

**“AN EMPERICAL INVESTIGATION OF EMPLOYEE  
EMPOWERMENT AS A DETERMINENT OF  
ORGANIZATIONAL COMMITTMENT WITH SPECIAL  
REFERENCE TO EMPLOYEES OF BHILAI STEEL PLANT”**

**Dr. Daljeet Singh Wadhwa\*, Dr. Satya Vardhan Tiwari\*\*, Saurabh Tomar \*\*\***

**\* Department of Management, Bhilai Institute of Technology, Durg**

**\*\* Department of Management, Bhilai Institute of Technology, Durg**

**\*\*\* Department of Management, Bhilai Institute of Technology, Durg**

**Abstract**

The research paper focus is on exploring the relationship between employee empowerment and organizational commitment among Bhilai Steel Plant's employees. Skilled and empowered employees are becoming increasingly critical to the success of an organization. When an employee is empowered, they feel comfortable sharing their ideas, which can lead to improved job performance.

In knowledge-based companies, successful teams possess a crucial attribute, which is a considerable amount of decision-making power or empowerment. Empowered workers are an asset to any organization because they are self-motivated and driven to perform their duties well. The aim of this research is to determine the effects of employee empowerment.

**Key Words-** Employee empowerment, organizational commitment, job performance.

**Introduction**

The concept of employee empowerment can be traced back to studies conducted on employee alienation and the quality of work life. While traditional management practices emphasize sharing power with employees at all levels, the psychological perspective focuses on employees'

experience of empowerment in the workplace. This perspective defines empowerment as an employee's personal belief about their role in relation to the organization. Feeling empowered at work involves experiencing four distinct dimensions: meaning, self-determination, competence, and impact.

Empowerment is essential to facilitate learning and progress, acting like oil in a machine. Skilled and psychologically empowered human resources are increasingly becoming a crucial factor in the success of organizations. In knowledge-based companies, successful teams possess an important attribute: a high degree of psychological empowerment or decision-making authority. Organizational commitment, in the fields of organizational behavior and industrial and organizational psychology, refers to an employee's emotional connection to their workplace. Numerous studies have been conducted to discover methods to enhance employees' job satisfaction, leading to greater organizational commitment. The level of organizational commitment predicts job-related factors such as job performance, organizational citizenship behavior, and turnover rates. Certain factors such as job insecurity, employability, distribution of leadership, and role stress have been found to be linked to an employee's level of organizational commitment.

Organizational commitment is distinct from other work-related attitudes, such as job satisfaction - which is the emotional response an employee has towards their job - and organizational identification - which measures the level of emotional connection an employee feels towards their organization.

### **Review of Literature**

Employee empowerment allows an organization to delegate decision-making authority to lower levels of the organization by granting employees access to information, resources, support, and the opportunity to learn and grow. This approach is consistent with Gibb's (1965)<sup>1</sup> observation that trust is a key factor in work environments where employees are frequently asked for their opinions. As a result, employees' exposure to administrative duties is also taken into account.

For a long time, there has been a connection between employee empowerment and positive organizational results such as enhanced innovation, increased efficiency, and improved performance. (Kanter, 1977)<sup>2</sup>

The concept of empowerment has gained attention among both researchers and practitioners in the field of organizational theory. (Conger & Kanungo, 1988)<sup>3</sup>.

The literature has identified several possible advantages of employee empowerment, including increased dedication to tasks, greater initiative in fulfilling role responsibilities, enhanced innovation and learning, improved job satisfaction, and stronger commitment to the organization, which is linked to lower turnover rates. (Thomas & Velthouse, 1990)<sup>4</sup>.

Moreover, additional research is required to broaden and confirm the concept of empowerment, providing us with greater insight into organizational behavior. (Koberg et al., 1999)<sup>5</sup>.

A lot of people believe that it's possible to shape organizations in a way that promotes the empowerment of their members. (Peterson & Speer, 2000)<sup>6</sup>.

Employee empowerment is now a popular approach to management in contemporary management reforms, and is a trend observed in both public and private organizations. (Pitts, 2005)<sup>7</sup>.

Positive work behaviors exhibited by empowered employees are linked to organizational competitiveness. (Chan & Taylor 2008)<sup>8</sup>

Several factors, such as personal characteristics (like age, tenure in the organization, personality traits, and perceptions of control), organizational factors (such as job design and the leadership style of one's supervisor), and external factors (like the availability of other options), collectively impact organizational commitment, influencing it in the long run. (Nortcraft and Neale, 1996)<sup>9</sup>.

According to a study conducted by Muthuveloo and Rose (2005)<sup>10</sup>, which examined the antecedents and outcomes of organizational commitment among Malaysian engineers, including affective, continuance, and normative commitment, the authors found that favorable employee perceptions contribute to an increase in organizational commitment. This, in turn, results in positive outcomes for the organization.

Maume (2006)<sup>11</sup> defined organizational commitment as a construct that is gauged using questions that assess an individual's eagerness to work diligently to enhance their organization, the compatibility between the values of the company and its employees, the reluctance to leave the organization, and the degree of loyalty or pride an employee feels towards their employer.

### **Research Methodology**

#### **Research objectives**

- 1) To analyze the Relationship between employee empowerment on Organizational Commitment.
- 2) To analyze the impact of employee empowerment on organizational commitment.

#### **Research hypothesis**

**H<sub>a1</sub>:** There is no significant relationship between employee empowerment and Organizational Commitment.

**H<sub>a2</sub>:** There is a significant relationship between employee empowerment and Organizational Commitment.

**H<sub>b1</sub>:** There is a no significant impact between employee empowerment and Organizational Commitment.

**H<sub>b2</sub>:** There is a significant impact between employee empowerment and Organizational Commitment.

#### **Research plan-**

- **Data Collection Method**

The data has been collected using survey method.

- **Research Instrument**

In this research, questionnaire has been used as the research instrument.

- **Measurement Scale**

The scaling technique used is Likert scale 1-5.

### Sample plan-

- **Sampling design**

The sampling design used is non-probability sampling.

- **Sample Size**

The sample size is 52.

- **Sampling Units**

The sample units are 52 employees, from 8 Blast Furnace of Bhilai Steel Plant.

**Table No. 4.2 Model Summary<sup>b</sup>**

### Data

### Analysis and Interpretation

**Table No. 4.1 Correlations**

		Employee Empowerment	Organizational Commitment
Employee Empowerment	Pearson Correlation	1	.857**
	Sig. (2-tailed)		.000
	N	51	51
Organizational Commitment	Pearson Correlation	.857**	1
	Sig. (2-tailed)	.000	
	N	51	52

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.857 <sup>a</sup>	.735	.729	.64164	2.049

- a. Predictors: (Constant), Employee empowerment
- b. Dependent Variable: Organizational Commitment model summary table looks like below:

**R-value** represents the correlation between the dependent and independent variable. A value greater than 0.4 is taken for further analysis. In this case, the value is .857, which is fit for the test

**R-square** shows the total variation for the dependent variable that could be explained by the independent variables. A value greater than 0.5 shows that the model is effective enough to determine the relationship. In this case, the value is .735, which is fit for the test.

**Adjusted R-square** shows the generalization of the results i.e., the variation of the sample results from the population in multiple regression. It is required to have a difference between R-square and Adjusted R-square minimum. In this case, the value is .729, which indicates that there is no issue of Multicollinearity.

**Durbin Watson** – The Durbin Watson value is 2.049 which indicate that there is no case of Multicollinearity in the given data set.

**Table 4.3 ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	55.878	1	55.878	135.723	.000 <sup>b</sup>
Residual	20.174	49	.412		
Total	76.051	50			

- a. Dependent Variable: Organizational Commitment
- b. Predictors: (Constant), empowerment

**Table 4.4 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
-------	-----------------------------	---------------------------	---	------

	B	Std. Error	Beta		
1 (Constant)	.332	.245		1.357	.181
empowerment	.868	.075	.857	11.650	.000

a. Dependent Variable: Organizational Commitment

From the table 4.4 it is very much clear that the significance value is .000 which is less than 0.05 indicating the Employee Empowerment is having significant Impact on Organizational commitment.

Figure 4.1

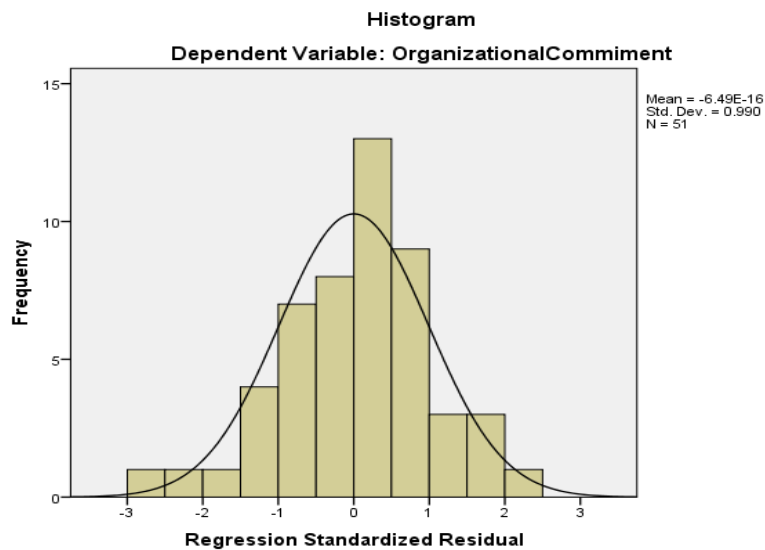
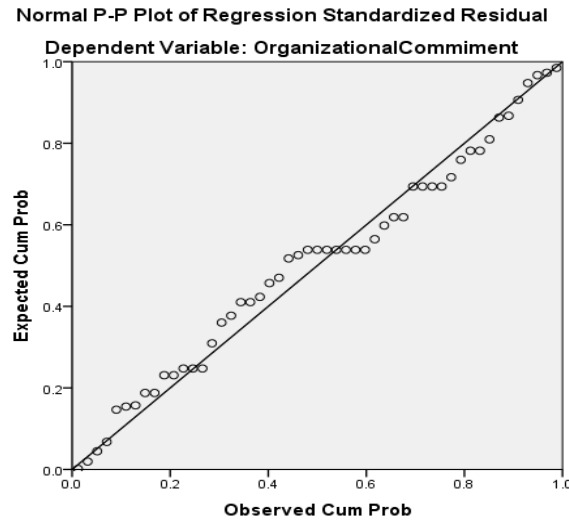


Figure 4.2



In the above graph most of the values are near to the diagonal line indicating that the data set are approximately normally distributed.

### Findings

1.The significant value of correlation between the Employee Empowerment and Organizational Commitment is .000 which is less than 0.05 suggest that research Alternate hypothesis  $H_{a2}$  is accepted means there is a significant relationship between employee empowerment and Organizational Commitment. (Refer Table No. 4.1)

2. The significant value of regression analysis is .000 which is less than 0.05 suggest that research Alternate hypothesis  $H_{b2}$  is going to accepted means there is a significant impact between employee empowerment and Organizational Commitment. (Refer Table No. 4.4)

### Conclusion

In contemporary organizations, employee empowerment can serve as a highly effective strategy. Granting more authority to lower-level staff members to make decisions can lead to heightened productivity, efficiency, and proficiency, both on an organizational and individual level. Additional benefits include a greater sense of self-determination, enhanced trust between employees and managers, and more personal connections to job performance and the organization. However, employee empowerment necessitates new training and a new power dynamic, which can be viewed as drawbacks. On the whole, employee empowerment can be a



prosperous concept if both managers and employees are committed to participating in the process.

This study successfully achieved its objective of examining the correlation between employee empowerment and organizational commitment and yielded valuable data. However, some aspects require further exploration in future research. The findings of this study can assist managers in augmenting employee commitment, leading to increased growth for the company. Therefore, empowerment is an essential factor for both employees and the organization, as it heightens organizational commitment levels.

## References

1. Gibb, J. R. (1965). Fear and facade: Defensive management. In R. E. Farson (Ed.), *Science and human affairs* (pp. 46-48). Palo Alto, CA: Science and Behavior Books.
2. Kanter, R. M. (1977). *Men and women of the corporation*. New York, NY: Basic Books.
3. Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13(3), 471-482.
4. Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *The Academy of Management Review*, 15(4), 666-681.
5. Koberg, C. S., Boss, R. W., Senjem, J. C., & Goodman, E. A. (1999). Antecedents and outcomes of empowerment: Empirical evidence from the health care industry. *Group Organization Management*, 24(1), 71-91.
6. Peterson, N. A., & Speer, P. W. (2000). Linking organizational characteristics to psychological empowerment: Contextual issues in empowerment theory. *Administration in Social Work*, 24(4), 39.
7. Pitts, D. W. (2005). Leadership, empowerment, and public organizations. *Review of Public Personnel Administration*, 25(1), 5-28.
8. Chan, Y. H., Taylor, R. R., & Markham, S. (2008). The role of subordinates' trust in a social exchange-driven psychological empowerment process. *Journal of Managerial Issues*, 20(4), 444-467.
9. Northcraft, T. & Neale, H. (1996). *Organisation Behaviour*. London: Prentice-Hall.
10. Muthuveloo, R. & Rose, R. C. (2005). Typology of Organisational Commitment. *American Journal of Applied Sciences*, 2(6), 1078-1081.

11. Maume, D. J. (2006). Gender Differences in Restricting Work Efforts Because of Family Responsibilities. *Journal of Marriage and Family*, 68(4), 859–869.