

A Study of Employee Empowerment and its Impact on Employee's Performance in Hospital

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Abstract

Employee empowerment is a new approach which is defined in many companies to make human resource development and to withhold employee from leaving their job by giving responsibility for decision making regarding their organisational tasks. The paper explicates about the employee empowerment and its impact on employee’s experience in hospital service sectors excluding; nurses, doctor and lab technicians. The data are gathered from primary and various secondary sources. It is brought to a close that empowered employee is more being satisfied on their job and it increases the performance of employee in work.

Keywords: Employee empowerment, information, knowledge power, reward, autonomy decision making.

Introduction

In todays industrial arena companies or service sectors are facing lot of problems and it affects the performances of employees in the service sectors. Employee empowerment through information sharing, knowledge development, power, reward and decision making makes the employee performance very effective in their jobs. Hence researcher selected hospital service sector for his research excluding doctors, nurses, and lab technicians.

Objective of the Study

1. To study the employee empowerment and its impact on employee performance.
2. To study the factorswhich contributes more on employee performance.

Research Methodology

The primary data is collected from service sector through the questionnaire. It is collected from service sector. The secondary data are collected from Articles, Journals, Books and with help of internet. In this research study the researcher has taken hundred samples from various services sector in Vellore district. Non- probability sampling method is used for this research study. The method is convenience sampling method that is adopted. In this research study simple statistical tools are used, like tables, Percentage and charts diagrams.

Hypothesis

Hypothesis H0: that there is no significant relationship between employee empowerment and employees performance.

Hypothesis H1: that there is significant relationship between employee empowerment and employees performance.

Review of Literature

The following gives review of literature regarding employee empowerment.

Bowen and Lawler (1992) conducted a research on empowerment has sharing with front – line employees with information regarding organisational performance, knowledge to understand and contribution to organisational performance, rewards related to organisational performance and power to make decision that influence organisation directly and performance.

John Newstrom and Keth Davis found that Empowerment is process that provides greater authority through the sharing of relevant information and the provision of control over factors affecting job performance.

Ford and Fottle, (1995) found that the empowerment process necessitates the sharing of information and knowledge necessary to enable employees to contribute to organizational performance. Kanter (1993)

Karakoc (2009) employee empowerment is an important concept of management which improves the knowledge, skill and talent of the employees at the highest level which gives employees satisfaction. Caudron (1995) employee empowerment is a process which influences the employees to give job satisfaction. Greasley (2005) employee empowerment is a commitment and sense of belonging to the organisation which gives job satisfaction.

Ettore (1997) defines empowerment as employees having autonomous decision making capabilities and acting as partners in the business, all with an eye on the bottom line.

Looy et al (2003) points out that the most important reason for empowerment at the individual employee level is the belief that autonomy motivates people, and encourage them to take initiative and make decisions.

In the workplace, empowered employees have the power and authority to make quick and informed decisions to advance a task or solve a problem (tschochl, 2010)

Brown and Harvey (2006) define employee empowerment as a process of giving staffs or employees the authority or power to make decisions about their own job.

Gill (2011) found that employee empowerment refers to the meaningful job of employees, their feeling of competence, autonomy, and contribution to the decision making or applications of leadership.

Empowerment is the act of moving people and events toward improving performance (kinlaw, 1995)

Blanchard et al. argues (2009) that empowerment refers not only to have power or authority to make decision and act, but also to have higher level or responsibility and accountability.

Demirci and erbas (2010) says that employee empowerment a unique style of management where managers confer about various work related issues and activities with the employees of the organisation.

Honold (1997) empowerment has become the most important way to increase the efficiency of the employee, at all the level to use their abilities to improve the performance of the organisation and also increased the quality of their own work. On the other hand the employee empowerment is the systematic process to increase the efficiency of the employee by using some tools and technique, employee empowerment is the proper authority and responsibility to the employee to deal with the ultimate customer as service.

According to honald (1997) empowerment relates to provide task discretion and more authority to employee, whereas geralis and terziovski (2003) has defined employee empowerment as the human resource management techniques which involve transfer of authority and control form high level of employee to the lower level employee.

Cunningham (1998) fount that empowerment is delegation of power, authority or responsibility in the organisational structure. It is process of decentralizing decision making in the organisation.

Lashley (2000) employee empowerment is a strategy and philosophy that gives employees to

make decisions about their jobs and helps employees through their work and take responsibility for their results.

Mesurement of Employees Empowerment Information Sharing

It means to provide necessary information to employees easily and access causes for self-confidence and awareness of employees of present situation of organisation and will be reason culture strengthening of confidence and unanimity. If employees do not have sufficient information they will not be take correct decision. Employees access information causes for belonging feeling, performance improvement and responsibility of employees.

Knowledge

Before and after empowering employee every company need to give training for increasing knowledge and skills of employee. Which build up their problems solving decision-making capability. As by having power of knowledge and skills an employee can be able to contribute to the goals of the company.

Power

To make substantial decisions, employees must have the power by giving up some of the power traditionally held by management, which means managers also must take on new roles, knowledge and responsibilities.

Rewarding

The employees need to get bonus on the basis of their performances and company's performance. The employees can be more committed towards the company by having good appreciation, engagement with growth, recognition and trust.

Autonomy

Autonomy is synonymous with choice dimension of and refers to the extent to which employees experience substantial freedom and discretion in their work. The major defining characteristics of autonomy are the freedom and discretion to make decision about how to schedule work. Autonomy

entails moving from a hierarchical control and coordination system to a system where low level employees given discretion over how to perform their work. The degree in which individual can exercise his action regarding work related activities at his own discretion.

Decision Making

Employee empowerment is giving employees responsibility and authority to make decisions regarding all aspects of product development. Empowerment is a process where employees are taking part or share in managerial decision making. Employee empowerment is the process of enabling an employee to think, take action and control work and decision making in an autonomy or independent way.

Participation in decision making means to provide an opportunity and give importance to their employee thinking whether they are unequal hierarchy. Participation in decision making fulfils the need of employee's ego and employee's behaviour will be more cooperative towards organization objectives and goals.

We can say that when employee involves as a part of important information and planning processes, his level job satisfaction will be high and higher motivation, it will lead to higher job satisfaction.

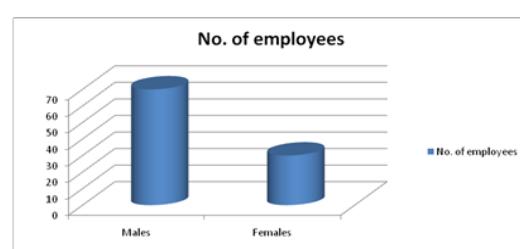
Analysis of Data

The following chapter gives analysis of data

Frequency of Distribution Gender

Gender	No. of employees	Percentage
Males	70	70%
Females	30	30%
Total	100	100%

Source: Primary data – Questionnaire



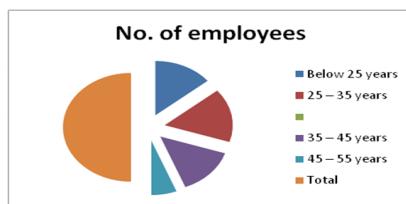
Inferences: From the above table, it is found that 70% of the employees are males, 30% of the employees are females.

Conclusion: Most of the employees are males.

Frequency Distribution of Age

Age	No. of Employees	Percentage
Below 25 years	28	28%
25 – 35 years	32	32%
35 – 45 years	28	28%
45 – 55 years	12	12%
Total	100	100%

Source: Primary data – Questionnaire



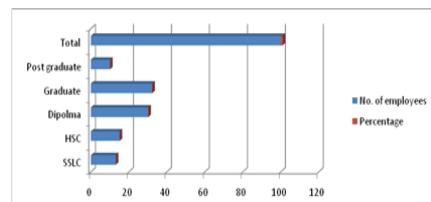
Inference: From the above table, it is found that 28% of the employees are in between below 25 years of age, 32% of the employees are in between 25 – 35 years of age, 28% of the employees are in between 35 – 45 years of age, 12% of the employees are in between 45 – 55 years of age.

Conclusion: Most of the employees are in between 25- 35 years of age.

Frequency Distribution of Educational Qualifications

Educational Qualifications	No. of Employees	Percentage
SSLC	13	13%
HSC	15	15%
Diploma	30	30%
Graduate	32	32%
Post graduate	10	10%
Total	100	100%

Source: Primary Data – Questionnaire.



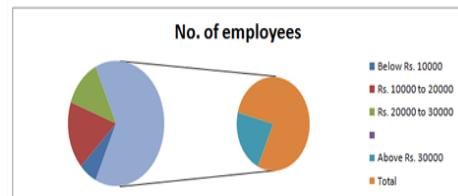
Inference: From the above table, it is found that 13% of the employees studied up to SSLC, 15% of the employees studied up to HSC, 30% of the employees studied up to diploma, 32% of the employees studied up to graduate, 10% of the employees are studied up to post graduate.

Conclusion: Most of the employees are graduate.

Frequency Distribution of Income

Income	No. of Employees	Percentage
Below Rs. 10000	12	12%
Rs. 10000 to 20000	35	35%
Rs. 20000 to 30000	25	25%
Above Rs. 30000	28	28%
Total	100	100%

Source: Primary data – Questionnaire.



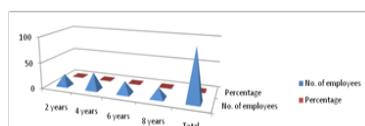
Inference: From the above table, it is found that 12% of the employees are earnings below Rs. 10000 as an income, 35% of the employees are earnings Rs.10000 to 20000 as an income, 25% of the employees are earnings Rs.20000 to 30000 as an income, 28% of the employees are earnings above Rs.30000 as an income.

Conclusion: Most of the employees are earnings Rs.10000 to 20000 as an income.

Frequency Distribution of Experience

Experience	No. of Employees	Percentage
2 years	23	23%
4 years	33	33%
6 years	24	24%
8 years and above	20	20%
Total	100	100%

Source: Primary data – Questionnaire.



Inference: From the above table, it is found that 23% of the employees have 2 year experience on the

job, 33% of the employees have 4 year experience on the job, 24 % of the employees have 6 year experience on the job, 20% of the employees have 8 years and above experience on the job.

Conclusion: Most of the employees have 4 year experience on the job.

Relationship between Employee Empowerment and its Impact of Employee Performance

S.No.	Questionnaire items	S. Agree /Agree	%	Disagree/ S. Disagree	%	Neither agree / nor agree	%	Total
1	Information sharing	53	53	27	27	20	20	100
2	Knowledge	54	54	30	30	16	16	100
3	Power	52	52	28	28	20	20	100
4	Reward	56	56	24	24	20	20	100
5	Autonomy	52	52	32	32	16	16	100
6	Decision making	55	55	27	27	18	18	100
	Total	322	54	168	28	110	18	600

According to table aggregate response 320 (54%) indicate the strongly agree and agree, 170 (28%) indicate the strongly disagree and disagree while 110 (18%) indicate undecided. This implies that there is positive relationship between employee empowerment and employees performance. The reward is most effective factor in empowerment process.

Conclusion

In this research researcher conclude that employee are doing work after providing reward and involve decision making in their work . In turn it will increase the job performance. Employee empowerment does influence their performance and such influence can be mediated with appraisal in an organization. Therefore, it is very important for each and every organisation to enhance their empowerment activity and a good performance appraisal to increase the level of employee performance.

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