various strategies that have been identified such as autonomy of operations, appreciating employees, good information system, peers enhancing quality level of work, training and development strategies, bringing new innovations in the system etc. All these above strategies have impact on job satisfaction as questionnaire was framed in lieu of this objective. The teachers in private universities do have belongingness towards their organization too thus fulfilling the objective that employee is having job satisfaction only if there is presence of effective employee empowerment strategies.

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