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Exploring The Impact Of Employee Empowerment On Personal Dedication And Work Efficiency Among Banking Staff In South India.

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ABSTRACT

Human resource management is essential for any kinds of organization dealing with people. Human resource is one of the most important resources for all types of organizations. The success of any organization depends on its human resources i.e. employees. Employees with good qualities and commitment towards the assigned task increase the job performance thereby increasing the organizational performance. Every organization needs to maintain and manage the human resources efficiently and effectively. Therefore, human resource manager plays a vital role in maintaining the human resources such as newly recruited employees, well trained employees within the organization for a certain period of time. Every individual in the organization needs empowerment in order to enjoy the work at workplace. Empowered employees help the individual to have better commitment in the workplace and committed employees ensure increased job performance. However, the changing pattern of worldwide business condition and to meet the needs of the diverse customer and stakeholder, employees have to face various challenges in their workplace.

Key words: Employee Empowerment, Banking staff, Workers,

INTRODUCTION:

The managers need to give special attention and focus on the various ways to ensure employee empowerment to every individual in order to increase the job performance accomplishing organizational goals and objectives. Human Resource Management is significant for any kind of organization especially in a service industry like banks. Banking sectors have been a sector which provides services to the customer for which it is also called as service industry. In service industry such as banks need committed employees in order to perform the task efficiently and effectively as they are in direct contact with the customers. The employees belonging to the lower level of management need to be empowered, because employee empowerment is necessary to make every individual loyal to the organization, committed and potentially more productive in the task they performed. Banking is an industry which is also called as "People business", therefore managing the customers is as important as managing the organization.

NEED FOR THE STUDY

This study conveys constructive insights into the scope of HR practices in banking sector. There are many individual studies with respect to employee empowerment, individual commitment and job performance within and outside India with respect to banking sector, but the present study is an earnest attempt to conduct a combination study of employee empowerment, individual commitment and job performance in south Region. The south Region, nevertheless rich in her natural beauty, and uniqueness in the wildlife, people and culture is considered to be one of the most backward in financial terms. There has been a lack of avenues for income and investment in the region leading to extensive unemployment. Compared to other regions of the country, south lacks entrepreneurship. So, this study will be helpful for the policy makers and managers to uplift economic status of the people in this region by taking necessary steps to increase employment opportunities and encourages savings.

STATEMENT OF THE PROBLEM

Banking sector plays a substantial role in economic development in India. South Region which is one of the most backward regions of the country needs immediate care and concern in order to promote economically stable country and free from regional disparities. The annoying atmosphere of undesirable law and order that prevails in the areas has created the "sorry state of affairs" of gradual disappearance of banks. This is actually bad for the banks and worse for the economy as well (Ukil, 2016). Banking sector is highly a service-oriented sector and employees in the lower rung are directly in contact with the customers. Hence it is imperative to empower the employees to offer better service to the customers. Having this in view, the importance of empowerment in the banking sector, this study is conducted.

OBJECTIVES OF THE STUDY

- To study the socio-demographic characteristics of bank employees in the South Region
- To examine the socio-demographic characteristics of bank employees with the variables of the studies; employee empowerment, individual commitment and job performance
- To determine relationship between Determinants of employee empowerment and job performance
- To know the impact of employee empowerment Determinants on individual commitment and job performance

HYPOTHESIS OF THE STUDY

- **H1:** There is a significant influence of gender on employee empowerment, individual commitment and job performance
- **H2:** There is a significant difference between the job orientation of the employees and the variables of interest
- **H3:** There is a significant difference between the place of residence of the employees and the variables of interest
- **H4:** There is a significant difference between the place of residence of the employees and the variables of interest

REVIEW OF LITERATURE

- Margie Rodino (2015) stated that “there are multiple personalities involved and each one’s wants and likes are very unique which is what human resources is all about. You have to have the ability to traverse through lots of different unique populations and to do it effectively”
- Andish et al., (2013) believed that “relationships based on mutual respect and trust in the essential unity of collective decision-making, implementation and accountability”. Management could do structural changes complementary to the existing regulations to provide empowerment and teamwork. This would result in an enabling environment in the organization.
- Iqbal, Ahmed & Javaid (2013) recognized a solid relationship between employee empowerment and the employees’ performance. Employee performance is predicted by the empowerment and by the two determinants namely, meaningful work and competencies. The meaningful work an essential determinant forecasts the employee performance.
- Kanter (1977) viewed empowerment from the perspective of the leader’s role in empowering employees. It shows that managers use empowerment as one of the strategies to give authority and responsibility over their job to enhance the performance and satisfaction level (as cited in Rajalingam et al., 2015).
- Robbins, Crino & Fredendall (2002) said that Empowerment is a continuing process, makes the living environment a delightful place. This means that employee empowerment has a significant relationship with job performance which will pave the way to employee satisfaction as well as customer satisfaction.

RESEARCH METHODOLOGY

The researcher explains the research methodology in this chapter. This chapter is discussed under the following headings: Introduction, conceptual model, development of research hypothesis, materials and method, research design, field and population of the study, sampling design, unit of analysis, inclusion and exclusion criteria, tools for data collection, reliability of the tool, method of data collection, pre-testing, data collection period, data analysis, limitations of the study, and conclusion respectively.

RESEARCH DESIGN

The study is designed in order to examine, investigate and analyse the impact of employee empowerment on individual commitment and job performances among the banking employees in south India.

Data and tools

- t-test
- Multiple regression

DATA ANALYSIS AND INTERPRETATION**Descriptive Statistics****Table 1.1 Selection of Respondents from Three States**

State	Total Respondents	Selected Samples (n)
Tamil Nadu	311	97
Kerala	295	92
Telangana	244	76
Total	850	265

Table 1.2 Gender of the Respondents

Gender	Frequency	Per cent
Male	157	59.2
Female	108	40.8
Total	265	100.0

The table 4.2.1 depicts the gender distribution of the respondents. In this study, nearly three-fifth (59.2 per cent) are male and two-fifth (40.8 per cent) are female.

Table 1.3 Rotated Component Matrix - Job Performance

Items (Job Performance)	Components	
	Individual Performance	Organizational Performance
Employees are recognized for good work performance	0.823	
Offshore opportunities are often considered as appraisal quotient rating	0.795	
Performance Appraisals are fair and unbiased	0.766	
Performance measures are evaluated on an annual basis	0.765	

My manager is honest and fair in my job performance	0.729	
Employee empowerment and individual commitment have great impact on organizational performance	0.716	
I receive regular performance reviews	0.711	
I know how the organization measures its performance	0.704	
The Performance Appraisals system is effective in promoting quality work	0.702	
I understand how my performance is evaluated	0.688	
The organization offers rewards based on performance	0.673	
Organizational performance is solely based on Individual commitment	0.612	
I respond appropriately to feedback on job performance		0.827
I deal professionally with employees in other department		0.827
If I feel the performance of this organization over the past years has been excellent in meeting its goals		0.8
I work without supervision as and when necessary		0.774
I demonstrate effective leadership skills		0.472
Eigen Values	8.767	1.687
% of Variance	51.568	9.926

A	0.939	0.834
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The rotated component matrix for Job Performance shows two components and the factor loadings, Eigen values, the per cent of variance and the reliability (Cronbach's α) is shown in Table 4.4.3.3. Based on the results the two factors are named as Individual Performance, and Organizational Performance. The reliability values for the respective components of individual commitment are also greater than .6 suggesting high reliability (Nunnally, 1994).

FINDINGS AND CONCLUSION

Introduction

This chapter elaborates findings and discussion of the present study. It starts with the findings and discussion on the demographic profile of the study variables of the respondents using the results obtained from one-way ANOVA and Independent t- test. The results of impact of employee empowerment on individual commitment and job.

Socio-Demographic profile of the Respondents

- Gender: Nearly three-fifth (59.2 per cent) are male and two-fifth (40.8 per cent) are female in this study
- Age classification: Three-fourth (72.8 per cent) are in 26-35 years' age group, less than one-twelfth (6.4 per cent) of the respondents fall in 36-45 years' age group and little more than one-tenth (12.8 per cent) are above 45 years of age.
- Religion of the respondents: Slightly less than four-seventh (55 per cent) belongs to Christian, slightly more than one-third (34 per cent) belong to Hindu religion and less than one-twelfth (5.3 per cent) constitutes the Muslims.
- Marital Status: More than half (54 per cent) of the respondents are unmarried and more than four-ninth (46 per cent) of the respondents are married.
- Residence: Two-third (66.4 per cent) of the respondents are from urban area, less than one-fourth (24.5 per cent) are from rural areas in this study population.
- Education of the respondents: Less than four-seventh (55.8 per cent) of the respondents are under graduate, more than three seventh (40.3 per cent) have completed post- graduation degree.
- Income of the respondents: More than half of the respondents (55.5 per cent) earn between Rs 26000-45000, little more than one-fifth (21.1 per cent) earn less than Rs 25000 and below, little less than one-sixth (16.6 per cent) earn Rs. 46000-65000 and less than one-twelfth (6.8 per cent) earn above Rs. 65000.
- On job orientation: Two-third (66.8 per cent) are working as team based and one-third (33.2 per cent) work as Individual based.
- Work experience: More than four-fifth (84.5 per cent) have 10 years and below of work experience, little less than one-tenth (9.8 per cent) have more than 20 years of work experience.

SUGGESTIONS

- Every bank manager should frame a strategy for employee empowerment as human capital for the success of the organization as empowered employee can be a helpful mediator to various issues in the bank.
- Every organization should follow a common banking ethics and update from time to time.
- Gender equality practices in NE can be replicated to the other parts of the country.
- Managers and leaders should emphasize on the career development of the employees.
- Every bank should practice employee empowerment as the organizational culture so as to sustain in the global competitive environment.
- Many of the employees especially in the private sector are still facing various challenges of empowerment in the workplace, so managers and leaders need to understand the issues and work on it.
- Webinars on appropriate topics and workshops for the employees including bank tellers, clerks, support staff and administrative assistant should be conducted to bridge the skill-gap in the banking industry.
- Motivational training program should be organized for employees to develop motivational trait.
- Human resource training such as quality, technical training, life skills and soft skill training and legal training are essential, so every bank could implement in their workplace.
- Banks should launch effective educational program for the employees in order that they will simply tackle the challenging state of affairs of operating environments.
- Performance appraisal, compensation and team work could be kept at high priority, so as to realize job satisfaction at higher level.

CONCLUSION

This study has attempted to link the employee empowerment as one of the factors affecting the individual commitment and job performance. Improving the human resources by providing training, skill development program will enhance the employee empowerment in workplace. Imparting skills training with respect to technology in banking sector to the employees will bridge the skills-gap in the banking sector and transform the employees into job-ready professionals. Employee empowerment leads to employee satisfaction which increases individual commitment and employee loyalty to the organization. It can be deciphered from this study that employee empowerment initiates the success of the organizations as it influenced the employee commitment and their job performance. The job performance level is same for all employees with respect to their residence, job orientation, types of bank, department and position. Whereas the job performance is differing between bank employees based on their educational qualification. Job performance of an employee is the outcome of an employee commitment towards his or her job. The employees' job performance outcome will depend on the various aspects of human resource practices and other significant factors influencing the organization. Focusing more on the employee empowerment and individual commitment and analyzing both qualitatively

SCOPE FOR FUTURE RESEARCH

The present research study the impact of employee empowerment on individual commitment and job performances among the banking employees in South, India. The scope for future research in banking sector is very wide that it can conduct be a similar study with the whole South in India or even to the entire country. Furthermore, the study can also carry a comparative study between private and public sectors banks. Researcher can include more variables to the present study and introduce new models and measurement of the study variables. Similarly, the further study can be conducted to identify the relationship of job performance with other variables such as stress, job satisfaction and absenteeism and employee turnover.

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