

Demographics, Empowerment and Job Performance

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ABSTRACT

Employee empowerment and the work performance are induced by certain constructs such as job related workplace cultures, place of work relationships, and workers' observations over employment and opinions regarding organization. Main object of the study is to identify the affiliation amid study constructs and the organizational constructs mentioned above. Age, gender, professional description, experience (in years), matrimonial position, number of dependents, number of children and annual income (in lakhs) were individual specific features taken up in the present study. Data has been collected from over 225 banking & hospitality workers in Puducherry. To achieve the main goal of the study, one-way ANOVA is used. Study found the workers aged above 50 years with more than 4 dependents and earning lesser income of below Rs.4 lakhs per annum with no children and those with less than 10 years of experience are having lesser empowerment and work performance. Suggestions such as proper counselling, grievance redressal by the organization and rise in monetary benefits are provided for enhancing empowerment and professional performance of the workers.

Keywords: *Employee Empowerment, Work Performance, Demographics, Banking Workers, Hospitality Workers*

INTRODUCTION

Professional performance of the workers are influenced by many factors. But, the most recent and innovative factor that induces such job-related performance is their empowerment. Workers' Empowerment possesses a constructive and the momentous association with occupational outcomes

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(Muhammad Arslan & Rashid Zaman, 2014; Ozgur Devrim Yilmaz, 2015, Stephen N. M Nzuve & Mwangi Pauline Njambi, 2015, Sumardi, Hr., & Wibowo, 2015) i.e., the empowerment rises with the increase in the performance of the employees working in an organization. Such relationship has already studied by many authors and researchers such as those done by Nuray Tetik (2016), Mohammad Vali Nazari Ali Abadi and Mehrdad Goudarzvand Chegini (2013), Ferit Olcer, (2015), Chun-Fang Chiang and Tsung-Sheng Hsieh (2012), and many more. On the other hand, there are also certain studies which focuses on the influencers of these both factors i.e., empowerment and work performance namely those done by Lydiah Wairimu Wambugu (2014) and Li Min and Su Yong (2014). There are also some studies which focus on the association between the demographics and the empowerment (Arpita Baijal, 2013; Manisha Jindal & Niraj Gupta, 2016; Rateb J. Sweis et al., 2013; and many more) and also among the personal factors and with that of the empowerment (Gyanti Thakur, 2017; Valentin Konya et al., 2016; Ugwu, Cyprian, I. & Ugwu, Mercy, E., 2017 and many more). But, there are no such studies which studies about the relationship between the influencers of both the empowerment and in turn the work performance with that of the demographics of the interviewees. For this purpose, and for achieving this potential gap in the research, this work is being conducted.

REVIEW OF EARLIER STUDIES

Murat Hancer and R. Thomas George (2003) discovered that the young aged male and part-time wait staffs have significant empowerment as linked to others at 1% level of significance. D. Rajasekar et al. (2017) revealed the constructs such as age, gender and occupational tenure has a significant relationship with that of the empowerment of the workers. Surekha Rana & Vandana Singh (2016) explored the constructs like age, educational qualifications and experience have a significant association with that of the empowerment of the workers. P. Rajkumar & G. Bhuvaneshwari (2016) identified that gender has a significant connection with that of the employee empowerment.

Manisha Jindal and Niraj Gupta (2016) exposed that middle-aged employees have more level of empowerment than the young and old aged workers. Ugwu, Cyprian. I. and Ugwu, Mercy, E. (2017) revealed that the constructs like age, education, and experience and job position are significantly related with the work performance of the employees in an

organization. Banjo Hassan and Olufemi Ogunkoya (2017) opened up that the marital status and occupational tenure shows a predictive part in the job-related outcome among the workers. Hayrol Azril Mohamed Shaffril and Jegak Uli (2010) opened up that age, experience and salary are significantly and positively associated with the job performance of the employees.

Mohsin Bashir et al. (2011) discovered that the constructs such as rank and type of job tenure mediated the relationship among the job performance system of management and work contentment. Sanusi L. Sa'adatu (2013) explored that there is a noteworthy difference among the age and the professional productivity of the employees. Muhammad Amjad Saleem and Muhammad Imran (2014) found that the highly educated and married young academic males has a positive and major consequence on the job productivity amongst employees. Emmanuel Ufuophu-Biri and ChuxGervase Iwu (2014) identified that there is no significant link among the gender, job motivation and work performance of the employees. Adedeji J. Ogunleye and Damilola A. Osekita (2016) found no significant differences among the gender and the performance of the workers at their job.

K. Krishnam Raju and Sweta Banerjee (2017) opened up that if the work description of the employees are not clear, then there would be poor work performance among the employees. Michael A. McDaniel et al. (1988) exposed that duration of work experience (years) and work complexity mediated the relationship among the work experience and the job performance of the employees. Lekha Padmanabhan and R. Magesh (2016) explored that, an important change among the matrimonial position and the occupational outputs of the working individuals. Clifton Green et al. (2009) found a momentous change amid gender and the performance of the workforces.

OBJECTIVE OF THE STUDY

The major objective of this study is to identify the relationship between the influencing factors of both enablement of powers to workers through empowering them and their productivity on the work with that of the demographic characteristics of the workers employed in banks and the healthcare industry in Puducherry. The ancillary objective of the study is to offer further suggestions and recommendations in improving the empowerment chances of the workers and to rise their professional performance.

Gap in the Research

Since many studies on empowerment are being conducted viz`-a`-viz` Sun-Young Kim and Sergio Fernandez (2017), Anne Nederveen Pieterse et al. (2010), P. Jaya Kumar and A. Ananda Kumar (2017), Jalal Hanaysha (2016) and Jean-Sebastien Boudrias et al. (2009) and on the other hand, the work performance of the employees are investigated alone by researchers such as those done by Onne Janssen & Nico W. Van Yperen (2004), Rashid Saeed et al. (2013), Margaret Kulola Gitongu and William Kingi (2016) and many more. But, they failed to study to relationship between the demographics factors and the influencers of both the employee empowerment and the profession related performance.

METHODOLOGY ADOPTED IN THE STUDY

Sampling Methods

The study adopted convenience sampling data collection technique. Convenience sampling also known as the opportunity sampling method is a non-probability sampling technique, mainly due to the existence of the advantages in this method such as low cost and lesser time consumption. This method of sampling technique has been adopted due to its overall benefit of selecting the samples as per the convenient of the researchers.

Since, in this study, the samples are selected from the settings like banks and healthcare industry, most of the respondents are not in the position of responding to the study as everyone feels unsecured with regard to providing confidential information regarding their personal and professional life and other related information. For this purpose, the researcher has adopted the convenience sampling technique for obtaining the responses from those workers who expressed their acceptance to be a part of the present study.

The convenience sampling has been used in this present study mainly for those purposes where the entire sample settings are located nearby to the researcher and the density of the population are quite larger in size which becomes difficult to measure (IlkerEtiken et al., 2016). In this study, as there is non-availability of the clear cut data with regard to the entire population of the sample settings and due to the time constraint as well as

to grab the advantage of the sampling method, the convenience sampling method has been adopted for the study.

Sampling Materials

The data for the study has been collected through the questionnaire. Questionnaire is self-administered and structured in the form of three parts namely demographic profile with all the factors having open ended items, then the factors influencing the empowerment and work performance with four factors having five items each and the resulting factors section with the constructs like employees' empowerment and the work performance measured with five items each which is measured in a five-point scale.

Sample Region

Puducherry has been selected as the sample for the study mainly due to the existence of numerous advantages for the city. The Puducherry is a Union Territory which was once administered by French India, is allowed to make their own laws in specific matters subject to the approval of the central government or even directly from the Honourable President of India as per the Treaty of Cession, 1956 (Wikipedia, n.d.). On the other hand, among the seven union territories, the two union territories in India alone have obtained the partial statehood one is Delhi, capital of our country which has enough of attractions, while the other is Puducherry region. Partial statehood is nothing but having an elected legislative assembly and a cabinet of ministers similar to all other Indian states.

On the other hand, the city being a part of former French India, it has a mix of both the French and Indian citizens and such enriched Indo-French culture is spread across the workforces of the state. The city is one of the best tourist attractions in the country such as Auroville, Aurobindo Ashram, Rock beach, French architectures and alike. Apart from this, the city has is also considered to be one of the spot for the medical tourists as the city has centrally funded medical hospitals, research institutes and better private hospitals. Medical tourists from various places of the nearby states visit various hospitals of the city for medical purposes. In addition to these, the city also has numerous religious attractions such as temples and alike. Irrespective of these attractions, Puducherry is mainly known for its Indo-French culture and the mix of French and Indian citizens and

so, in order to grab this advantage, the researcher has adopted, Puducherry city as the sample region for this study.

Sample Settings

The performance of the employees working in all sectors plays a significant role in their firms' productivity and overall performance as a whole, while it should be even higher for those workers employed in the service industries. The performance towards the work should be higher mainly because to cater the needs of their clients as per their requirements.

In this study, in the case of banking industry, the banker should perform his works in a speedy and in an accurate manner in order to meet the requirements of their customers and in practice, as nearly half of the regular customers of the banks are semi-literates and illiterates they are unaware of the common banking rules and regulations. They mainly approach the banks for the purpose of monthly pensions for senior citizens, for re-payment of loans in case of the borrowers regarding their small businesses, jewel loans and alike, and even in cases they may also approach banks for obtaining loans, for the purpose of funds transfer to meet the emergency times and other exigencies. So, therefore, to cater the needs of these customers, the banker has to perform their work with utmost care.

In case of the hospitality sector, as stated earlier, the study area is a hub for the hospitals for those peoples located in the nearby areas. As hospitals were a place which always requires special attention to the patients admitted and approaching it for their treatments, the employees of such hospitality industry should deliver their work with utmost patience, care and attention and also without any compromise in the quality.

From these it is very clear that both the banks and hospitals requires a smoother and a speedy performance of the work with better quality by their employees to cater the needs of the customers in case of banks and the patients in case of hospitals respectively. Such better performance of the work is possible through the empowerment of the workers on their work. So, for this purpose the empowerment and performance of the workers employed in the banks and the hospitals are selected as the samples for the study.

Sample Size

A total of 225 respondents are selected as the samples for the study and such 225 sample size comprises of over 119 banking professionals which

contributes about 52.89% of the total sample size and 106 healthcare workers with 47.11% of the final sample size of the study. These data for the study are collected from those employees working in banks and the hospitals located in Puducherry region of Puducherry U.T.

Tools Applied

Collected data are analysed through reliability analysis for assessing the consistency and rationality of the instruments (i.e., the questionnaires) adopted for study, descriptive statistics like mean and standard deviation, one-way ANOVA for identifying the relationship between the demographic profile and the influencers of the EE and WP.

Process Followed in the Study

Study factors are initially identified through the extensive review of literature and the research gap found through it, then followed by the collected data are analysed using the statistical tools as mentioned above as per the objectives of the study. Further based upon the findings of the study, the suggestions offered to improve the chances of empowerment and the further enhancement of work performance of the employees.

Factors Considered for the Study

Demographic factors considered for the study includes the factors such as age group, experience, number of children, number of dependents and annual income, the factors influencing the employee empowerment (EE) and work performance includes the factors such as organizational culture (OC), workplace relationships (WPR), employees' perceptions over job (EPOJ) and the workers' views towards the organization (VTO) and the resulting factors includes employee empowerment (EE) and work performance (WP).

Hypothesis Framed for the Study

Depending upon on the objectives of the study that is in order to assess the relationship among the demographic factors, influencing constructs and the resulting factors like employee empowerment and work performance, the following hypotheses has been identified.

H_0^1 : Age group has no significant difference with the study factors.

H_0^2 : There are no momentous connexion amongst the years of experience and the study factors.

H_0^3 : Number of children has no significant link with that of the study constructs.

H_0^4 : There remains no noteworthy rapport amid the amount of dependent relatives and the study factors.

H_0^5 : Yearly earnings is definitely not having any kind of momentous liaison with that of study constructs.

The procedure adopted for framing the above mentioned hypothesis has been provided below through the relationship exists among the demographics, influencing factors, employee empowerment and work performance.

DRAWBACKS

Since, the investigation is restricted to over 225 respondents with the banking and the healthcare professionals in Puducherry with over 4 influencers of both the empowerment and the job performance. Hence, if there is change in the sample size, with different sample settings and with different number of inducers then there may be various chances of the obtaining different results.

Demographic Profile of the Respondents

The demographic profile of the interviewees in this study has been categorized into sexual category, age, experience (in years), professional description, matrimonial position, number of children, number of dependents and yearly income (in lakhs). Firstly, gender of the workers, it has been categorized into male and female. The age group of the employees are further categorized into upto 30 years, 31 to 40 years, 41 to 50 years & remaining above 50 years. The work description of the employees includes banking professionals and healthcare employees. Experience of the workers includes the ranges from lower than 10 years, above 10-15 years and greater than 15 years. Matrimonial position is further classified into married and unmarried, the number of children is divided into those with no children, one children, two Children and those with three and above children. The number of dependents ranges includes upto 2 children, 3-4 children and those with above 4 children. Considering the annual income (in lakhs), the income ranges are categorized into those earning below 4 lakhs, 4-8 lakhs and above 8 lakhs.

Influencing Factors of the Empowerment and Work Performance

The study has the influencing factors of both the empowerment and the work performance such as organizational culture, workplace relationships, employees' views towards the organization and workers' perceptions over job. The theoretical base of such influencing factors has been provided in order to make an easier understanding for the stakeholders of this research.

Organizational Culture

The term organizational culture refers to the work practices, the rules and ethics followed at work by the employees in their organization. In short, it is nothing but the policies exists in the organization. In this study, this factor concentrates on the focus of the employees such as role of management in supporting the worker in their work, whether the voice of the employees are being valued by the organization and alike. Mainly it is framed with the object of identifying the ways it has influence over the empowerment of the workers and in turn on their professional performance. Organizational culture is measured through the five items on the questionnaire in a five point likert scale.

Workplace Relationships

Workplace relationships factor states about the level/type of relationships that exist among the workers in the workplace. Such workplace relationships would be in the form of superior-subordinate relationships or vice versa, peer relationships, co-workers and alike. It also even deals with the relationships between the workers and the management. The workplace relationships construct is measured through the items like the supportive colleagues and organizational environment in terms of sharing the tasks in the job, autonomy at work and alike. All these items are formed with a view of inducing the empowerment and the performance of the employees and it has over five statements in the instrument on a five-point likert scale.

Employees' Views Towards the Job

Employees may have either positive or negative ideas towards their job and it may be due to the variety of reasons employees' lack of interest on the job, work culture prevails in the organization and similar other causes. The common understanding is that the positive ideas towards the occupation leads to the enhanced chances of empowerment and in turn the

work performance and vice versa. This factor is also measured through five items in a five-point likert scale.

Employees' Views Towards the Organization

Similar to the employees' views towards the job is same as that of the workers' views towards the organization, it has a positive as well as the negative effect on the empowerment and the performance of the employees. This factor consists of the study items such as participative decision making, professional autonomy of the employees and alike. These items are designed in such a way as it affects the workers' empowerment and their work related performance. Such construct consists of over five items which is measured in a five-point scale.

RESULTING FACTORS

Based upon the above-mentioned influencing factors, the level of the major factors (i.e., the resulting factors) of the study namely employee empowerment and the professional performance.

Employee Empowerment

The workers' empowerment refers to the chances of adding up additional powers lays down to the employees. In the present study, the employees reported that the higher empowerment would be caused due to the factors such as performing quality works, enhanced decision making and alike. It has been designed in such a way it consists of five items in terms of five point scale.

Work Performance

Work performance is measured through the productivity of employees in terms of output produced and quality of work done by them in the work. Such professional performance of the workers is caused due to the factors like organizational support, supportive peers and alike. It consists of five items that is measured in the five-point likert scale.

Demographics, Empowerment and Job Performance of the Workers

Demographic profile of the workers has a certain level of the association amongst the demographics, empowerment and the occupational outcomes of the working individuals. Such relationship varies from as per the personal

factors and based upon the circumstances, it changes among the workers. Such relationship as per the personal factors adopted in this study and their relationship with the influencers (of both EE and WP), empowerment and the job performance has been provided below as follows.

Age Group, Influencers, Empowerment and Work Performance

Age group has a determination of the empowerment & in turn the work performance of the employees. This age group initially affects the influencers of both the EE and WP and then the resulting factors i.e., the EE and the WP. Firstly, considering the influencers, managerial values (OC) has a momentous connection with the elderly aged workers (Tarek A. El. Badawy et al., 2017). This age group has a significant relationship with the EE (Surekha Rana & Vandana Singh, 2016) and in turn even with the work performance of the employees. In certain cases, this age group has no significant relationship between the EE (P. Rajkumar & G. Bhuvanewari, 2016) and in turn the job performance of the employees (R. Darwin Joseph, 2014). Since, among the influencers of both the empowerment and the performance of the employees, the research is carried out by past researchers on organizational culture factor and on the other hand, this results of this relationship among the age group, EE and WP as mentioned above which is as per the previous researches, it is subject to change on various circumstances. Henceforth, for the purpose of testing the relationship between the other influencers and among the EE and WP with that of the age group, the following hypothesis has been framed.

H_0^1 : Age group has no significant difference with the study factors.

The age group has been studied by categorizing into different segments for the purpose of having segmental identification of the level of empowerment and the work performance. Such age group includes those aged upto 30 years, 31 to 40 years, 41 to 50 years & remaining above 50 years.

Experience, Influencers, Empowerment and Work Performance

Experience is also a major determinant of the empowerment and also the job performance of the workers. Such experience has a direct and a significant relationship with the empowerment (Murat Hancer & R. Thomas George, 2003) and also with the performance of the personnel working in an organization (Michael A. McDaniel et al., 1988). There are also chances to have a different results showing the negative relationship

among the experience, empowerment and the work performance of the employees. Since there are no studies has been identified with the aim of investigating the relationship between the influencers (of both EE and WP) and the experience. So, in order to identify this relationship along with that of the empowerment and the profession related outputs, the following hypothesis has been discovered for the study.

H_0^2 : *There are no momentous connexion amongst the years of experience and the study factors.*

For the purpose of the analysis, the experience is classified into different ranges such as lower than 10 years, above 10-15 years and greater than 15 years.

Number of Children, Predictors, Empowerment and the Job Performance

Similar to the age group and experience, the number of children is also an important predictor of the empowerment and job-related outcome of the working individuals. The common idea that exists among the workers, is that with more number of children there would be low level of concentration on the work and in turn, less chances of being empowered on the job and this leads to reduced work performance of the employees in an organization. Henceforth, for testing such relationship among the employees, the following hypothesis has been framed for the study.

H_0^3 : *Number of children has no significant link with that of the study constructs.*

Number of children has been categorized into four ranges mainly for the purpose of the analysis and interpretation in the study. They are those with no children, the workers having one children, two children, and three and above children.

Number of Dependents, Stimulators, Empowerment and Work Performance

Number of dependents induces the chances and the level of empowerment and the occupational performance of the employees. Organizational culture varies significantly among the working professionals based on their number of dependents (R. Kalavathi & R. Anand, 2017). More the number of dependents, lower would be the chances of empowerment (KifleTefamariam Sebhatu, 2015). This, in turn, results in the reduced work performance among the employees. So, for testing this same relationship in the study the following hypothesis is framed.

H_0^4 : *There remains no noteworthy rapport amid the amount of dependent relatives and the study factors.*

Number of dependents is divided into upto 2 dependents, 3-4 dependents and above 4 dependents.

Annual Income, Forecasters, Empowerment and Professional Performance

Annual income of the workers decides the empowerment chances and the work outcomes of the working individuals employed in an organization. Such annual income of the workers has a significant relationship on the managerial principles (Haluk Tanriverdi et al., 2016). Such annual income level has lower impact on the empowerment (Manisha Jindal & Niraj Gupta, 2016) and significant and upward trend towards the work performance of the employees (Hendra Gunawan & Rezki Amalia, 2015). To test this relationship among the banking and the healthcare professionals, the following hypothesis has been framed.

H_0^5 : *Yearly earnings is definitely not having any kind of momentous liaison with that of study constructs.*

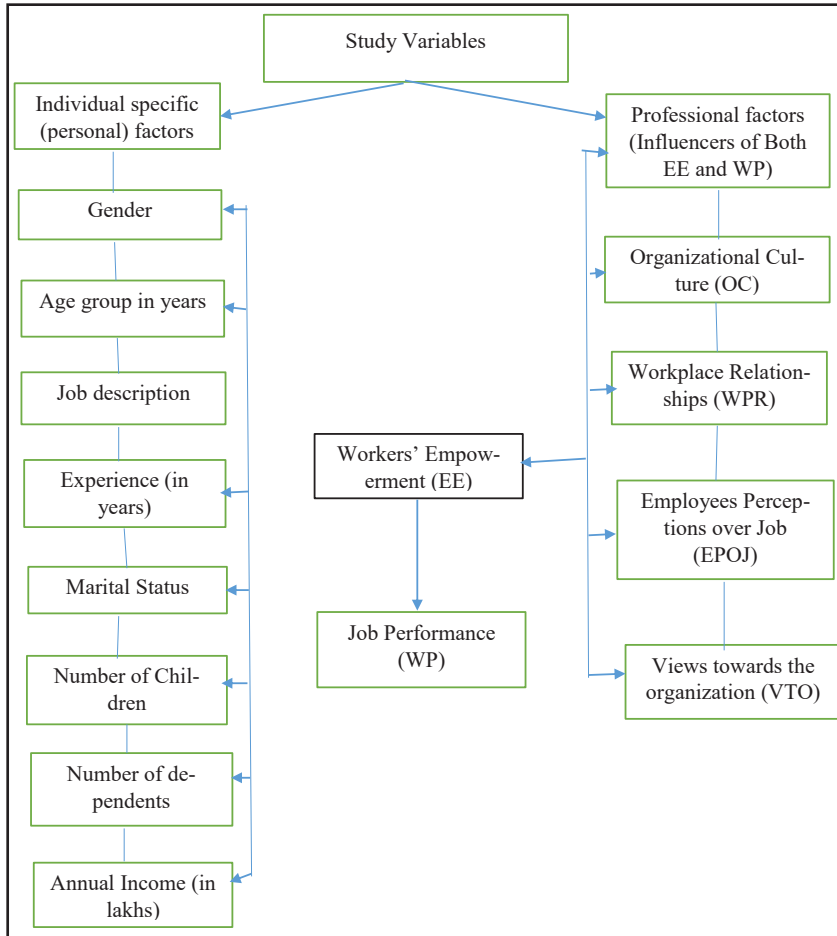
Annual income of the workers has been classified into those earning below Rs.4 lakhs, Rs.4 to - Rs.8 lakhs and more than Rs.8 lakhs.

RESEARCH CONCEPTUALIZATION

The theoretical outline of the investigation is presented in the form of the diagrammatic illustration. This conceptual framework explains the relationship between the demographics and the influencers of both the empowerment and the occupational productivity amid workers.

The below-mentioned figure has been framed due to the reason mainly for the purpose of explaining the relationship between the demographics, influencing factors and the resulting constructs considered for the study. In order to explain the process and the ideology followed in the implementation of this above-mentioned relationship, the following diagram has been illustrated.

Through the following diagram it is very clear that that the personal constructs significantly affects the influencers i.e., the demographic factors like age, experience, number of children and annual income towards the influencing factors namely organizational culture, workplace relationships, employees' perceptions over job and views towards the organization and in turn the empowerment of the workers and finally towards the performance of the employees.



Source: Author's own compilation

Fig. 1: Conceptual Framework of the Study

DATA ANALYSIS AND INTERPRETATION

Table 1: Reliability Analysis and Descriptive Statistics of the Study Factors

Sr. No.	Statements	Cronbach's Alpha	Mean	S.D.
Organizational Culture (OC)				
1.	Company considers my opinion in important decisions.	.776	4.453	.949
2.	Management supports me in all works.	.773	4.120	.886
3.	Present job role gives me happiness.	.775	4.236	.979
4.	My office is supportive for all my actions.	.774	3.880	.916
5.	My organizational policies rises my work performance through participative decision making process.	.774	3.991	.964
Workplace Relationships (WPR)				
6.	Supportive peers is very much helpful for me in decision making.	.774	3.844	1.129
7.	Superior given proper work autonomy to me.	.770	3.649	1.068
8.	Support extended by my co-workers makes me to complete the tasks easily.	.772	3.698	1.109
9.	Job sharing opportunities prevails in my organization.	.764	3.707	1.070
10.	Superiors, peers and co-workers encourages and appreciates my decisions.	.771	3.862	1.139
Employees' Perceptions Over Job (EPOJ)				
11.	My profession is helpful in improving the work life balance.	.773	3.756	1.153
12.	Workplace empowerment makes me to have proper work life balance.	.773	3.609	1.156

Sr. No.	Statements	Cronbach's Alpha	Mean	S.D.
13.	Stability on the profession and the personal life rises my work performance.	.772	3.667	1.176
14.	Higher amount of work life balance provides more professional commitment.	.767	3.818	1.137
15.	Absence of work life balance distresses decision making process.	.771	3.800	1.122
Views Towards the Organization (VTO)				
16.	Work autonomy rises increases my professional contentment.	.774	3.907	1.152
17.	I am gratified with my management's decision making process.	.771	3.827	1.082
18.	Increased job performance due to the empowerment, paves way for work consummation.	.775	3.871	1.100
19.	Increased work life balance leads to the work contentment.	.772	3.880	1.085
20.	Proper decisions on the work leads to have a satisfied job.	.774	3.804	1.088
Employee Empowerment (EE)				
21.	My office management delegated certain additional powers to me for achieving the tasks in quality within time bound.	.775	3.973	1.017
22.	My organization provides me proper work autonomy in making decisions.	.777	3.884	1.054
23.	Being empowered on job gives makes me more proud.	.775	3.782	1.094
24.	Business organization agree to take my decisions.	.775	3.862	1.111
25.	Decision making powers allotted me, leads to better job performance.	.779	3.956	1.163
Work Performance (WP)				
26.	Job performance progresses the occupational freedom of mine.	.772	3.947	1.097

Sr. No.	Statements	Cronbach's Alpha	Mean	S.D.
27.	Excess freedom affects my job performance.	.774	3.871	1.046
28.	Poor professional performance is the result of the absence of organizational support.	.775	3.871	1.051
29.	Helpful peers enhances the job performance.	.776	3.800	1.122
30.	Understanding superior upgrades my work performance	.773	3.956	1.117

Source: Primary data

Table 1 displays the reliability & validity analysis and the descriptive information for the variables (study). Considering the reliability analysis and initially considering the organizational culture factor, the cronbach's alpha value of OC1=.776, OC2=.773, OC3=.775, OC4=.774 and OC5=.774. The reliability analysis of the five items of the workplace relationships includes WPR6=.774, WPR7=.770, WPR8=.772, WPR9=.764 and WPR10=.771. While the reliability analysis for the five items of the employees' perceptions over job consists of EPOJ11=.773, EPOJ12=.773, EPOJ13=.772, EPOJ14=.767 and EPOJ15=.771. Reliability analysis of the views towards the organizations includes VTO16=.774, VTO17=.771, VTO18=.775, VTO19=.772 and VTO20=.774. The reliability and validity analysis of the employee empowerment includes EE21=.775, EE22=.777, EE23=.775, EE24=.775 and the EE25=.779 and that of the work performance are WP26=.772, WP27=.774, WP28=.775, WP29=.776 and WP30=.773.

As an average, the reliability analysis for the every variables as a whole are as follows. OC=.772, WPR=.765, EPOJ=.766, VTO=.768, EE=.771 and WP=.768. The overall reliability analysis based on the standardized items of 30, it is .789. Since, all the reliability analysis values are above 0.7, the instrument considered for the collection of the data is valid and reliable for the further analysis.

As stated by the earlier researchers in their studies like those done by the authors and the researcher such as Paul Kline (2000) and Jum C. Nunnally (1967) has clearly stated that the cronbach's alpha coefficient values that are above 0.7 are only considered to be acceptable and satisfactory measure to establish a proper internal reliability. The research

works of such Paul Kline (2000) and Jum C. Nunnally (1967) is being highlighted, supported and cited in the works of the authors namely Eleni Andreou., et al. (2011) and Graeme J. Taylor., et al. (2003).

Taking into account, the descriptive statistics into account, as an outcome of the mean values, among the organizational culture factor it has been found that the company considers the opinion of the workers item has a higher mean of 4.453 values, followed by it, the happiness prevailing in the present organization has 4.236 mean, then the supportive management for all the works has 4.120 mean, organizational policies improving the participative decision-making process at 3.991 mean and the organizational support for the actions of the workers at 3.880 mean. Followed by it, taking into account the workplace relationships (WPR) factor, the appreciation among the superiors, co-workers and the peers has a highest mean score of 3.862 mean, then the peers support for decision making at 3.844 mean, then the existence of job sharing opportunities at 3.707 mean, then the extended co-workers at 3.698 mean and the job autonomy to the superior has 3.649 mean.

Among the employees' perceptions over job, based upon the mean score, higher work life balance results in the occupational commitment has 3.818 mean, then the absence of the work life balance affecting the decision-making process has 3.800 mean, job leads to the work life balance factors have 3.756 mean, then the work life balance rising the job performance has 3.667 mean and the workplace empowerment resulting in proper work life balance has 3.609 mean. Considering the views towards the organization factor, work autonomy rising the job satisfaction has 3.907 mean, improved work life balance ends in job satisfaction has 3.880 mean, then the increased occupational performance has better work contentment has over 3.871 mean, contentment with the decision making process of the management has 3.827 mean and proper decisions leads to the contented job at 3.804 mean.

Considering the employee empowerment factor, empowerment on the job helps in achieving the quality work within time frame has 3.973 mean, proper decision making ends up in proper work performance at 3.956 mean, then the job autonomy in improving the decisions has 3.884 mean, the business organization agreed to take the decisions at 3.862 mean and the job empowerment makes me prouder at 3.782 mean. As far as the work performance of the employees are concerned, understanding superior has 3.956 mean, work performance has the professional job freedom has 3.947 mean, then excess freedom affecting the work freedom and such professional performance would be poor due to the absence of proper

organizational support has 3.871 mean each and helpful peers improving the occupational performance has over 3.800 mean.

On an average, the mean score for the variables are provided as follows. Among the influencers of both the EE and WP, OC has a highest mean score of 19.39 mean, then the opinions regarding the business (VTO) has 18.40 mean, followed by it workplace relationships has 17.74 mean and the employees' perceptions over job has 17.16 mean. Then as a resulting factor, work performance has 19.44 mean and the employee empowerment has 18.62 mean.

Table 2: Frequency Distribution Among the Personal Profile of the Workers

Personal Variables	Rate of Recurrence	Proportion
Sexual Category		
Male workers	127	56.4%
Female working individuals	98	43.6%
Age		
till 30 years	28	12.4%
From 31 to 40 years	110	48.9%
From 41 to 50 years	60	26.7%
More than 50 years	27	12.0%
Annual Income (In Lakhs)		
Below 4 lakhs	34	15.1%
4-8 lakhs	102	45.3%
Above 8 lakhs	89	39.6%
Professional Description		
Banking industry workers	119	52.9%
Hospitality workers	106	47.1%
Number of Dependents		
Upto 2 dependents	71	31.6%
3-4 dependents	124	55.1%
Above 4 dependents	30	13.3%
Professional Experience (In Years)		
Lower than 10 years	68	30.2%
More than 10 to 15 years	125	55.6%
Greater than 15 years	32	14.2%

Personal Variables	Rate of Recurrence	Proportion
Number of Children		
No Children	78	34.7%
One	52	23.1%
Two	83	36.9%
Three and above	12	5.3%
Marital Status		
Wedded	162	72.0%
Unwedded	63	28.0%

Source: Primary data

The above Table 2 describes the rate of recurrence of the personal features among of the workers. Considering the gender, male workers are 127 (56.4%) in number, while 98 employees (43.6%) were female. Age of the employees were considered, 28 employed professionals (12.4%) were aged upto 30 years, 110 employees (48.9%) are aged from 31-40 years, and 60 workers (26.7%) are aged from 41-50 years while 27 professionals are aged above 50 years (27%). Professional description of the working individuals is the next factor and in such factor, 119 respondents (52.9%) are banking professionals and 106 workers (47.1%) are hospitality employees. Next, the experience is taken up into account, 68 employees (30.2%) are experienced below 10 years, 125 personnel (55.6%) are experienced from more than 10 to 15 years and 32 employees (14.2%) are qualified above 15 years. Taking the marital status into account, 162 employees (72.0%) are married and 63 personnel (28.0%) are unmarried.

Considering the number of children into account, 78 employees (34.7%) are having no children each, 52 workers (23.1%) are having one children each, 83 respondents (36.9%) has two children each and 12 interviewees (5.3%) has three and above children each. Taking the number of dependents into account, 71 workers (31.6%) has upto 2 dependents, 124 employees (55.1%) are having 3-4 dependents each and 30 personnel (13.3%) has above 4 dependents each. As far as the annual income (in lakhs) are considered, 34 workers (15.1%) are earning an annual income of below Rs.4 lakhs, 102 employees (45.3%) earns Rs.4 - Rs.8 lakhs as annual income and 89 personnel (39.6%) are earning income above Rs.8 lakhs.

H_0^1 : Age group has no significant difference with the study factors.

Table 3: One Way ANOVA for the Momentous Variance Amongst the Age and the Study Constructs

Factors	Age Group				F Value	p Value
	Upto 30 Years	31-40 Years	41-50 Years	Above 50 Years		
Organizational Culture	19.43 ^b (5.54)	19.74 ^b (5.35)	20.12 ^b (5.10)	16.30 ^a (7.11)	3.288	.022*
Workplace Relationships	16.89 ^{ab} (5.27)	18.02 ^b (5.16)	18.78 ^b (4.95)	15.15 ^a (6.18)	3.333	.020*
Employee Perceptions Over Job	16.75 ^a (6.17)	17.35 ^{ab} (5.73)	17.98 ^b (5.79)	15.04 ^a (7.02)	1.600	.190
Views Towards the Organization	18.29 ^{ab} (5.52)	18.15 ^{ab} (5.31)	19.83 ^b (4.75)	16.30 ^a (6.59)	2.895	.036*
Work Performance	19.00 ^b (3.28)	19.72 ^b (2.91)	20.05 ^b (3.14)	17.44 ^a (5.49)	4.109	.007**
Employee Empowerment	18.25 ^{ab} (5.65)	18.65 ^{ab} (5.61)	19.78 ^b (5.37)	16.26 ^a (7.63)	2.312	.077

Source: Primary data

Note 1. Different alphabets includes significant around 5% via DMRT.

2. ** indicates 1% significance.

3. * indicates 5% significance.

The above 3 describes one-way ANOVA for significant difference between the age group and study constructs. As the p values of the influencing factors such as OC (.022), WPR (.020) and VTO (.036) are lesser than 0.05, hypothesis is rejected at 5% level of significance. So, it has been concluded that the age group has a significant relationship with that of the OC, WPR and VTO at 5% level. The p value of EPOJ (.190) is more than 0.05, so, the hypothesis is accepted at 5% significance. Henceforth, it is highlighted that EPOJ has no significant association with the EPOJ at 5%. Since, the p value of WP (.007) is lesser than 0.01, the null hypothesis is rejected at 1% level of significance. Therefore, it has been discovered that age group has a significant affiliation with the WP. As, p value of EE (.077) is greater than .05%, the hypothesis is rejected at 5%. Henceforth, it has been revealed, that age group has no significant relationship with the EE.

In the above table, the alphabets in between the variables denotes the Duncan's multiple range tests (DMRT) which is used for identifying the particular differences among particular pairs of mean values. In this Table 3, the difference among the particular groups of mean values of the organizational factors with that of the age group has been identified.

On the basis of DMRT, it has been identified that, workers in the categories of, upto 30 years of age, 31-40 years of age, and 41-50 years are significantly differed with the employees aged above 50 years with regard to the study factors like organizational culture and work performance. There is no significant difference among the respondents aged upto 30 years, 31-40 years and 41-50 years with regard of the organizational culture and work performance at 5% level of significance.

Workers with categories of upto 30 years and 31-40 years are having a significant difference with the employees aged 41-50 years and above 50 years of age in terms of the study factors like views towards the organization and employee empowerment. But there is no such significant difference among the workers upto 30 years of age and 31-40 years of age at 5% significance level with regard to the views of the organization and the employee empowerment.

The study found that the respondents aged 31-40 years, 41-50 years has a significant difference with that of those employees aged upto 30 years and with above 50 years of age regarding workplace relationships factor. There is no such significant difference among those workers aged 31-40 years and 41-50 years at 5% level of significance with respect of the workplace relationships.

The study also found that the workers aged upto 30 years and those with above 50 years of age category has a significant difference with those aged 31-40 years and from 41 to 50 years in terms of employees perceptions over job factor. But, there is no such significant difference among the employees aged from 31 to 40 years and above 41-50 years over 5% significance regarding the workers' perceptions on job.

H_0^2 : *There are no momentous connexion amongst the years of experience and the study factors.*

Table 4: One Way ANOVA for Momentous Variance Amongst Years of Experience and Study Constructs

Factors	Experience (in Years)			F Value	p Value
	Below 10 Years	10-15 Years	Above 15 Years		
Organizational Culture	18.90 ^a (6.38)	19.26 ^a (5.39)	20.91 ^a (4.67)	1.459	.235
Workplace Relationships	17.37 ^a (5.79)	17.28 ^a (5.35)	20.31 ^b (3.16)	4.498	.012*
Employee Perceptions Over Job	16.63 ^a (6.22)	16.66 ^a (6.15)	20.28 ^b (3.52)	5.242	.006**
Views Towards the Organization	18.47 ^a (5.65)	17.77 ^a (5.44)	20.69 ^b (4.31)	3.784	.024*
Work Performance	18.57 ^a (4.18)	19.51 ^a (3.15)	21.03 ^b (2.49)	5.691	.004**
Employee Empowerment	18.12 ^a (6.32)	18.10 ^a (5.99)	21.69 ^b (2.92)	5.278	.006**

Source: Primary data

Note 1. Different alphabets includes significant around 5% via DMRT.

2. ** indicates 1% significance.

3. * indicates 5% significance.

Table 4 shows one way ANOVA for the significant difference between years of experience and the study constructs. As the p values of workers' views over profession, job related performance and professional empowerment are lesser than 0.01%, hypothesis is disallowed at 1% level. Henceforth, it could be stated that, a momentous variance amongst the experience and with worker's observations regarding profession, occupational outcomes and the empowerment over 1%. Since, the p values of the workplace relationships and views towards the organization are lesser than 0.05%, hypothesis is disallowed at 5%. Therefore, it could be inferred, a noteworthy variance among the experience & with that of the workplace relationships and views towards the organization at 5% significance. As the p assessment of organizational culture is more than 0.05, hypothesis is recognized over 5%. So, it has been identified that the

experience and the organizational culture are not significantly related with one another.

As per DMRT, it has been found, no important change amid the workers with experience of lower than 10 years, more than 10 to 15 years and greater than 15 years over 5% for managerial culture. It has also been identified that the employees experienced with below 10 years and from 10-15 years has a significant difference with those above 15 years at 5% level, but no noteworthy variance among those experienced with below 10 years and 10-15 years with respect to place of work relationships, and workers' observations over employment and opinions regarding organization, job related productivity and empowerment of the employees.

H_0^3 : Number of children has no significant link with that of the study constructs.

Table 5: One Way ANOVA for the Noteworthy Variance Amongst the Number of Children and Study Constructs

Factors	Number of Children				F Value	p Value
	No Children	One	Two	Three and Above		
Organizational Culture	17.95 ^a (6.60)	19.30 ^a (4.98)	20.52 ^a (5.07)	20.50 ^a (3.90)	3.024	.030*
Workplace Relationships	16.81 ^a (5.82)	17.57 ^a (5.11)	18.50 ^a (5.14)	18.75 ^a (3.74)	1.506	.214
Employee Perceptions Over Job	16.47 ^a (6.34)	16.34 ^a (6.21)	17.95 ^a (5.69)	19.42 ^a (3.90)	1.744	.159
Views Towards the Organization	17.82 ^a (5.84)	18.15 ^a (5.38)	18.84 ^a (5.30)	19.83 ^a (3.74)	.777	.508
Work Performance	18.66 ^a (4.25)	19.57 ^a (3.01)	19.97 ^a (3.05)	20.00 ^a (2.41)	2.033	.110
Employee Empowerment	17.70 ^a (6.48)	18.62 ^a (5.75)	19.21 ^a (5.53)	20.00 ^a (4.73)	1.110	.346

Source: Primary data

Note 1. Different alphabets includes significant around 5% via DMRT.

2. ** indicates 1% significance.

3. * indicates 5% significance.

Table 5 denotes, one-way ANOVA for momentous variance between number of children and the study constructs. Since the p assessments of

organizational culture are lesser than 0.05%, hypothesis is disallowed over 5%. Henceforth, it could be inferred that a weighty variance amongst the number of children and the organizational culture over 5%. As, the p assessments of place of work relationships, and workers' observations over employment and opinions regarding organization, job related productivity and empowerment of the employees are more than 0.05, hypothesis is recognized at 5%. So, it is concluded, the number of children has no significant relationship with the place of work relationships, and workers' observations over employment and opinions regarding organization, job related productivity and empowerment of the employees. Depending upon DMRT, the study identified that respondents with different number of children has no significant difference with the study constructs over 5%. H_0^4 : There is not at all momentous affinity amongst the dependents and study constructs.

Table 6: One Way ANOVA for the Significant Rapport Between the Number of Dependents and the Study Factors

Factors	Number of Dependents			F Value	p Value
	Upto 2	3-4	Above 4		
Organizational Culture	20.17 ^b (5.09)	19.79 ^b (5.10)	15.87 ^a (7.54)	7.252	.001**
Workplace Relationships	18.82 ^b (5.26)	17.85 ^b (4.80)	14.70 ^a (6.51)	6.684	.002**
Employee Perceptions over Job	17.79 ^b (5.80)	17.60 ^b (5.53)	13.90 ^a (7.31)	5.365	.005**
Views Towards the Organization	19.03 ^b (4.80)	18.77 ^b (5.12)	15.33 ^a (7.04)	5.792	.004**
Work Performance	20.51 ^b (2.96)	19.48 ^b (2.75)	16.77 ^a (5.51)	13.519	.000**
Employee Empowerment	20.25 ^b (5.00)	18.67 ^b (5.37)	14.53 ^a (7.78)	10.869	.000**

Source: Primary data

Note 1. Different alphabets includes significant around 5% via DMRT.

2. ** indicates 1% significance.

3. * indicates 5% significance.

Table 6 describes the ANOVA for the significant difference between the number of dependents and the study factors. As the p values of the

study factors are lower over 0.01%, the hypothesis is disallowed over 1% significance. Henceforth, it could be stated, a significant relationship amongst the number of dependents and the study factors. On the basis of DMRT, workers having upto 4 dependents are significantly differed with those having above 4 dependents, and no such momentous variance amongst those having up to 2 and 3-4 dependents with respect to the study constructs at 5% level of significance.

H_0^5 : Yearly Revenue has not any noteworthy connection with the study constructs.

Table 7: One Way ANOVA for the Significant Relationship Among the Annual Income and the Study Constructs

Factors	Annual Income			F Value	p Value
	Below Rs. 4 Lakhs	Rs.4-8 Lakhs	Above Rs.8 Lakhs		
Organizational Culture	15.82 ^a (7.14)	19.29 ^b (5.42)	20.85 ^b (4.55)	10.699	.000**
Workplace Relationships	14.56 ^a (6.71)	18.00 ^b (4.90)	18.65 ^b (4.80)	7.948	.000**
Employee Perceptions Over Job	14.00 ^a (7.55)	16.87 ^b (5.96)	18.71 ^b (4.78)	8.332	.000**
Views Towards the Organization	15.50 ^a (6.33)	18.65 ^b (5.09)	19.21 ^b (5.13)	6.232	.002**
Work Performance	17.12 ^a (5.49)	19.57 ^b (2.76)	20.19 ^b (2.87)	10.503	.000**
Employee Empowerment	15.18 ^a (7.53)	18.80 ^b (5.66)	19.72 ^b (4.92)	7.892	.000**

Source: Primary data

Note 1. Different alphabets includes significant around 5% via DMRT.

2. ** indicates 1% significance.

3. * indicates 5% significance.

The Table 7 projects, one way ANOVA for significant relationship among the annual income and the study constructs. Since, the p values of the study constructs are lower than 0.01, hypothesis is disallowed over 1%. Henceforth, it could be stated that nomomentous connection among the annual income and study constructs over 1%. On the basis of DMRT, it has been discovered that a momentous variance amongst the respondents earning annual income of below Rs.4 lakhs and with that of

those earning from Rs.4 to Rs.8 lakhs and above Rs.8 lakhs, but there is no such significant difference among those earning Rs.4 to 8 lakhs and above Rs.8 lakhs per annum with respect of the study constructs at 5% level of significance.

KEY RESULTS OF THE RESEARCH

The major findings of the study is that, the investigation has an overall acceptable value of reliability analysis at around .789 values. Based on the mean scores, among the influencers of both the professional empowerment and job related performance and for first influencer organizational culture the most influencing factor is that the company values the opinion of their employees, then the workplace relationships are induced by the appreciation received by the superiors, co-workers and the subordinates has the highest mean, then the employees perceptions over job is influenced by the item higher work life balance ends up in the professional commitment and the views towards the organization has the highest mean due to the work autonomy rising the work performance item. Taking the resulting factors into account, the employee empowerment is highly influenced by the work empowerment leading to the completion of the work in quality time and the work performance is influenced by the understanding superior item. Among the variable wise mean score of the influencers, the organizational culture has the uppermost mean value of 19.39 and the mean scores of the resulting factors i.e., the EE is 19.44 mean and the WP has 18.39 mean.

Age group has a significant relationship with that of the organizational culture, workplace relationships, opinions to the business and the labour performance. While, age group has no such significant association with the employee opinions towards job and workers' empowerment. Experience has a significant difference with the place of work relationships, wage earner insights over occupation, opinions to the business, wage earner's empowerment and labour performance. Experience possess not at all such significant difference with the managerial culture of the workforces. Number of children has a significant difference with the organizational culture of the employees. Number of children has no significant difference with the place of work relationships, workers' insights over occupation, opinions to the business, worker empowerment and the labour performance. Number of dependents and annual income has a significant difference with the study factors.

The study finally projected that the workers aged above 50 years, with below 10 years of experience, with no children, having above 4 dependents and earning less than Rs.4 lakhs per annum has low chances of being empowered on the job and as a result, they have a low level of performance on their work.

DISCUSSIONS AND RECOMMENDATIONS

The above findings has a surprise element among the personal profile i.e., while considering the age group the respondents aged above 50 years and the workers with the lower than experience over 10 years has less empowerment and as a result, there is poor work performance among the workers. In addition to this, those with no children, and with less annual income of below Rs.4 lakhs having to look after the more number of dependents which is above 4 as per this study makes the workers to have low concentration on the job and as a result, their commitment towards the work reduces and ultimately their empowerment chances reduces and the performances in the profession also goes down. Hence, it is the role of the organization to make the employees to have more concentration towards their profession.

The concentration of the workers aged above 50 years is affected mainly due to their heavy personal commitments of the workers such as taking care of the more number of dependents i.e., above 4 with low annual income of less than Rs.4 lakhs and on the other hand, they also have personal constraint as they have no children. These all could be reduced by the organization through providing proper allowances such as free medical expenditure to the dependents of the healthcare workers, while rising the amount of healthcare allowances for further looking after the dependents of the banking professionals, rising the other allowances and the monetary benefits and improving the salary for the deserving workers as per their experience through proper assessment. Proper counselling could be provided to the hospitality workers on their own hospitals for having no children and in the case of the banking professionals, the management should arrange annual medical camps through which the employees could make use of this things to have a solution for this issue.

Apart from these, the workers who are less experienced are having low concentration on the work due to the fact as they are in the entry and junior-mid level position in the organization they have more work pressure and low workplace relationships, so as a result, it is lesser in their cases.

So, the hospital management and the bank top board of management should provide necessary schemes such as paid vacations, team outing and increased bonus levels to reduce the work pressure of the employees. The organization should also arrange for grievance redressal meetings to ensure a smooth relationships among the workers. By doing so, the employees could concentrate on their work easily.

Hence, through the rise in the level of concentration on the work, the employees work committed and become loyalty towards the organization and in turn the organization would empower the workers with additional powers for taking certain decisions in the occupation within the professional description of the workforces. This rises the performance of the working individuals. Improved professional performance leads to better employee productivity and this in turn ends up in the improved service quality of the organizations. Since, the quality of work in the service sector arises, the standard of living of the people arises and ultimately ends up in the growth of the economy.

SCOPE FOR FURTHER RESEARCH

Since, the study focuses only on the hospitality and banking professionals of the service industry. It has to be further extended by concentrating on other sectors of the service industry which includes the employees of police, fire station, NGOs and other service sectors. By studying their empowerment and work performance, the service quality of the entire service sector could be studied easily.

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