

Factors Influencing Effective Employee Empowerment Practices In Ites Sector – A Study

Ms. E.Latha¹, Dr.K.Chandrasekaran²

¹Research Scholar

Department of Management Studies, Madurai Kamaraj University, Madurai – 625021

²Assistant Professor

Department of Management Studies, Madurai Kamaraj University, Madurai – 625021

How to cite this article: E.Latha, K.Chandrasekaran (2024) Factors Influencing Effective Employee Empowerment Practices In Ites Sector – A Study. *Library Progress International*, 44(3), 5323-5327.

Abstract

The present research examined the factors influencing employee empowerment practices in ITES sector. The total number of questionnaires distributed in the self-administered survey was 900 sets. A simple random sampling method is applied in this research for selecting the sample. As a result, 588 (filled questionnaire) valid sets of questionnaires were available and then used for further analysis using SPSS software version 21. A structured questionnaire was used to collect the data, while the correlation coefficient analysis was used to analyze the data. Hence, the study, therefore, concluded that the correlation coefficient for various dimensions of Effective Empowerment Practices in ITES Sector is strong and positive.

Keywords: Employee, Empowerment, ITES Sector.

Introduction

Employee empowerment refers to the process by which individuals are given the ability to believe, act, control, and make decisions independently or are granted the authority to make decisions. Self-empowerment is the state of assuming authority over one's own destiny. Empowerment does not involve one person performing actions on behalf of another in interpersonal relationships. This is a problem that arises when considering the concept of empowerment inside organisations. It is commonly believed that individuals, typically the management, should empower others who report to them. The employees who are responsible for reporting are waiting for the delegation of authority, while the manager inquires about the reasons behind the lack of empowerment among individuals. Consequently, numerous organisations experienced a widespread and unjustified absence of happiness when it came to the concept of empowerment. The organisation is accountable for establishing a functional environment that fosters employees' ability and inclination to exhibit empowerment. The Workplace is accountable for eliminating barriers that impede employees' ability to act with empowerment.

Problem Statement

The Indian IT and ITES industries have undergone significant transformation in recent decades, resulting in a multitude of changes in these sectors. This growth has not only offered employment prospects for aspiring professionals but has also established a robust work environment within organisations. The phenomenon of globalisation has also contributed to the growth of employment opportunities in the IT and ITES industry. The IT and ITES employer bears a significant duty in recruiting a competent and highly skilled workforce to accomplish the organisational goals. However, the difficulty lies in retaining a highly qualified workforce to tackle challenges in the IT and ITES sector. Upon the recruitment of individuals for the designated job, it is incumbent upon the employer to provide training in order to fulfil the necessary employment requirements. Training is an expensive endeavour, requiring significant investment of time and resources in people. Retaining such trained staff has become an arduous undertaking. Employee empowerment is a useful strategy for organisations to retain highly qualified personnel. Employee empowerment encompasses various principles, such as granting employees

autonomy, fostering a positive work atmosphere, enhancing innovation, and primarily motivating the workforce to excel in their job responsibilities. The IT and ITES sector currently faces a significant challenge in the form of a high attrition rate. The IT and ITES sectors must empower people who willingly assume responsibility. Empowering staff in IT and ITES organisations will result in a decrease in attrition rate. Staff morale will be elevated and staff will be greatly inspired to assume accountability for their own performance. Hence, this study examines the Factors influencing the Effective Employee Empowerment Practices in ITES Sector.

Literature Review

Arvin et al.(2017) in their article “Factors Affecting on Improvement of Employee Empowerment” it is a case study of Saipa corporation employees, to investigate the role of organizational support, leadership style and knowledge management on employee empowerment. For this study 200 sample respondents were selected which includes all directors, officers and employees of Saipa company regression tool used for the analysis purpose. The study reveals that there is a positive and significant relationship between organizational support, leadership style and knowledge management with the improving employees empowerment.

Dr. D. Rajasekar et al. (2017) study focusing on employee empowerment would definitely make a sense to the corporate sector. This study emphasizes on four variables; meaning, competence, impact and choice as the ones part of an empowerment process. In real sense if the empowerment happens then employees would work to deliver under all circumstances and loyalty becomes a natural choice thereby avoiding problems of employee turnover.

Jaya Kumar (2017) entitled in their study “Employee Empowerment An Empirical study” empowerment is considered as a core element which gives power to participate in the decision making to do the job very effectively. The empowered employees gain more confidence. The aim of the study is to understand the organizational factors which help to implement the empowerment practices. The result reveals that employee must actively participate in the meetings and regular training can be increased in order to enhance the skills of the employee. Employees can be empowered by assisting them in pursuing higher education.

Mr. P. Jaya Kumar & Prof. Dr. A. Ananda Kumar (2017) concluded that the study has put forth and analyzed the various efforts taken by Manatec Private Limited Puducherry in empowering their employees. The study analyzed various strategies adopted by the management for employee empowerment. The study explains that employee empowerment is a kind of motivational strategy which gives the employees a sense of satisfaction towards their job and organization. From the study, the researcher has analyzed that the employees are satisfied with the various factors such as employee trainings, self development programmes, employee meetings, employee participation in the various activities and consideration of their ideas and opinion. By this, the researcher concluded that employee empowerment in the organization is at fair level. But at the same time, the study stresses that empowering the employees at the fair level is not at all enough for yielding expected profit and improving the productivity. Therefore, the management may consider the suggestions that are highlighted in the project.

Dr. Nilanjan Sengupta et al. (2018) examined the concept of empowerment advocates for employees’ power to make decision and take control of their own goals. An empowering organization emphasizes on autonomy, flexibility, recognition, trust, and support network. The authors attempted to investigate the opinion of the middle-level managers, working in Bangalore, from IT, FMCG, Retail, and Banking sectors, about the status of the employee empowerment. Three major factors of employee empowerment were proposed for investigation: ‘role clarity’, ‘recognition’, and ‘organizational culture’. It was revealed that, the respondents felt most empowered, when they were bestowed upon with trust; they were allowed to have flexibility at work, and, when they were assured that they would receive management support, when needed. Also, for certain issues, under each factor, managers differed significantly in assigning importance level.

Ipsita Mohapatra et al. (2018) in their article “Impact of Employee empowerment on employee performance” have examined the relationship between empowerment and employee performance. Employees need to be provided with adequate authority to discharge their duties which helps them to take effective decisions, through empowerment. For this study empowerment variables such as rewards, participative management, Employee suggestion system, Team work was considered to know the impact on employee performance. The study reveals that there is a positive relationship between empowerment and performance. Through empowerment employee’s performance increase, less absenteeism and increases employee’s loyalty, capability, commitment and ethicality.

S. Srivinodhini (2018) study was to know the impact of Employee Empowerment toward their Job

Satisfaction. This Study also examines the stress level of the employee due to empowerment and disempowerment. The questionnaire consisting fifty one statements was used for collection of data and was distributed among 600 employees of IT sector in Coimbatore. Descriptive research method is used for the purpose of this project and it is used to describe characteristics of population or phenomenon being studied. The sampling technique used is Convenience Sampling method. Convenience Sampling is a simple approach where a sample is selected according to the convenience of the researcher. Data was analyzed with the Statistical Package for the social science (SPSS) by using techniques of Percentage Analysis, ANOVA, Chi-square, Correlation, and F-test.

Shankar (2018) "A study on Employee empowerment, work performance and its allied factors among teaching and non-Teaching women staffs in puducherry empowerment" the main aim of the study is to know the power and the effect of empowerment on work performance. Work life balance, organization culture and job satisfaction are the study variables to test the levels of empowerment among women employees. The study reveals that empowerment has a positive relationship between organization culture, work place relationship and work life balance.

Objectives of the study

1. To analyze the relationship among various dimensions of Effective Employee Empowerment Practices in ITeS Sector.

Methodology

Totally 588 employees in ITeS sector have been chosen for the study. For this study, the researcher used a well-structured questionnaire to collect the data from the respondents. The researcher includes factors influencing effective employee empowerment practices in ITeS sector. The researcher used a correlation analysis to identify the relationship among various dimensions of Effective Employee Empowerment Practices. IBM SPSS 21 version was used for statistical purposes.

Results and Discussion

Relationship among various dimensions of Employee Empowerment

In this study, Employee Empowerment consists of twelve factors that measure Work Relevance, Competence, Self-Determination, Impact, Training and Development, Rewards and Recognition, Participative Management & Interpersonal Relationships, Role of Team Leaders, Career Development, Communication, Job Satisfaction and Stress.

H₀: There is no relationship among various dimensions of Employee Empowerment.

Table 1
Relationship among dimensions of Employee Empowerment

Employee Empowerment	Work Relevance	Competence	Self-Determination	Impact	Training and Development	Rewards and Recognition	Participative Management & Interpersonal Relationships	Role of Team Leaders	Career Development	Communication	Job Satisfaction	Stress
Work Relevance	1.000	0.469**	0.286**	0.082*	0.415	0.163**	0.288**	0.170*	0.169	0.171**	0.248*	0.369**
Competence		1.000	0.535**	0.279*	0.287**	0.259	0.199**	0.091*	0.123**	0.116	0.212**	0.190**
Self-Determination			1.000	0.386*	0.225**	0.201**	0.126	0.054*	0.087**	0.378*	0.427	-0.016**
Impact				1.0	0.327	0.171	0.318	0.2	0.059	-	-	-

				00	**	**	**	93	*	0.111*	0.150	0.32
										*	**	2
Trainin g and Develo pment					1.000	0.347 **	0.269 **	0.369* *	0.336 **	- 0.029* *	0.096 **	- 0.063**
Reward s and Recogn ition						1.000	0.399 **	0.327* *	0.146 **	0.155* *	- 0.025 **	0.057**
Partici pative Manag ement & Interpe rsonal Relatio nships							1.000	0.260* *	0.047 **	0.082* *	- 0.177 **	- 0.074**
Role of Team Leader s								1.000	0.493 **	-0.019*	- 0.038	0.083**
Career Develo pment									1.000	0.018* *	0.076 *	0.213
Comm unicati on										1.000	0.477 **	0.153**
Job Satisfa ction											1.000	0.373**
Stress												1.000

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

From the above table it can infer that the correlation coefficient for Employee Empowerment is strong and positive. It can be concluded that Work Relevance has positive and strong relation with Competence (46.9%), Self-Determination (28.6%), Impact (8.2%), Training and Development (41.5%), Rewards and Recognition (16.3%), Participative Management & Interpersonal Relationships (28.8%), Role of Team Leaders (17.0%), Career Development (16.9%), Communication (17.1%), Job Satisfaction (24.8%) and Stress (36.9%). Competence has positive and strong relation with Self-Determination (53.5%), Impact (27.9%), Training and Development (28.7%), Rewards and Recognition (25.9%), Participative Management & Interpersonal Relationships (19.9%), Role of Team Leaders (9.1%), Career Development (12.3%), Communication (11.6%), Job Satisfaction (21.2%) and Stress (19.0%). Self-Determination has positive and strong relation with Impact (38.6%), Training and Development (22.5%), Rewards and Recognition (20.1%), Participative Management & Interpersonal Relationships (12.6%), Role of Team Leaders (5.4%), Career Development (8.7%), Communication (37.8%), Job Satisfaction (42.7%) and Stress (1.6%). Impact has positive and strong relation with Training and Development (32.7%), Rewards and Recognition (17.1%), Participative Management & Interpersonal Relationships (31.8%), Role of Team Leaders (29.3%), Career Development (5.9%), Communication (11.1%), Job Satisfaction (15.0%) and Stress (32.2%). Training and Development has positive and strong relation with Rewards and Recognition (34.7%), Participative Management & Interpersonal Relationships (26.9%), Role of Team Leaders (36.9%), Career Development (33.6%), Communication (2.9%), Job Satisfaction (9.6%) and Stress

(6.3%). Rewards and Recognition has positive and strong relation with Participative Management & Interpersonal Relationships (39.9%), Role of Team Leaders (32.7%), Career Development (14.6%), Communication (15.5%), Job Satisfaction (2.5%) and Stress (5.7%). Participative Management & Interpersonal Relationships has positive and strong relation with Role of Team Leaders (26.0%), Career Development (4.7%), Communication (8.2%), Job Satisfaction (17.7%) and Stress (7.4%). Role of Team Leaders has positive and strong relation with Career Development (49.3%), Communication (1.9%), Job Satisfaction (3.8%) and Stress (8.3%). Career Development has positive and strong relation with Communication (1.8%), Job Satisfaction (7.6%) and Stress (21.3%). Communication has positive and strong relation with Job Satisfaction (47.7%) and Stress (15.3%). Job Satisfaction has positive and strong relation with Stress (37.3.3%).

Conclusion

The success and potential of every organisation primarily rely on its workforce, and it is crucial to empower this workforce. Employees today exhibit a significantly heightened awareness of their rights in comparison to their previous level of awareness. Hence, employers must comprehend the true essence of the empowerment philosophy and implement it within their organisation to align with the current demands. The purpose of this study was to test empirically the various dimensions of Employee Empowerment Practices in ITES Sector. Hence, the present study concludes that the correlation coefficient for Employee Empowerment is strong and positive.

References

1. Dr. D. Rajasekar et al. (2017). "A Study on Employee Empowerment in Indian Corporate Sector", International Journal of Civil Engineering and Technology (IJCIET), Volume 8, Issue 11, pp. 268-277.
2. Dr. Nilanjan Sengupta et al. (2018). "Status of Employee Empowerment: An Empirical Study", Journal of Management (JOM), Volume 5, Issue 3, pp. 15-23.
3. **Kumar, J., & Kumar, A. (2017). Employee Empowerment: An Empirical Study.**Global Journal of Management and Business Research: A Administration andManagement, 17(4), pp. 59-64.
4. Mr. P. Jaya Kumar & Prof. Dr. A. Ananda Kumar (2017). "Employee Empowerment – An Empirical Study", Global Journal of Management and Business Research: A Administration and Management, Volume 17, Issue 4 Version 1.0, pp. 59-64.
5. Roozitalab, A., & Majidi, M. (2017). "Factors affecting on improvement employee empowerment: Case study: Saipa Corporation", International Review, (1–2), pp. 9-17.
6. S. Srivinodhini (2018). "A Study on Employee Empowerment and its Impact of Job Satisfaction", Journal of Emerging Technologies and Innovative Research, Volume 5, Issue 5, pp. 478-483.
7. **Sankar, R. (2018). A Study on Employee Empowerment, Work Performance and its Allied Factors among Teaching and Non-Teaching Women Staffs in Puducherry.** International Journal of Management Studies, 5(1(2)), 21.
8. **Sundaray, I. M. & D. B. K. (2018). Impact of Employee Empowerment.** International Journal of Advanced Technology & Engineering Research (IJATER), 01(March), pp. 98-102.