



INTERNATIONAL JOURNAL OF COMPUTER SCIENCE AND MANAGEMENT [IJCSM]



CONCEPTUAL REVIEW OF EXPLORING THE ANTECEDENTS OF EMPLOYEE EMPOWERMENT AFFECTING JOB SATISFACTION

DR. KAJAL PURI

ASSISTANT PROFESSOR IN PG DEPARTMENT OF COMMERCE AND MANAGEMENT
HANS RAJ MAHILA MAHAVIDYALAYA, JALANDHAR, PUNJAB, INDIA

*Corresponding Author: e-mail:vijkajal@gmail.com

Article History

Volume:1, Issue:1, 2024

Received: 26th November , 2024

Accepted: 22nd December , 2024

Published:30th December , 2024.



Abstract: Nowadays is the universe of accomplishing progressed instruction which increases the thirst of absorbing and generalizing data and setting up the pre-adult to go up against the bad-to-the-bone genuine variables of calling. There are different techniques that are working behind to urge wanted outcomes and encourage association to urge accomplishment. The foremost critical component in any organization is the "Employee" who serves the establishment for a thought and plays out all distinctive obligations within the course of his work life. EMPLOYEE EMPOWERMENT and JOB SATISFACTION is one of the critical concepts within the organizations and parcels numerous surveys and inquires about studies that have been considered, which upgrades the factors influencing representative strengthening totally different circles related to education, banking, enterprises, car segment, pharmaceutical, food and refreshment industry etc. So the point behind the display of the study is to comprehensively explore about the antecedents of strengthening human asset which affects job satisfaction, that has been affected within the current worldwide situation. The measurement scale has been developed and refined through the utilization of Exploratory Factor Analysis (EFA) statistical technique by using Structural Equation Modeling. Based on the review literature the study resulted in exploration of ten factors considered as antecedents of employee empowerment that exclusively is behind job satisfaction, which thereby results in effective work culture in any organization.

Keywords: *Antecedents of Employee Empowerment, Job Satisfaction, Employee, Exploratory Factor Analysis*

Author's Citation: KAJAL PURI., CONCEPTUAL REVIEW OF EXPLORING THE ANTECEDENTS OF EMPLOYEE EMPOWERMENT AFFECTING JOB SATISFACTION. Int.J.Com.Sci.Mgmt. Vol.1(2).2024.Pp:10-18.

I. INTRODUCTION

In the present worldwide climate the most discussion about idea is Employee Empowerment (EE) as associations need to stay alive in current serious circumstance. Many authors have propounded different models, concepts and theories to study the true meaning of Employee Empowerment. A number of researchers studied about employee empowerment as an important and predictor of favourable outcomes at the workplace (Balouch, R., & Hassan, F. 2014) which ensures commitment and motivation among employees. Employee empowerment has been defined in many ways by different theorists to bring about the conceptual framework of the concept. Job Satisfaction (JF) is of utmost importance which affects the mental and physical health of any employee working in the organization (Aazami S., Shamsuddin, K., Akmal, S., & Azami, G. 2015). Manomani (2019) focused on employee's perception out of which there is emergence of EE. There is an overall input by employee in organization's administrative or strategic decisions. Markos, S., & Sridevi, M. S. (2010) generalized that job satisfaction is very essential for any organization so as to make their employee loyal to the organization.

II. REVIEW OF LITERATURE

A. It focuses on the literature exploring the Factors that affect Employee Empowerment

Bogler, R., and Somech, A (2004) investigated the relationship between teacher empowerment and organizational commitment, professional commitment, and organizational citizenship behavior. Gardenhour, C. R. (2008) used the psychological empowerment scale to assess 600 teachers in the Northeast Tennessee region's perceptions of their empowerment. Sulthana, H. (2017) investigated the value of employee empowerment in terms of increasing productivity, ensuring quality of work, job happiness, and trust. Morkevičiūtė, M., Endriulaitienė, A., & Jočienė, E (2019) proposed the notion of transformative leadership and its impact on workaholism.

B. It covers the literature pertaining to the study on the relationship of Employee Empowerment and Job Satisfaction

Reddy, P. R., Sudheer, A. K., & Karthik, E. K., (2013) investigated the relationship between employee empowerment, employee involvement, and job satisfaction in the automobile industry in Chennai. Giorgidze (2016) on the one hand, highlighted the relationship between employee empowerment and employee satisfaction, and on the other hand, a correlation between employee empowerment and job satisfaction is being investigated, which leads to total quality management on academic and administrative staff. Kokila.P (2016) investigated the influence of employee empowerment on work satisfaction in the banking sector with a focus on Chennai. Kohli, A., and Sharma, A. (2017) in a study looked at the link between employee empowerment and job satisfaction in industries like hospitality, BPO, banking, and education.

III. RESEARCH METHODOLOGY

Research methodology provides answers to various questions like explaining the purpose of research, how the research problem can be defined, what data needs to be collected and which particular method has to be used (Kothari, 2004). Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis technique (CFA) has been applied as per the requirement of fulfilling objectives.

A. Objectives of the Study

- To explore and determine the factors affecting employee empowerment.
- To develop, refine, and psychometrically evaluate the multi-dimensional scale of employee empowerment.

IV.CONCEPTUAL FRAMEWORK

This study comprises of research model which is conceptualized and formulated based on certain assumptions which forms the basis of the study. The Conceptual Model formulated in the present study comprises of mediating factors that affect employee empowerment and job satisfaction. The factors are selected are on the basis of various research papers and literature available in this regard. The present study comprises of 10 mediating factors and relationship is drawn to highlight the relationship between factors and effect on job satisfaction which is the uniqueness of the study. The proposed conceptual model is as follows:

$$\mathbf{JB= f (EE)}$$

The present factors affect the employee empowerment which thereby affects job satisfaction of the employees.

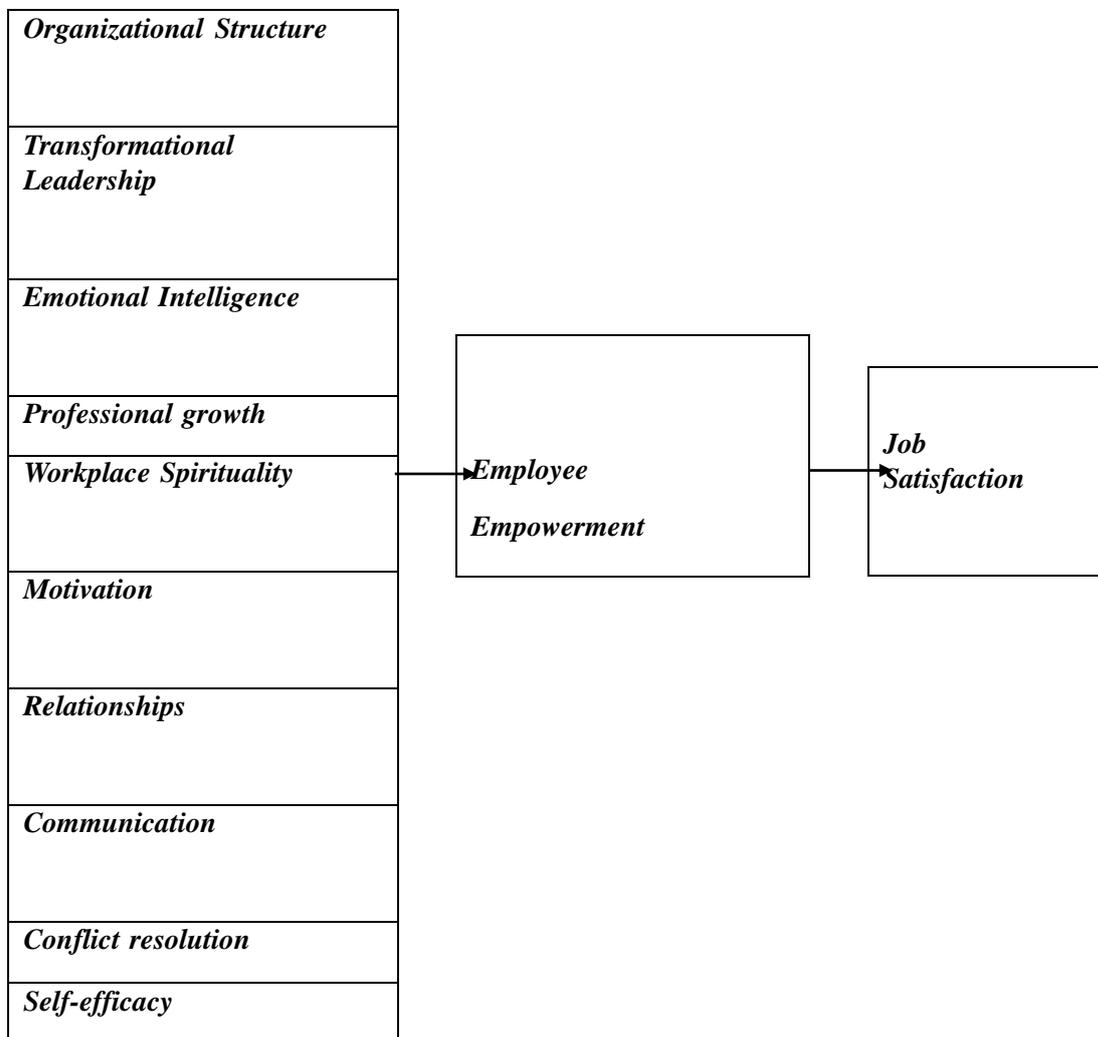


Fig.1. Conceptual Model

Source: Author's Elaboration

The theoretical relationship of employee empowerment and job satisfaction is established with the help of conceptual model after reviewing various researches that highlight various intermediating factors such as Organizational Structure, Transformational Leadership, Emotional Intelligence, Professional growth, Workplace Spirituality, Motivation, Relationships, Communication, Conflict resolution and Self Efficacy. The present study accumulates around explored factors and accurate validation supports it fully.

V. AN EXPLORATORY FACTOR ANALYSIS APPROACH

Employee Empowerment is one of the important concepts in the organizations and lot many reviews and research papers have been studied which enhances the factors affecting employee empowerment in different spheres related to banking, industry, corporations, automobile sector, food and beverage industry etc. Shekari, G. A., Motlagh, Y. M., & Allahyari, M. (2016), Dhanabhakym, Shetty (2016) administered the factors affecting employee empowerment in banking industry. Kohli, A., & Sharma, A. (2017) studied the relationship between employee empowerment and job satisfaction and is related to sectors such as hospitality, BPO, banking, and education. Vermeir, P. et al. (2018) quoted factors of employee empowerment among 200 nurses and medical assistants in two selected large private and public hospitals in Malaysia and intensive care unit respectively. Finally, after refining the scale, Exploratory Factor analysis (EFA) technique was performed on 36 items scale by using Principal Component analysis with Varimax Rotation Method. **Cronbach Alpha** was employed for evaluating the reliability of each construct. It has been found that the reliability of each calculated construct represented significance with the Cronbach alpha values as in Table 1 below. Cronbach Alpha values of all the dimensions are attaining their threshold of 0.7 Carmine and Zeller (1979) Peterson (1994). All the Eigen values and factor loadings of the factors are greater than 1 and 0.45 (ignoring the sign) respectively. [(Tabachanick and Fidell 2001); (Hair et al. 2009)]. The communalities values of all the statements of the present scale (Antecedents of employee empowerment) are greater than standardized value i.e. above 0.5 (Andy Field, 2005). It reveals that a large amount of variance has been accounted by the factor solutions.

Table 1. Cronbach Alpha values

Sr. No.	Factor	Cronbach alpha values
F1	Transformational leadership (TL)	0.866

F2	Motivation (M)	0.897
F3	Emotional Intelligence (INT)	0.895
F4	Conflict Resolution (CR)	0.886
F5	Professional Development (PD)	0.897
F6	Workplace Ethics (W)	0.891
F7	Organizational Structure (OS)	0.814
F8	Communication Pedagogy (CP)	0.898
F9	Innovative Sills (INS)	0.822
F10	Self-Reliance (SR)	0.842

A. After applying exploratory factor analysis technique, the subsequent action is to employ *Confirmatory Factor Analysis Technique (CFA)* for the process. Confirmatory Factor Analysis Approach has proved to be the most appropriate technique for validating the scale used in the study. Amos software was used for applying the CFA technique on the dimensions of the employee empowerment. AMOS outcomes show a Chi square value (χ^2) of 1812.139 with 549 degrees of freedom. The CMIN/DF ratio is 3.301, which is within the threshold limit of <than 5, which indicates an acceptable fit between the hypothetical model and the sample data (Carmines and McIver, 1981). The goodness-of-fit index (GFI) is 0.800 and adjusted goodness of index (AGFI) is 0.757. The root mean square error of approximation (RMSEA) is 0.07, which falls within the cut off value of 0.08 (Hu and Bentler, 1999). The Tucker-Lewis Index (TLI) is 0.862 while the Comparative Fit Index (CFI) is 0.880. The Normed Fit Index (NFI) is 0.837 and Incremental Fit Index (IFI) is 0.881. Hence the values of all the fit indices meet the threshold values of the recommended levels, suggesting that the hypothesized model has represented an adequate fit to the data (Hair et al., 2009).

Table II. Model Fit Indices of the Structural Model

Fit Index	CFI	GFI	AGFI	IFI	NFI	TLI	CMIN/DF	RMSEA
Value	0.880	0.800	0.757	0.881	0.837	0.862	3.301	0.07

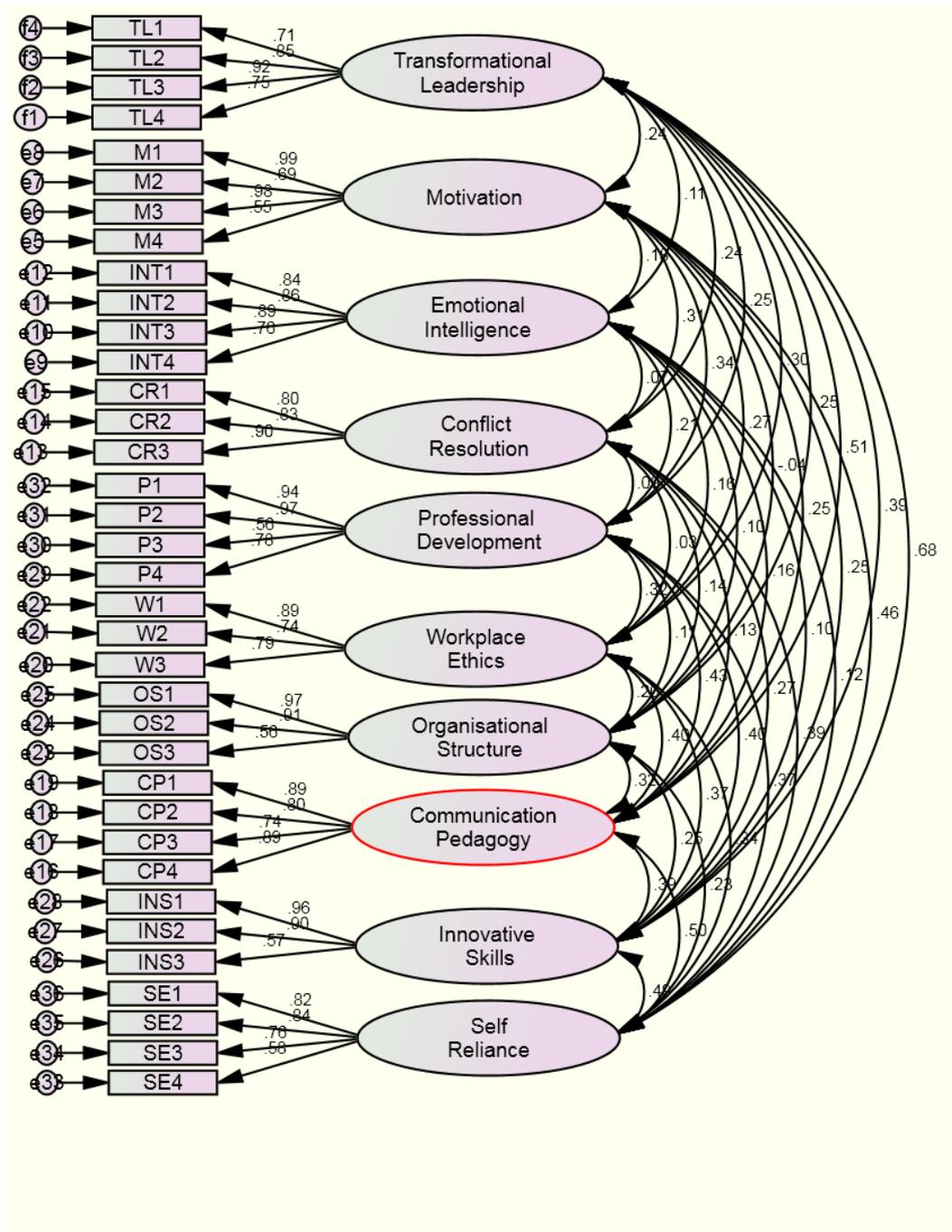


Fig.II. Measurement Scales of Antecedents of Employee Empowerment

B. Psychometric Evaluation of Ten-Factor Measurement Instrument

The current scale's reliability is presented in Table 3, which exhibits the Standardized Estimates, p-value, Composite Reliability (CR), and Average Variance Extracted (AVE). It is ascertained that Composite Reliability and Average Variance Extracted of all the latent variables of the scale are greater than or equal to the threshold value, i.e., 0.7 (Carmines and Zeller, 1988) and 0.5 (Fornell and Larcker, 1981), respectively. Thus, the reliability of all factors is substantiated in this study.

Table III. Psychometric Properties of Measurement Instrument

Constructs	Measurement variables	Standardised estimates	p-value	AVE	CR
Transformational Leadership	TL1	.714	***	0.661	0.885
	TL2	.854	***		
	TL3	.921	***		
	TL4	.747	***		
Motivation	M1	.974	***	0.681	0.890
	M2	.667	***		
	M3	.989	***		
	M4	.555	***		
Emotional Intelligence	INT1	.836	***	0.702	0.904
	INT2	.857	***		
	INT3	.891	***		
	INT4	.761	***		
Conflict Resolution	CR1	.799	***	0.710	0.880
	CR2	.825	***		
	CR3	.901	***		
Professional Development	P1	.942	***	0.691	0.896
	P2	.973	***		
	P3	.561	***		
	P4	.785	***		
Workplace Ethics	W1	.890	***	0.653	0.849
	W2	.740	***		
	W3	.787	***		
Organisational Structure	OS1	.973	***	0.693	0.866
	OS2	.907	***		
	OS3	.556	***		
Communication Pedagogy	CP1	.895	***	0.696	0.901
	CP2	.804	***		
	CP3	.744	***		
	CP4	.886	***		

Innovative Skills	INS1	.962	***	0.685	0.862
	INS2	.899	***		
	INS3	.568	***		
Self- Reliance	SE1	.822	***	0.575	0.841
	SE2	.838	***		
	SE3	.765	***		
	SE4	.579	***		

Source: Compiled from Results

“***”denotes significance value at 0.01 percent

Discussion - The antecedents of employee empowerment fit into the model and through the p' values it's absolutely clear that all the constructs are significant. The model validation has been done in very few studies and number of constructs was also restricted. So as far as the research gap from previous studies is covered, the present study includes ten constructs affecting employee empowerment and model have been validated fully with the help of Structural Equation Modeling by taking out all Standard Estimates, Average Variances Extracted, Composite Reliability, Convergent Validity and Discriminant validity. This study has definitely confirmed and validated the antecedents of employee empowerment among employees in different sectors .The second objective is duly met i.e. develop, refine and psychometrically evaluate the multi-dimensional scale of employee empowerment and to show the connectivity among the employee empowerment and job satisfaction.

REFERENCES

- [1] Aazami, S., Shamsuddin, K., Akmal, S., & Azami, G., (2015), “The relationship between job satisfaction and psychological/physical health among Malaysian working women,” The Malaysian journal of medical sciences: MJMS, 22(4), 40. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4683848>
- [2] Balouch, R., & Hassan, F. (2014), “Determinants of job satisfaction and its impact on employee performance and turnover intentions.” International journal of learning and development, 4(2), pp. 120-140
- [3] Bogler, R., & Somech, A.,(2004), “Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools,” Teaching and teacher education, 20(3), pp.277-289. https://www.researchgate.net/publication/222396910_Influence_of_Teac
- [4] Carmine and Zeller., (1979), [Reliability and Validity Assessment - SAGE Research Methods](https://methods.sagepub.com/book/reliability-and-validity-assessment)
<https://methods.sagepub.com/book/reliability-and-validity-assessment>
- [5] Dhanabhakyaam, Shetty., (2016), “Managing employees work related stress through employee empowerment,” International Journal of Applied Research 2016; 2(3): ISSN Print: 2394-7500 ISSN Online: 2394-5869, pp.473-477
<http://www.allresearchjournal.com/archives/2016/vol2issue3/PartH/2-3-25.pdf>
- [6] Fornell, C., & Larcker, D. F., (1981), Structural equation models with unobservable variables and measurement error: Algebra and statistics.
- [7] Gardenhour, C. R., (2008), “Teachers' Perceptions of Empowerment in Their Work Environments as Measured by the Psychological Empowerment Instrument,” Electronic Theses and Dissertations, pp.1-91
<https://dc.etsu.edu/cgi/viewcontent.cgi?article=3312&context=etd>
- [8] Giorgidze., (2016), “Study of Employee Empowerment and Job Satisfaction of University Staff in a TQM Perspective: Implications For Higher Education Managers,” Quality Issues And Insights In The 21st Century 5, (1), ISSN 2029-9575 (PRINT) , ISSN 2538-7200 (ONLINE) , pp.6-19
- [9] Hair, J. F., Black, W. C., & Babin, B. J., (1998), Multivariate Data Analysis (7th Edition) Seventh (7th Edition (7th ed.). Pearson Education, Inc.
- [10] Hu, L. T., & Bentler, P. M., (1999), “Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives, Structural equation modeling: a multidisciplinary journal, 6(1), pp. 1-55

- [11] Kohli, A., & Sharma, A.,(2017), "An analysis of employee empowerment and job satisfaction: A review," *Management Dynamics*, 17(1), pp. 14-23
- [12] Kokila.P, (2016), *Impact of Employee Empowerment on Job Satisfaction in Banking Sector with reference to Chennai City*, Dissertation, pp.1-162
- [13] Kothari, C. R.,(2004), *Research methodology: Methods and techniques*. New Age International
- [14] Manomani., (2019), "The Impact Of Employee Empowerment On Job Satisfaction In Banking Sector With Reference To Thanjavur District," *Journal of Emerging Technologies and Innovative Research JETIR* May 2019, 6 (5), (ISSN-2349-5162); pp.101-110
- [15] Markos, S., & Sridevi, M. S., (2010), "Employee engagement: The key to improving performance," *International journal of business and management*, 5(12), pp.89-96.
- [16] Morkevičiūtė, M., Endriulaitienė, A., & Jočienė, E.,(2019), "Do dimensions of transformational leadership have an effect on workaholism?," *Baltic Journal of Management*. 14(2), pp.312-329
- [17] Peterson, R. A.,(1994), "A meta-analysis of Cronbach's coefficient alpha," *Journal of consumer research*, 21(2), pp. 381-391
- [18] Reddy, P. R., Sudheer, A. K., & Karthik, E. K.,(2013), "A study on employee involvement, employee empowerment and job satisfaction in Indian corporate sector," *International Journal on Global Business Management & Research*, 2(1), pp.34-38.
- [19] Shekari, G. A., Motlagh, Y. M., & Allahyari, M., (2016), "Investigation the effective factors for efficiency of human resources empowerment in managers in eghtesade novin bank of khorasan razavi province," *International Journal of Humanities and Cultural Studies (IJHCS)* ISSN 2356-5926, 1(1), pp.613-637
- [20] Sulthana, H., (2017), "A study on employee empowerment in Hamood Company," *International Journal of Research in Business Management (IMPACT: IJRBM)* ISSN (P): 2347-4572 ; ISSN(E): 2321-886X, 5(6) June 2017, pp.53-60
- [21] Tabachnick, B. G., & Fidell, L. S., (2001), *SAS for windows workbook for Tabachnick and Fidell using multivariate statistics*, Allyn and Bacon.
- [22] Vermeir, P., Blot, S., Degroote, S., Vandijck, D., Mariman, A., Vanacker, T. & Vogelaers, D., (2018), "Communication satisfaction and job satisfaction among critical care nurses and their impact on burnout and intention to leave: A questionnaire study," *Intensive and Critical Care Nursing*, 48, pp.21-27