

PREDICTORS AND OUTCOMES OF EMPOWERMENT AND PERFORMANCE ON JOB

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Abstract *Empowerment and the performance of the workers are associated with one another. Main purpose of this study is to identify the relationship between the factors influencing the outcome factors with that of the empowerment and the performance of the employees. Data for the study has been gathered from 110 banking and 115 healthcare workers with a total of 225 employees. Organizational culture, workplace relationships, employees' perceptions over job and the views towards the organization are the predicting factors while the empowerment and the performance are the outcome variables used for the study. Such data are analysed using correlation and multiple regression analysis. The study found significant relationship among the predictors and the outcomes of empowerment and performance. Among the inducing factors, organizational culture is identified to be the most influencing factor of empowerment and workplace relationships is considered to be the most inducing construct of the work performance. It has also been identified that the banking professionals has more empowerment and performance on the job than the hospitality employees. Suggestions such as the altering the work schedule and providing to free medical facilities for the dependents of the hospitality employees for improving the empowerment and the work performance of the healthcare workers are provided.*

Keywords *Employee Empowerment, Work Performance, Organizational Culture, Workplace Relationships, Employees' Perceptions Over Job, Views Towards the Organization*

INTRODUCTION

Empowerment is the adding up or even delegating up of additional powers to the existing job description of the workers. This empowerment plays a major role in the determination of the job performance of the employees working in an organization (R. Indradevi, 2012). Considering the empowerment of the workers, it has been influenced by many factors such as organizational working environment, strategies of the management, every individual's resources (Majid Barsi et al., 2013), support from the organization, nature of the occupation, transformational leadership, managing the knowledge (Roозitalab & Majidi, 2017), sharing of the information, the authority involved in taking important decisions (Dahou & Hacini, 2018), organizational culture (Negwaya et al., 2014). On the other hand, the work performance of the employees are influenced by the constructs such as encouragement, emotional cleverness (Amir et al., 2017), work pressure in the organization, communication factors (Muda et al., 2014), professional training, style of headship (Altrasi, 2014), compensation and work life conflict (Khan & Jabbar, 2013). From these, it is very clear that the determinants of the employee empowerment and the work performance has been studied separately by various researchers. Even there are also many studies, which projects the relationship among the empowerment and the performance of the employees on the job such as those done

by Sumardi, Hr., and Wibowo, 2015, Muhammad Arslan and Rashid Zaman (2014), Ozgur Devrim Yilmaz, 2015 and many more. But, no study has been done with a view of identifying the relationship between the determinants, empowerment and the work performance by keeping the common determinants of both the empowerment and the performance of the employees working in an organization. Henceforth, for this purpose the present study has been undertaken.

REVIEW OF LITERATURE

Minhajul Islam Ukil (2016) discovered that the work contentment depends upon the empowerment and this improves the work performance (Sumadri Hr. & Wibowo, 2016). Chun-Fang Chiang and Tsung-Sheng Hsieh (2012) revealed that power autonomy and the workers' behavior significantly induces the job performance. Ma. Regina M. Hechanova et al. (2006) and Scott E. Seibert et al. (2004) explored the optimistic association amid the professional consummation, empowerment practices and performance over the work. Muhammad Arslan and Rashid Zaman (2014) revealed a positive relationship between the structural and the psychological empowerment of the workers in an organization. D. Suresh and N. Abdul Jaleel (2015) found that the empowerment has no significant relationship with the occupational performance of the employees (Nzuve & Bakari, 2012; Indradevi, 2012; Bose, 2018).

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Rajalingam, Yasothai et al. (2015) stated that the performance appraisal mediated the connection between the empowerment and the job performance of the workers. Nuray Tetik (2016) discovered a positive correlation among the empowerment, gratification and the performance of the workers in an organization (Mohammad Vali Nazari Ali Abadi and Mehrdad Goudarzi & Chegini, 2013). Haleema Zia et al. (2014) projects that the workers' empowerment has negative effect on the work performance of the employees in an organization.

RESEARCH GAP

Since, there are many studies with regard to the assessing the relationship between the empowerment and the job performance such as those done by authors namely Ferit Olcer (2015); Richa Aryan et al. (2016); N. Kalaimani (2018); and many more. But, they all failed to study about the impact of the influencers of both the empowerment and the performance among them. On the other hand, there are no studies has been conducted on this above mentioned objective among the banking and the hospitality workers in Puducherry. So, for the purpose of fulfilling this research gap, this study has been conducted.

OBJECTIVES OF THE STUDY

The major objective of the study is to identify the relationship between the predicting variables that offers certain amount of delegation of powers to them and in turn rises their performance on the work. The ancillary objective of the research is to assess the most stimulating factor among the employee empowerment and the work performance of the employees.

DEFINING THE EMPOWERMENT AND THE PROFESSIONAL PERFORMANCE

The term empowerment and the performance of the workers are defined differently by the workers in different ways and methods. Rationality that exists because of the investigational mechanism, capability and indomitable personalization is the empowerment of the workers in an organization (Menon, 2011). Roy C. Herrenkohl et al. (1999) defined empowerment as the workers determination towards the accomplishment of the business goal via proper decisions taken by them. The professional authentication by adding additional powers to the employees towards achieving the organizational objectives (Elnaga & Imran, 2014).

Occupational outcomes of the workers as expected by every organization is known as the work performance of such employees (Campbell, 1990). David A. Waldman (1994) explored that the job performance is the organizational citizenship behaviour of the employees working in an organization which is associated with the monetary and non-monetary benefits.

LIMITATIONS OF THE STUDY

Since, the study has only four common predictors of the resulting factors i.e., the employee empowerment and the work performance with over 225 banking and the healthcare workers in Puducherry. If the number of predictors varies with a change in the sample setting with a change in the sample size and region, then there are chances of obtaining different results.

RESEARCH METHODOLOGY

Study adopted the convenience sampling technique for the purpose of data collection. Data for the study has been gathered from 110 banking professionals and 115 healthcare workers with a total sample size of 225 in Puducherry. Prior to the pilot study and the data collection, the unstructured interviews has been conducted among 50 respondents in the study area for the purpose of sorting out that the influencers of the study are really influencing both the empowerment and the performance of the employees in their occupation. After the confirmation, that they are being matched with the practical and real life situations (Refer table 2), the pilot study is being conducted among 100 cases for verifying the validity of the questionnaire adopted for the research. After the careful scrutiny of the instrument adopted, it has been further proceeded with the data collection. Then the collected data has been analysed through descriptive statistics like mean and standard deviation, Mann-Whitney U test to identify the relationship between the influencers (constructs inducing both empowerment and job performance) and with that of the resulting factors of the study i.e., empowerment and work performance among the banking and healthcare professionals. Pearson correlation analysis for achieving the first objective of the study i.e., to analyse the relationship between the determinants and the empowerment and job performance. Followed by these, in order to identify the most inducing influencers of the empowerment and the work performance, multiple regression analysis has been conducted separately for the empowerment and the job performance. It has to be noted that the final sample size of 225, does not includes those 50 respondents used for the case study and the 100 cases adopted for the pilot study.

Case Studies for Identifying the Predictors of the Empowerment and the Job Performance

Through the enormous review of literature, the study found the four variables as the common predictors of both the empowerment and the job performance of the workers in an organization. In order to check, that these constructs are inducing the empowerment and performance of the employees working in an organization, the case studies through the unstructured interview schedule has been conducted among 50 cases. The results of the case studies has been provided below in the table 2.

Table 2: Frequency Distribution of the Factors Influencing Empowerment and Performance Among 50 Cases

Factors	Frequency	Percentage
Organizational culture	16	32%
Workplace relationships	14	28%
Employees perceptions over job	10	20%
Views towards the organization	10	20%

Source: Primary data

The above table shows the results of the case studies conducted among 50 cases. It has been found that the organizational culture has been reported as the predictor of both the resulting factors i.e., the empowerment and the job performance by 16 workers (32%), followed by it, workplace relationships has been influenced by over 14 employees (28%), then the employees perceptions over job and the views towards the organization has been induced by 10 employees each (20% each).

CONCEPTUALIZATION OF THE STUDY

After verifying the inducers of the empowerment and the performance, the relationship between such inducers with the empowerment and the performance and the research gap identified for the purpose of investigating the relationship between such inducers and the resulting factors like empowerment and the job performance has also been provided in this section. The conceptual composition of the study has been explained with the help of the following diagrammatic representation.

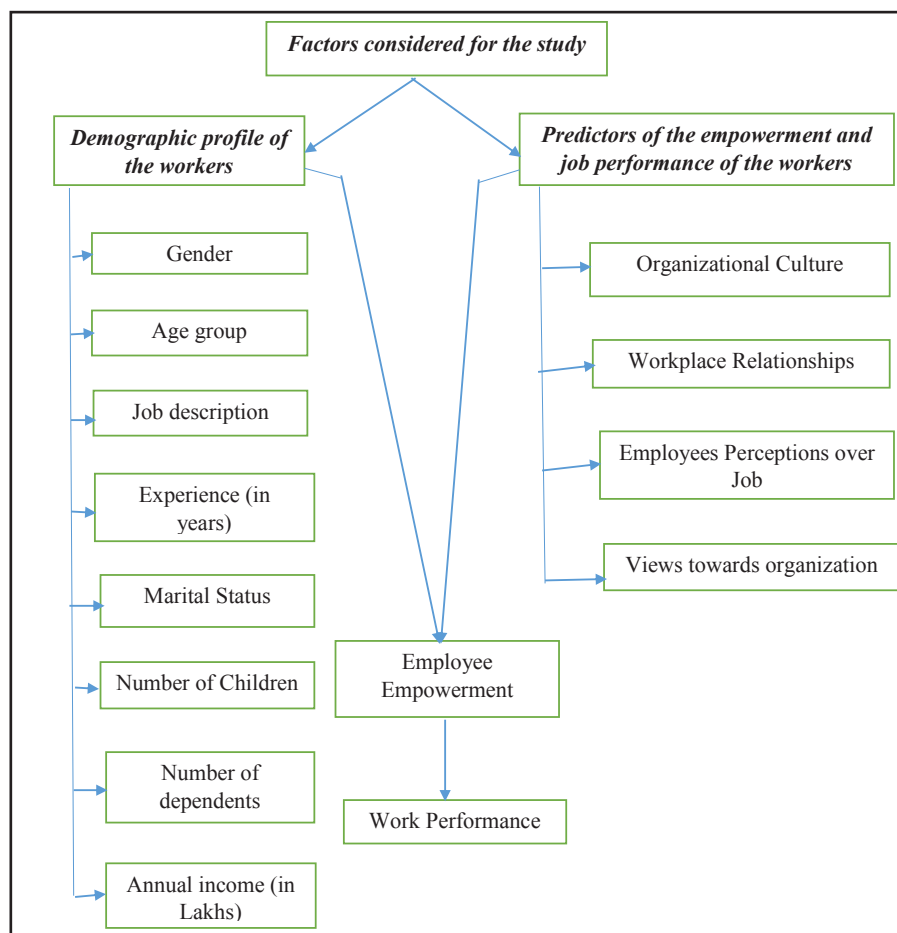


Fig. 1: Conceptualization of the Study

Job Description, Influencers, Empowerment and Performance of the Professionals

Since, the study involves the sample settings from banking and the healthcare workers of the service industry, then it becomes necessary to identify their level of empowerment and the occupational performance among them. So, for this purpose the following hypothesis has been framed for the study

H01: Level of empowerment and the Work performance among the healthcare and banking professionals are not same.

Predictors of the Empowerment and Work Performance of the Employees

Prior to finding out the relationship between the influencers and the resulting constructs such as empowerment and the performance of the workers, it becomes mandatory to measure the relationship among the influencers namely organizational culture, workplace relationships, employees perceptions over job and views towards the organization. For this purpose, the following hypothesis has been framed.

Ha2: There is a significant connections among the predictors of the empowerment and the work performance.

Organizational Culture, Empowerment and Performance of the Workers

Organizational culture consists of the support, policies, environment and other activities that are prevailing in the organization. Such organizational culture has a significant association with the empowerment of the workers (Hassan et al., 2015; Zarandi et al., 2018; Vanani & Sadfari, 2017). In turn, this organizational culture even leads to the improved performance of the workers (Ojo, 2018; Wambugu, 2014). Even the dimensions of the organizational culture i.e., the involvement on the job has a stronger connection with that of their work performance (Jiddah et al., 2016). Since, there are also chances of getting different results i.e., the organizational culture has no significant relationship with that of the empowerment and the work performance of the employees. As this relationship is subject to change from employees to employees depending upon various circumstances, the following hypothesis has been framed.

H03: Organizational culture has no significant relationship with the empowerment and job performance.

Organizational culture has been measured using five items in a five-point likert scale on the self-administered questionnaire. In this study, it includes the items such as the value for the words of the employees working in an organization, happiness with the current role, supportive actions from the organization and participative decision making process.

Workplace Relationships, Empowerment and Performance of the Employees

The workplace relationships refers to that relationships that exists among the co-workers, peers, superiors, subordinates and with the management by the employees working in an organization. Proper workplace relationships i.e., the trust among the personnel has a positive relationship with the empowerment of the employees (Bashir et al., 2012). This workplace relationships has a significant association with the job performance of the workers (Min & Yong, 2014). Since, these relationships are also subject to change, to test the same in this research, the hypothesis has been framed below.

Ha4: Workplace relationships is significantly associated with the empowerment and the work performance.

Workplace relationships is measured using five items drafted on a five point scale via a self-designed questionnaire. In this study, the workplace relationships consists of items with regard to the supportive peers, relationships, with the superiors, co-workers and decision making process.

Employees' Perceptions Over Job, Empowerment and Performance of the Workers

Employees may have their very own ideas towards their present occupation. Such ideas may be either positive or even negative thoughts or ideas over the profession. Positive aspirations over the job paves way for the better work life balance among the workers (Pandur, 2017). In turn, this makes the workers to have better concentration on the work and improves the empowerment and the performance of the personnel. Since, this relationship may necessarily would not be the same and as there are only studies with the focus on the employees' perceptions over the work and their work life balance, there is no investigations concentrating on the direct relationship between the employees' perceptions over the job with that of the empowerment and the work performance of the workers. So, for achieving this research gap, this connection is studied through the following hypothesis.

H05: Employees' perceptions over job has no significant link between the empowerment and the job performance.

This employees' perceptions over work has been measured through five point scale through five items in a structured questionnaire. In this study, the employees' perceptions over the work is measured through the items such as the work

life balance due to the job, professional commitment and decision making process.

Views Towards the Organization, Empowerment and Professional Performance of the Employees

Employees' views towards the organization refers to the workers thoughts about their organization. Positive views of the organization has a stronger impact on the empowerment and the performance of the workers. While the negative

ideas on the organization has a lesser or even no effect on the work performance of the employees. As no studies has been identified with regard to this relationship, to fulfil this gap in the investigation, the following hypothesis has been formed to investigate the same.

Ha6: Views towards the organization has a significant affiliation with the empowerment and the performance of the workers.

Cronbach's Alpha Scale of Validity and Reliability

Table 3: Reliability Analysis and Descriptive Statistics for the Study Factors

No	Statements	Reliability Analysis	Mean	Standard deviation
Determinants of Employee Empowerment and Work Performance Organizational Culture				
1.	Appreciation is received for my opinions in the organization.	.774	4.4444	.96259
2.	Due to the professional support, I could easily achieve my work targets.	.772	4.1200	.88580
3.	Professional role deliver extreme pleasure to me.	.774	4.2311	.98648
4.	Management helps me in achieving the work targets.	.773	3.8667	.92099
5.	Participative management upgrades my job productivity.	.773	3.9733	.98162
Workplace Relationships				
6.	Co-workers are helpful in completion of my workload.	.773	3.8533	1.11435
7.	Organizational independence is provided to me for accomplishing the tasks.	.769	3.6622	1.06555
8.	Without the help of my peers, I could not have completed the tougher works that has been assigned to me by the organization.	.771	3.6978	1.10891
9.	Workload of mine is shared among all the employees in an organization.	.762	3.6933	1.07288
10.	Everyone in the workplace appreciates my decision making skills at the time of emergencies.	.770	3.8533	1.13814
Employees perceptions over job				
11.	Work family stability leads to peaceful work.	.772	3.7644	1.15441
12.	Occupational empowerment ends up in the stable work life balance.	.772	3.6089	1.15647
13.	Profession and family balance improves the professional performance.	.772	3.6667	1.17640
14.	Occupational commitment increases because of stable work life steadiness.	.776	3.8133	1.14205
15.	Absence of professional and personal life equity hinders the decision making process.	.769	3.7911	1.12039
Views towards the organization				
16.	Professional gratification is enhanced due to the occupational autonomy.	.773	3.9156	1.15224
17.	I am contented with my management decision making abilities.	.770	3.8222	1.07920
18.	Increased professional productivity via empowerment ends up in occupational consummation.	.774	3.8756	1.10299
19.	Enhanced occupational family symmetry improves the work contentment level.	.772	3.8933	1.08034
20.	Occupational consummation rises the proper decisions taken by me.	.773	3.8133	1.09005
Dependent factors Work Performance				
21.	Professional productivity rises my freedom on the job.	.771	3.9600	1.09103
22.	Surplus freedom distresses the professional output of mine.	.772	3.8756	1.04479
23.	Poor support from the management is the major cause for reduced professional performance.	.774	3.8622	1.04951
24.	Helpful Co-workers upgrades my professional performance.	.774	3.7956	1.12717
25.	Supportive superior increases my work performance.	.772	3.9600	1.11931

No	Statements	Reliability Analysis	Mean	Standard deviation
Employee Empowerment				
26.	Management delegated certain powers to achieve the tasks properly.	.774	3.9778	1.01526
27.	Organization gives professional freedom for me in making certain decisions.	.776	3.8844	1.05432
28.	I am proud for the being assigned with certain powers at work.	.774	3.7778	1.09969
29.	Top management considers my opinions.	.774	3.8533	1.11034
30.	Powers in the organization increases the professional performance.	.778	3.8622	1.15868

Source: Primary data

The above table describes the reliability analysis and the descriptive statistics for the study factors. Considering the reliability analysis of the study factors, among the factors inducing both the empowerment and the work performance of the professionals, organizational culture has the cronbach's alpha of .770 coefficients (OC1=.774, OC2=.772, OC3=.774, OC4=.773, OC5=.773), then workplace relationships has the cronbach's alpha value of .764 coefficients (WPR6=.773, WPR7=.769, WPR8=.771, WPR9=.762, WPR10=.770), EPOJ has .765 coefficients (EPOJ11=.772, EPOJ12=.772, EPOJ13=.772, EPOJ14=.776, EPOJ15=.779) and the views towards the organization has .767 coefficients (VTO16=.773, VTO17=.770, VTO18=.774, VTO19=.772, VTO20=.773). As far as the resulting constructs are considered, WP has a reliability value of .767 coefficients (WP21=.771, WP22=.772, WP23=.774, WP24=.774, WP25=.772) and the EE has a reliability value of .770 coefficients (EE26=.774, EE27=.776, EE28=.774, EE29=.774, EE30=.778). *Based on the standardized coefficients, 0.788 is the cronbach's alpha value of reliability and validity for the study items.* As the cronbach's value of reliability is above 0.007 which is an acceptable reliability, the questionnaire is considered to be valid and reliable for the further study.

Followed by the reliability analysis, considering the descriptive statistics i.e., the mean and standard deviation of the study factors and initially taking into account, the determinants of the empowerment and the job performance of the employees, *organizational culture has the highest value of 4.1271 mean* with the items such as OC1 highest mean of 4.444, then OC3=4.2311, OC2=4.1200, OC5=3.9733, OC4=3.8667, then the views towards the organization has the stronger value of over 3.8640 mean with the highest mean of VTO16=3.9156 mean, then VTO19=3.8933, VTO18=3.8756, VTO17=3.8222 and VTO20=3.8133, then the workplace relationships has the 3.7520 mean with a mean score of WPR6, WPR10 at 3.8533 mean scores each, WPR8=3.6978, WPR9=3.6933 and WPR7= 3.6622 and the employees' perceptions over job has the 3.7289 mean with EPOJ14=3.8133, EPOJ15=3.7911, EPOJ11=3.7644, EPOJ13=3.6667 and EPOJ12=3.6081. Considering the resulting factor i.e., the WP has over 3.8907 mean with its items' mean values of 3.9600 mean values each for WP21 and WP25, then the WP22=3.8756 mean, WP23=3.8622 and WP24=3.7956 and the EE has the 3.8711 mean with the EE26=3.9778, EE27=3.8844, EE30=3.8622, EE29=3.8533 and EE28=3.7778.

Table 4: Frequency Distribution of the Personal Profile of the Workers

Demographic factors	Frequency	Percentage
Gender of the workers		
Male	156	69%
Female	71	31%
Total	225	100%
Age group in years		
Upto 30 years	36	16.00%
31-40 years	48	21.33%
41-50 years	65	28.89%
Above 50 years	76	33.78%
Total	225	100.00%
Job description		
Banking professionals	110	48.89%
Healthcare workers	115	51.11%
Total	225	100.00%
Experience in years		

Below 10 years	79	35.11%
10-15 years	86	38.22%
Above 15 years	60	26.67%
Total	225	100.00%
Marital Status		
Married	178	79.11%
Unmarried	47	20.89%
Total	225	100.00%
Number of Children		
No Children	47	20.89%
One	65	28.89%
Two	78	34.67%
Three and above	35	15.56%
Total	225	100.00%
Number of Dependents		
Upto 2 dependents	94	41.78%
3-4 dependents	78	34.67%
Above 4 dependents	53	23.56%
Total	225	100.00%
Annual income in lakhs		
Upto 4 lakhs	120	53.33%
Above 4-8 lakhs	79	35.11%
Above 8 lakhs	26	11.56%
Total	225	100.00%

Source: Primary data

The above table 4 describes the demographic profile of the respondents. Considering the gender of the workers, 156 employees (69%) are male and 71 professionals (31%) are females. As far as the age group of the professionals are considered, 36 employees (16.00%) are aged upto 30 years, 48 workers (21.33%) are aged from 31-40 years, 65 professionals (28.89%) are aged from 41-50 years and 76 respondents (33.78%) are aged above 50 years. Taking the work description of the interviewees into account, 110 workers (48.89%) are banking professionals and 115 employees (51.11%) are healthcare workers. Concerning with the work experience in years, 79 professionals (35.11%) are experienced below 10 years, 86 workers (38.22%) are experienced from 10-15 years and 60 employees (26.67%) are experienced above 15 years. Further considering the marital status of the personnel, 178 employees (79.11%) are married and 47 workers (20.89%) are unmarried. Considering the number of children construct into account,

47 workers each (20.89%) are having no children, 65 professionals (28.89%) are having one children each, then 78 bread winners (34.67%) reported that they are having two children each and 35 workers (15.56%) are having upto three and above children. Taking the number of dependents construct into account, 94 professionals (41.78%) are having upto 2 dependents each, 78 workers (34.67%) are having 3-4 dependents each and 53 employees (23.56%) are having above 4 dependents each. Considering the annual income (in lakhs), 120 employees (53.33%) are earning upto Rs. 4,00,000 each, 79 professionals (35.11%) are earning income from Rs. 4,00,000 to Rs. 8,00,000 per annum and the 26 workers (11.56%) reported their annual income is above Rs. 8,00,000 per annum.

H01: Level of empowerment and the Work performance among the healthcare and banking professionals are not same.

Table 5: Mann-Whitney U test for the Relationship of the Empowerment and Performance level Among the Hospitality and Banking Employees

Study factors	Mean Ranks		Sum of Ranks		Mann-Whitney U Test	p value
	Banking professionals	Hospitality professionals	Banking professionals	Hospitality professionals		
Organizational Culture (OC)	118.08	107.30	14051.00	11374.00	5703.000	.211
Workplace Relationships (WPR)	124.83	99.72	14854.50	10570.50	4899.500	.004**
Employees perceptions over job (EPOJ)	122.51	102.32	14579.00	10846.00	5175.000	.019*
Views towards the organization (VTO)	119.14	106.10	14178.00	11247.00	5576.000	.131
Work Performance (WP)	120.44	104.65	14332.00	11093.00	5422.000	.068
Employee Empowerment (EE)	120.16	104.96	14299.50	11125.50	5454.500	.079

Source: Primary data

** Significant at 1% level.

* Significant at 5% level.

The above table describes the Mann-Whitney U test for measuring the relationship of the empowerment and the performance among the banking and the healthcare workers. As the p values of the study factors such as organizational culture, views towards the organization, work performance and the employee empowerment are greater than 0.005, the null hypothesis is accepted at 5% level. *So, it could be inferred that there are not same level of organizational culture, views towards the organization, work performance and the empowerment among the healthcare and the banking professionals at 5% significance level.* Since the p value of workplace relationship is less than 0.001, the null hypothesis is rejected. *Therefore, it has been concluded that there is a same level of workplace relationships among the healthcare and the banking professionals at 1% level.* The p value of employees' perceptions of job is lesser than 0.05%, the null

hypothesis is rejected at 5% level. *Hence, it is concluded that there is a same level of employees' perceptions over job among the healthcare and the banking professionals at 5% level.*

Depending upon the mean score, *it has been identified that the banking professionals has more level of empowerment at 120.44 mean and the work performance at 120.16 mean than that of the hospitality employees with a 104.65 mean towards the EE and 104.96 mean for the WP.* This is because the influencers of the EE and WP among the banking professionals is higher i.e., OC=118.08, WPR=124.83, EPOJ=122.51 and VTO=119.14 than the healthcare workers i.e., OC=107.30, WPR=99.72, EPOJ=102.32, VTO=106.10.

Ha²: There is a significant connections among the predictors of the empowerment and the work performance.

Table 6: Pearson Inter-correlation Among the Predictors of Empowerment and Performance

Influencers		Organizational Culture	Workplace Relationships	Employees Perceptions over Job	Views towards the Organization
Organizational Culture (OC)	Correlation Coefficients		.736**	.650**	.700**
	Significance		.000	.000	.000
Workplace Relationships(WPR)	Correlation Coefficients	.736**		.707**	.613**
	Significance	.000		.000	.000
Employees Perceptions Over Job (EPOJ)	Correlation Coefficients	.650**	.707**		.676**
	Significance	.000	.000		.000
Views towards the organization (VTO)	Correlation Coefficients	.700**	.613**	.676**	
	Significance	.000	.000	.000	

Source: Primary data

** Significant at 1% level.

The above table describes the Pearson inter-correlation among the predictors of empowerment and the work performance. OC has a moderate positive correlation with WPR at .736 coefficients and there is a significant relationship between the OC and the WPR at 1% level of significance. Such OC has a moderate positive correlation with the EPOJ at .650 coefficients and it has a significant connection with the EPOJ. .700 is the correlation coefficients among the OC and VTO and there is a significant link between the OC and VTO at 1% level. WPR has a moderate and positive relationship

with EPOJ at .707 coefficients and with VTO at .613 coefficients and it has been found that there is a significant association among the WPR, EPOJ and the VTO at 1% level of significance. EPOJ has a significant relationship with the VTO at .676 coefficients and there is a significant link between the EPOJ and VTO at 1% level. Through these, it could be concluded that *there is a significant connection among the predictors of empowerment such as OC, WPR, EPOJ and VTO at 1% level.*

Table 7: Pearson Correlation Among the Predictors and with that of the Resulting Factors Such as Empowerment and the Performance

Influencers		Employee Empowerment	Work Performance
Organizational Culture (OC)	Correlation Coefficients	.776**	.755**
	Significance	.000	.000
Workplace Relationships(WPR)	Correlation Coefficients	.742**	.774**
	Significance	.000	.000
Employees Perceptions Over Job (EPOJ)	Correlation Coefficients	.699**	.688**
	Significance	.000	.000
Views towards the organization (VTO)	Correlation Coefficients	.714**	.708**
	Significance	.000	.000

Source: Primary data

** Significant at 1% level.

The above table describes the Pearson correlation among the determinants namely Organizational Culture (OC), Workplace Relationships (WPR), Employees Perceptions over Job (EPOJ) and Views towards the organization (VTO) and the resulting factors such as empowerment (EE) and the work performance (WP).

H0³: Organizational culture has no significant relationship with the empowerment and job performance

Among the influencing factors, OC has a strong positive correlation with the EE and the WP of the employees at .776 and .775 coefficients respectively. As the P values of EE and WP i.e., 0.000 coefficients each, which is lesser than 0.001, the null hypothesis is rejected at 1% level. *Henceforth, it could be stated that OC has a significant relationship with EE and WP at 1% level of significance.*

Ha⁴: Workplace relationships is significantly associated with the empowerment and the work performance

WPR has a moderate positive association with EE at .742 coefficients and with WP at .774 coefficients. Since, the p values of EE and WP are 0.000, and as it is lesser than 0.001, the alternate hypothesis is supported at 1% level. **So, it could**

be highlighted that WPR is significantly associated with the EE and WP.

H0⁵: Employees' perceptions over job has no significant link between the empowerment and the job performance.

EPOJ has a moderate positive link with EE at .699 coefficients and with WP at .688 coefficients. As the p values among the EE and the WP are 0.000, and as it is lower than 0.001, the null hypothesis is rejected at 1% level. *Hence, it could be inferred that EPOJ is significantly linked with the EE and the WP.*

Ha⁶: Views towards the organization has a significant affiliation with the empowerment and the performance of the workers.

VTO has a moderate optimistic relationship with the EE at .714 coefficients and .708 coefficients. As the p values of EE and WP are 0.000, which is lesser than 0.001, the alternate hypothesis is accepted at 1% level. *Hence, it could be concluded that VTO has a significant affiliation with the EE and WP of the employees.*

Table 8: Multiple Regression Analysis Among the Predictors, Empowerment and Work Performance

Influencers	Unstandardized Coefficients		Standard Error of B		Standardized Coefficients		t value		p value	
	EE	WP	EE	WP	EE	WP	EE	WP	EE	WP
Empowerment/ Work Performance (Constant factors)	1.161	9.061	.861	.504			1.349	17.981	.179	.000**
Organizational Culture (X1)	.522	.251	.060	.035	.500	.406	8.730	7.175	.000**	.000**
Workplace Relationships (X2)	.413	.311	.063	.037	.374	.475	6.537	8.392	.000**	.000**
Employees Perceptions over Job (X3)	.392	.224	.057	.034	.400	.385	6.900	.385	.000**	.000**
Views towards the Organization (X4)	.480	.287	.063	.038	.443	.447	7.660	.447	.000**	.000**

Source: Primary data

Firstly taking the .816 is the multiple R value and it displays a positive relationship between the predicting factors and the empowerment. The R square value is .772 and it is significant at 1% level as the p value (0.000) is less than .001. Equation which is framed for the multiple regression analysis is as under

$$Y=1.161+.522X1+.413X2+.392X3+.480X4$$

There is a positive relationship between the OC and EE i.e., the EE rises with every single unit rise in the OC of the workers at 52.2% and it is significant at 1% level of significance. WPR and the EE also has an optimistic association with one another, thus denoting the EE rises for every per unit increase in the WPR of the employees at 41.3% and they are significant at 1% level. EPOJ and the EE are constructively related among themselves and this projects that the EE increases with an per unit improvement in the EPOJ at 39.2% and they are significant at 1% level. VTO and the EE are affirmatively associated with one another and this displays that the EE rises with an single unit increment in the VTO at 48% and they are significant at 1% level.

Based upon the standardized coefficients, *OC is considered to be the most inducing factor of the EE* at .500 coefficients, then VTO at .443 coefficients, EPOJ at .400 coefficients and WPR at .374 coefficients. OC is considered to be the better influencer because the organizational policies are supportive for the workers to work hard and being empowered in the profession.

Next, considering the construct i.e., .821 is the multiple R value and this projects that the influencing factors has a stronger and a positive relationship with that of the WP of the workers. The R square value resulted to .763 coefficients and it is significant at 1% level as the p value is lesser than 0.001. The multiple regression equation is framed below as follows

$$Y=9.061+.251X1+.311X2+.224X3+.287X4$$

Optimistic relationship exists between the OC and WP, stating that the WP goes up with an improvement in the every unit at 25.1%, then it is also stated that it is significant

at 1% level. Positive association prevails amid the WPR and WP and this shows that the WP of the workers goes up with an increment in the each and every unit at 31.1% at 1% level of significance. Constructive link presents in between the EPOJ and WP showing that the WP rises with a single unit improvement in the EPOJ around 22.4% at 1% significance level. Affirmative connection conquers among the VTO and WP link by projecting that the WP goes up with every unit rise in the VTO with 28.7% at 1% significance level.

Depending upon the standardized coefficients, *WPR is the most influencing constructs of the WP* at .475 coefficients, then the VTO at .447 coefficients, OC at .406 coefficients and EPOJ at .385 coefficients. WPR is the most influencing factor because, as all the employees are working in such an organization where there exists the concept of job sharing and it is being applied in practice, it becomes easier for all the respondents to work as a team and also to develop close friendships among every employees in an organization. This paves way for the better WP.

FINDINGS AND CONCLUSIONS

The study found that there is a significant relationship among the predictors of the empowerment and the work performance within themselves of the employees. It has also been found that the determinants such as OC, WPR, EPOJ and VTO are having a significant relationship with that of the resulting constructs like EE and WP. Among the predictors of EE, it has been identified that OC is the most influencing factor of the EE and within the influencers of WP, it has been revealed that WPR is the highly inducing construct of WP. The study also found that the banking professionals has better level of empowerment and performance amid them than the healthcare workers at 1% level of significance.

Hospitality workers are found to be less empowered and having reduced performance on their work because they are working for more hours than that of the banking professionals. In addition to this, the employees also reported that they are working in rotational shifts and have to work even on holidays in case of the emergencies. Henceforth,

it makes them to have a reduced concentration over other activities and ultimately results in the work family conflict, In turn such work family conflict ends up in the reduced concentration over the work ends up in less chances of empowerment on the job and the reduced performance of the occupation.

This work family conflict of the workers could be reduced through making the employees to have a better organizational policies. The frequent rotational shifts among the workers could be reduced from one week to one month for having a smooth switch over towards the next work schedule and to plan accordingly and meet the personal demands of the family and achieve it. In addition to this, the work family conflict of the workers could be further reduced through providing for free treatment towards the dependents of the hospitality employees on their own hospital i.e., their workplace. By doing so, the work life conflict of the hospitality employees reduces.

This reduced conflict in turn leads to better organizational culture, improved workplace relationships, positive thoughts about the job among the workers and favourable views towards the organization makes the employees to be more committed and have more concentration on their work. This paves way for the improved chances of the empowerment and leads to have increased chances of professional performance among the employees. By providing the improved work performance of the hospitality workers ends up in the speedy recovery in the patient's health and paves way for their better life.

SCOPE FOR FURTHER RESEARCH

In this study, the empowerment and the work performance of the workers employed in the service industry alone has been considered. This might be further extended into a comparative study by investigating the empowerment and the professional performance of the other profit oriented industries. Through this comparative interrogation, the complete level of empowerment and job performance of the each and every industry workers could be easily ascertained.

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