



Research Article

**A STUDY ON IMPACT OF EMPLOYEE EMPOWERMENT ON EMPLOYEE SATISFACTION
AMONG DOCTORS**

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ABSTRACT

The health care industry (also called medical industry or health economy) is an aggregation and integration of sectors within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative and palliative care. It includes the generation and commercialization of goods and services lending themselves to maintaining and re-establishing health. The modern healthcare industry is divided into many sectors and depends on interdisciplinary teams of trained professionals and paraprofessionals to meet health needs of individuals and population. Healthcare industry is one of the world's largest and fastest growing industries, both in the terms of revenue and employment

Empowered doctor reports on the immense changes that the medical community is facing – scientific and technological breakthroughs, fast changing financial and business models, clashing view points of how medicine should be managed. Empowered Doctor is an important media platform, exploring the new ideas and concepts that will transform healthcare in the coming years. This study deals with the impact of Employee Empowerment on Job Satisfaction.

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INTRODUCTION

HR authorities will in general spotlight on a solitary territory, for example, selecting or preparing. HR generalists handle various territories and errands all the while. Little organizations will commonly have a couple of HR generalists on staff, while bigger ones may have many dedicated to specific regions and administrations.

The shortage of gifted assets and the developing desires for the advanced specialist have additionally expanded the unpredictability of the human asset work.

Human Resource Management traces the significance of HRM and its diverse capacities in an association.

Empowered employees believe that their task are significant, they have considerable freedom in deciding how to command and control organisation and they each handle a whole identifies piece of work. The empowerment comes from individual's perception by influencing desired effects of working environment.

Job Satisfaction:-Job satisfaction explains if an employee is pleased with their job and the manager. Some of the factors that donate to employee satisfaction include empowerment of employee, good salary, good benefits and distinguishing good performance.

REVIEW OF LITERATURE

1. Muhammad Arid KHATTAK *et al.* (2013): Relationship between Employees Involvement and Organization Performance in Milieu of Pakistan. The research article measures the relationship among the employee involvement and Organizational performance in Pakistani organizations. A detailed study has been conducted on three main components of employee involvement namely, empowerment, team orientation and capacity development. It is proved that organizations who delegate authority to its employees perform better
2. Ovidiu-Iliuta Dobre (2013): Employee motivation and organizational performance. The article mainly highlights the importance of employee motivation and organizational performance. It analyses that employee motivation and organizational performance are inter-related or inter-connected to each other. Empowerment and recognition foster employee motivation. It also signifies that monotonous job creates dissatisfaction among the employees hampering the organizational performance.
3. Deepa S, Shree Kala Kurup (2014). A Study On Empowerment Factors In ITES/BPO Organizations Based In Chennai Region The study is made on employee empowerment factors in IT based sector with a conclusion that empowerment certainly facilitates customer satisfaction. The study further explains that employee empowerment has three important elements

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- namely the organizational, individual, and occupational elements for the sector. It also identifies the relationship between an employee empowerment and the level of organizational commitment. It has been found that there exists a positive relationship with organizational and individual elements except occupational elements.
4. Rhodah Nyasani Makinda, Josephat Kwasira (2014). An Assessment of Employee Empowerment on Organizational Performance, a Survey of Selected Banks in Nakuru Town. The paper discusses assessment of employee empowerment on Organizational Performance in selected Banks in Nakuru Town in Kenya, East Africa. The study points out that due to lack of employee involvement the banking industry in the region has faced several problems which have become obstacles in competitiveness, opportunities for growth and in the overall organizational performance.
 5. Edward Negwaya *et al.* (2014) An Investigation of Factors Influencing Levels of Employee Empowerment in a Government Training Institution The Case of Management Training Bureau: Zimbabwe. This study has been conducted in Zimbabwe to investigate factors influencing levels of employee empowerment in a Government Training Institution. The data collected for the study was analyzed through both qualitative and quantitative approaches. The main factors influencing employee involvement in management were found to be organizational culture, leadership styles of managers, communication styles, quality of training and development, lack of succession planning and high labor turnover of qualified and competent personnel.
 6. Lawrence Wainaina *et al.*(2014): Effect Of Employee Participation In Decision Making On The Organizational Commitment Amongst Academic Staff In The Private And Public Universities In Kenya. This study was conducted to understand effect of employee participation in decision making in the private sector in Kenya. A comparative study has been made between private and public universities in Kenya. The study found that employee participation in decision making has greatly influenced university academic staffs' organizational commitment in Kenya.
 7. Ms. Sonali Sharma, Mr. Vaibhav Sharma (2014): Employee Engagement to Enhance Productivity in Current Scenario. A study has been done on employee engagement to enhance productivity in current scenario. The study shows that higher the employee engagement, higher the performance and employment opportunities. The study focuses on how employee engagement is an antecedent of job involvement.
 8. Muhammed Khalid Khan *et al.* (2014): Enhancing Organizational Commitment through Employee Empowerment Empirical Evidence from Telecom Sector Employees. The authors have conducted a study on enhancing organizational commitment through employee empowerment. An effort has been made to find out relationship between empowerment and organizational commitment. The study confirms that employee empowerment is positively related with organizational commitment.
 9. Akancha Srivatsava, K. Ramachandran (2014): Predictors of Employee Engagement in R & D Organization. The study explains predictors of employee engagement in R & D Organizations in Delhi. The present study has examined selected predictors in employee engagement in R & D Organizations. The study reveals that Innovation through creativity is an important determinant in the success and competitive advantage of organizations
 10. Adnan Celik *et al.* (2014): The Effects of Employee Empowerment applications in organizational creativity And Innovativeness in Enterprises. The authors conducted the study on the effects of employee empowerment applications on organizational creativity in Konya Organized Industrial Zone, Turkey. The study reveals that the organizations have to change themselves and adapt themselves to changing conditions and encourage innovative ideas to come up from its employees through empowerment.

Objectives of Study

- *To study the factors influencing Employee Empowerment.
- *To study the influence of Employee Empowerment on job satisfaction.

Hypothesis

- H01:-There is no significant relationship between age and empowerment dimensions.
H02:-There is no significant relationship between monthly income and Empowerment dimensions.

Research Methodology

The convenient sampling method has been adopted for the study. The present study is purely based on primary data and secondary data... Primary data has been collected through a questionnaire designed for the study. And the secondary data has been collected through various journals, publications, magazines. Websites etc.

Data Collection

The researcher has adopted census method for collecting data from Doctors from different areas of Palakkad district. The questionnaires were distributed to the employees directly and also sent online questionnaires to doctors working in the institute at their work places at their convenient time. Sufficient time was given to them to get the questionnaires filled and complete in all aspects. Sample consists of 150 doctors, both senior and junior.

Construction of Tools and Pretesting

The pilot study was conducted by interviewing a selected number of doctors working in the institute. These interviews helped the researcher to identify the variables to be included / excluded in the questionnaire. Accordingly the questionnaire was modified. Having identified the variables the researcher prepared the final draft questionnaire. The draft questionnaire was then revised in the light of the suggestions and criticisms made by the research supervisor and the fellow researchers. The questionnaire so drafted was handed over to 10 research scholars for a critical review with regard to words, format and

sequence. In the comments of the employees were incorporated in the questionnaire and the final draft was prepared.

The collected data from the respondents were first edited and coded. The statistical analysis of data was done through computer application using SPSS version 20. The main thrust of the data analysis was to test the hypothesis. The statistical tools used here include crosstab analysis with chi square, ANOVA etc.

Field Work

Field work by way of data collection for the study was carried out by the researcher. The researcher used the specially devised questionnaire for the collection of data from the doctors working in the institute and also online questionnaires are used to collect the responses.

Data Processing

After the completion of the data collection, the filled up questionnaires were edited properly to make them ready for coding. Then the collected data were coded. The data obtained then have been analysed and the results have been compared to the theories and the work of authors discussed on the literature review.

RESULTS

Table 1 One way-ANOVA between the Age and Empowerment Dimensions

Statement	Age	Mean	Std Deviation	F	Sig
Self determination and impact	below 30 years	1.96	.298	1.637	.183
	30-40 years	2.06	.279		
	40-50 years	1.95	.395		
	above 50 years	2.09	.233		
Decision making	below 30 years	2.01	.642	1.224	.303
	30-40 years	1.91	.471		
	40-50 years	2.03	.758		
	above 50 years	2.23	.559		
Immediate senior	below 30 years	2.03	.485	1.482	.222
	30-40 years	1.95	.379		
	40-50 years	2.14	.590		
	above 50 years	2.20	.503		
Higher management	below 30 years	2.01	.333	4.088	.008
	30-40 years	1.89	.270		
	40-50 years	1.76	.372		
	above 50 years	1.87	.345		
Change mgt	below 30 years	2.21	.394	2.014	.115
	30-40 years	2.31	.423		
	40-50 years	2.19	.507		
	above 50 years	2.45	.436		
Communication	below 30 years	2.50	.614	.103	.958
	30-40 years	2.50	.589		
	40-50 years	2.55	.603		
	above 50 years	2.57	.531		
Recruitment	below 30 years	1.98	.476	2.480	.063
	30-40 years	1.84	.484		
	40-50 years	2.10	.464		
	above 50 years	2.16	.521		
Motivation	below 30 years	2.55	.587	.782	.506
	30-40 years	2.57	.529		
	40-50 years	2.68	.650		
	above 50 years	2.74	.529		
Rewards	below 30 years	2.67	.583	.143	.934
	30-40 years	2.61	.455		
	40-50 years	2.68	.585		
	above 50 years	2.62	.462		

Evaluation	below 30 years	2.91	.744	.873	.457
	30-40 years	2.76	.675		
	40-50 years	2.73	.778		
	above 50 years	3.00	.585		
Environment	below 30 years	1.67	.426	1.144	.334
	30-40 years	1.82	.443		
	40-50 years	1.73	.462		
	above 50 years	1.77	.360		
Satisfaction	below 30 years	2.13	.545	.411	.746
	30-40 years	2.14	.505		
	40-50 years	2.22	.565		
	above 50 years	2.26	.559		
Performance	below 30 years	2.22	.446	1.997	.117
	30-40 years	2.03	.462		
	40-50 years	2.31	.471		
	above 50 years	2.13	.670		

Interpretation

From the above table it is inferred that except the Higher Management dimension, i.e., self determination and impact, decision making, immediate senior, evaluation, change management, communication, recruitment, motivation, rewards, environment, satisfaction and performance doesn't have any significant relationship with age of the respondents even though there is a significant difference in mean and standard deviation. The higher management dimension has significant relationship with the age of the respondents with F value: 4.088 (sig =0.008).

Table 2 One way-ANOVA between the Monthly Income and Empowerment Dimensions

Statement	Income	Mean	Std Deviation	F	Sig
Self Determination And Impact	30000-40000	1.99	.303	1.793	.151
	40000-50000	2.06	.291		
	50000-75000	1.99	.316		
	above 75000	1.87	.330		
Decision Making	30000-40000	2.14	.605	4.249	.007
	40000-50000	2.13	.674		
	50000-75000	1.72	.369		
	above 75000	1.87	.644		
Immediate Senior	30000-40000	2.00	.517	1.713	.167
	40000-50000	2.10	.462		
	50000-75000	2.14	.395		
	above 75000	1.86	.593		
Higher Management	30000-40000	1.99	.336	2.058	.108
	40000-50000	1.93	.343		
	50000-75000	1.80	.283		
	above 75000	1.93	.376		
Change MGT	30000-40000	2.26	.393	4.950	.003
	40000-50000	2.41	.427		
	50000-75000	2.14	.456		
	above 75000	2.04	.350		
Communication	30000-40000	2.67	.568	2.080	.105
	40000-50000	2.49	.637		
	50000-75000	2.49	.501		
	above 75000	2.28	.575		
Recruitment	30000-40000	2.03	.572	.745	.527
	40000-50000	1.93	.424		
	50000-75000	2.07	.413		
	above 75000	1.93	.605		
Motivation	30000-40000	2.52	.560	.527	.664
	40000-50000	2.67	.597		
	50000-75000	2.60	.553		
	above 75000	2.57	.605		
Rewards	30000-40000	2.70	.453	2.477	.064
	40000-50000	2.72	.566		
	50000-75000	2.43	.510		
	above 75000	2.70	.582		
Evaluation	30000-40000	2.93	.695	2.424	.068
	40000-50000	2.86	.794		

	50000-75000	2.59	.628		
	above 75000	3.11	.502		
	30000-40000	1.87	.454		
Environment	40000-50000	1.76	.454	3.918	.010
	50000-75000	1.59	.314		
	above 75000	1.56	.362		
	30000-40000	2.23	.502		
Satisfaction	40000-50000	2.11	.494	.498	.684
	50000-75000	2.19	.565		
	above 75000	2.13	.706		
	30000-40000	2.21	.531		
Performance	40000-50000	2.09	.426	1.154	.330
	50000-75000	2.29	.571		
	above 75000	2.19	.450		

Interpretation

From the above table it is inferred that except the Decision Making, Change Management, work environment dimensions, i.e., self determination and impact, immediate senior, evaluation, communication, recruitment, motivation, rewards, higher management, satisfaction and performance doesn't have any significant relationship with monthly income of the respondents even though there is a significant difference in mean and standard deviation. The decision making dimension has significant relationship with the monthly income of the respondents with F value: 4.249 (sig =0.007). The Change Management dimension has significant relationship with the monthly income of the respondents with F value: 4.950 (sig =0.003). The working environment dimension has significant relationship with the monthly income of the respondents with F value: 3.918 (sig =0.010).

DISCUSSION AND CONCLUSION

Empowering employees is a long term process and it also helps to motivate the workers to perform at the optimum level. If organisation is looking for a method to speed processes and still create quality materials and services, focus on Employee Empowerment. When an employee trusted, and timely information and the authority to find solutions. He or she will be highly satisfied, works according to the needs of the organisation.

Empowerment offers employee with a sense of sovereignty, which will definitely increase employee job satisfaction. It will be more comfortable at work because it develops self-confidence and a sense of worth. So empowerment is a compilation of systems, methods and measures to develop the ability and competence of individuals to develop and augment productivity, organisation progress, growth and prosperity and human resources according to the goals of the organisation.

This study relates the relationship between employee's satisfaction and various dimensions of empowerment practices. The dimensions of employee empowerment are positively and significantly correlated with each other and the dimensions of employee empowerment are positively associated with employee satisfaction.

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