

# Influence Of Differently Abled Employees' Empowerment On Job Performance

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**ABSTRACT;** *Employee empowerment allows individuals to discover and use their possible in helping them reach their goals. The reason why empowerment is successful in the corporate culture is where employees think of themselves as team members. The research tries to identify influence of differently abled employees' empowerment on job performance in Cuddalore district. Sample size of the research was 50 differently abled employees. The analysis identified that there is impact of dimensions of employees' empowerment such as self determination, workplace spirituality, and competence on job performance. It is discovered that there is influence of job performance on organizational performance. The analysis also identified that there is impact of dimensions of employees' empowerment such as self determination and workplace spirituality on organizational performance. Hence, it is concluded that the employers should enhance the performance of employees by executing the practice of empowerment. Creating mentally, healthy and safe atmosphere, they may also enhance the influence of empowerment in employees and develop empowerment.*

**Keywords:** *Organizational Culture, Training & Development, Differently Abled Employees' Empowerment, and Job Performance.*

## 1. INTRODUCTION

In today's competitive business environment, a large number of people are involved in the manufacturing and service sectors. In addition, there are numerous scenarios to detect growth in the manufacturing and service sectors. Therefore, current research is needed to focus on the empowerment of manufacturing and service sector employees. Employee empowerment allows individuals to discover and use their possible in helping them reach their goals. The reason why empowerment is successful in the corporate culture is where employees think of themselves as team members. Empowerment can be understood as a process of improving feelings of self-efficacy, both by identifying conditions that foster empowerment among organizational members, and by eliminating them by both informal techniques for providing performance information.

Empowerment arises when managers who share decision-making power and resources go to employees. Then the sense of entitlement and control over jobs increases. Empowered employees know that their jobs fit in to them. When told about how things are done, employees feel more responsible. When employees feel answerable, they show more proposals in their work. They do more work and enjoy more work. Hence, the research tries to identify the influence of differently abled employees' empowerment on job performance.

## **REVIEW OF LITERATURE**

Satheesh Kumar and Abdul Sajid (2019) revealed that empowered employee is more being satisfied with their job and it increases the performance of the employee in work.

Ipsita, et al. (2018) reviewed that the impact of employee empowerment on employee performance. The research identified that there is relationship between employee empowerment and employee performance.

Indranil Bose (2018) discovered that there is no relationship between the employee empowerment and employee performance in the present banking scenario.

Salome Muringa and Makori Moronge (2017) revealed that there is a positive relationship between structural empowerment and organizational performance. The research also identified that there is a positive correlation between psychological empowerment and organizational performance.

Miss Richa Aryan, et al. (2016) found that there is influence of factors of employee empowerment such as independent decision making and open communication on performances in the organization. The first factor 'communication empowerment is explained 25.90 percent and it comprises five factors such as input is solicited in planning changes, authority to correct problem, encouragement of open communication, and job gives sense of accomplishment.

Suresh and Abdul Jaleel (2015) discovered that there is a positive relationship between organizational performance and employee empowerment and as exposed by a positive 0.76 correlation coefficient between organizational performance and employee empowerment.

Amir Babak Marjani and Fatemeh Alizadeh (2014) discovered that there is relationship between sense of having choice right, self-efficacy sense, effective being sense, sense of trust in others, sense of meaningfulness of work, and performance.

Muhammad Arslan and Rashid Zaman (2014) discovered that positive impact of structural and psychological empowerment on job performance. Employees who sense structurally and psychologically empowered strongly forecast job performance.

Nail AHK Awamleh (2013) had investigated the enhancing employees' performance via empowerment. The analysis found that empowerment looks serious practical obstacles such as lack of awareness, insufficient top management support, absence of clear systems on methods and tools of empowerment and inadequate finances.

## **RESEARCH METHODOLOGY**

Descriptive research design has been used this research work. The descriptive research design attempts to explain the activities of the employees in relation to an exacting practice or ethnicity of meaning. Based on the recompense of descriptive research design, the author has used the descriptive research to establish the influence of differently abled employees' empowerment on job performance.

## **FRAMEWORK OF THE RESEARCH**

It was used to identify the influence of differently abled employees' empowerment on job performance. Here, the employee empowerment was considered as independent variable. Employee empowerment was classified into three groups such as self determination, workplace spirituality, and competence. Job performance was considered as mediator variable. Organizational performance was considered as outcome variable.

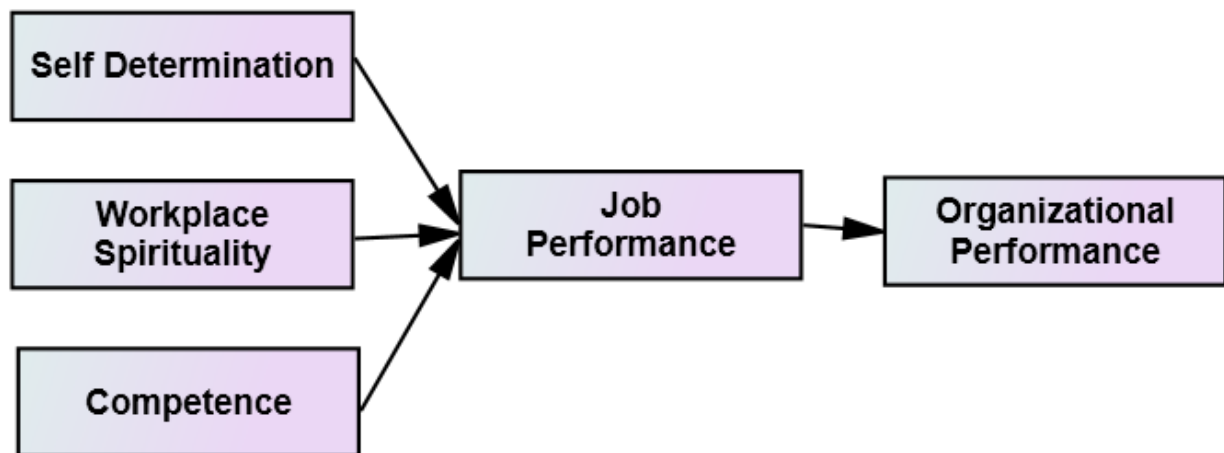


Figure 1: Framework of the Research

### OBJECTIVES OF THE STUDY

- To study the influence of dimensions of employees’ empowerment such as self determination, workplace spirituality, and competence on job performance.
- To know the influence of job performance on organizational performance.

### HYPOTHESES OF THE STUDY

- There is no influence of dimensions of employees’ empowerment such as self determination, workplace spirituality, and competence on job performance.
- There is no influence of job performance on organizational performance.
- There is no influence of dimensions of employees’ empowerment such as self determination and workplace spirituality on organizational performance.

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### QUESTIONNAIRE CONSTRUCTION

Table 1:  
 Reliability of the Research

S.No.	Variable	Reliability	Authors
1	Employees’ Empowerment <ul style="list-style-type: none"> <li>➤ Self Determination</li> <li>➤ Workplace Spirituality</li> <li>➤ Competence</li> </ul>	0.84	Naveen Dua and Singh, (2012)
2	Job Performance	0.87	Sarasvathy Munisamy, (2013)
3	Organizational Performance	0.90	Self Design

The standard tools were employed. For all the statements of the questionnaire construction the alpha was ranged from 0.84 to 90. This reliability value indicates that high reliability of the statements of the questionnaire.

### SAMPLING DESIGN

Cuddalore district has been selected for this research as area of sampling. Hence, there is a required to defend and expand the differently abled employees' empowerment. Sample size of the research was 50 differently abled employees. The sample comprises the employees of Cuddalore district of Tamilnadu. Sampling technique presents a range of techniques that allow decreasing the amount of data wanted to collect by believing only data from a subgroup pretty than all probable cases or rudiments. Convenience sampling technique of non-probability sampling method was followed to collect the primary data for the research.

### TOLL FOR DATA ANALYSIS

Path analysis was used for data analysis. It was used to identify the influence of differently abled employees' empowerment on job performance in Cuddalore district.

## 2. RESULTS AND DISCUSSION

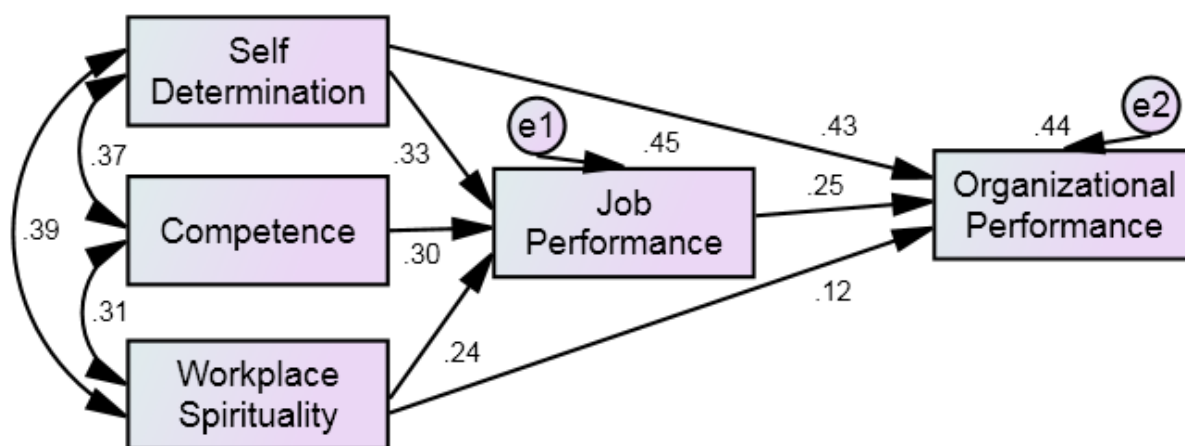


Figure 2:  
 Path analysis of identify the influence of differently abled employees' empowerment on job performance

From the model fit table, it is identified that the chi-square value was 0.183. The p value was 0.668, which was greater than 5%. The GFI and AGFI scores were larger than 0.90, which was suggested by Victor Charles and Velaudham (2020) and Premapriya, et al. (2016). The calculated CFI and NFI scores were larger than 0.90, which was suggested by Velaudham and Baskar (2015); Kantiah Alias Deepak and Velaudham (2019). It was also found that RMSEA and RMS values were less than 0.08, which was suggested by Deepak R. Kanthiah Alias, et al. (2019). The above pointers indicate that it was completely fit Velaudham and Baskar (2016) and Indra, Balaji and Velaudham (2020).

Table 2:  
 shows Model Fit Indication

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016)
Chi-Square	0.183	---

p	0.668	Greater than 0.050
GFI	1.000	Greater than 0.90
AGFI	0.998	Greater than 0.90
CFI	1.000	Greater than 0.90
NFI	1.000	Greater than 0.90
RMS	0.061	Less than 0.080
RMSEA	0.000	Less than 0.080

Source: Primary data

Table 3:  
 Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
Job Performance	<---	Self Determination	0.448	0.053	8.435	0.332	0.001
Job Performance	<---	Workplace Spirituality	0.471	0.059	7.972	0.305	0.001
Job Performance	<---	Competence	0.415	0.066	6.273	0.241	0.001
Organizational Performance	<---	Job Performance	0.141	0.024	5.792	0.254	0.001
Organizational Performance	<---	Self Determination	0.319	0.032	10.107	0.425	0.001
Organizational Performance	<---	Competence	0.115	0.038	2.989	0.120	0.003

Source: Primary data

**H<sub>0</sub>:** There is no influence of self determination on differently abled employees' job performance.

Influence of self determination on differently abled employees' job performance calculated value of CR is 8.435. The Beta value was 0.332. The beta value indicates that 33.2 percent of influence is through self determination towards differently abled employees' job performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it is discovered that the self determination influences differently abled employees' job performance in Cuddalore district. This finding gains support from the finding of Satheesh Kumar and Abdul Sajid (2019), Ipsita, et al. (2018), Indranil Bose (2018), Muhammad Arslan and Rashid Zaman (2014) and Nail AHK Awamleh (2013).

**H<sub>0</sub>:** There is no influence of workplace spirituality on differently abled employees' job performance.

Influence of workplace spirituality on differently abled employees' job performance calculated value of CR is 7.972. The Beta value was 0.305. The beta value indicates that 30.5 percent of influence is through workplace spirituality towards differently abled employees' job performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it is discovered that the workplace spirituality influences differently abled employees' job performance in Cuddalore district. This finding gains support from the

finding of Satheesh Kumar and Abdul Sajld (2019), Ipsita, et al. (2018), Indranil Bose (2018), Muhammad Arslan and Rashid Zaman (2014) and Nail AHK Awamleh (2013).

**H<sub>0</sub>:** There is no influence of competence on differently abled employees' job performance.

Influence of competence on differently abled employees' job performance calculated value of CR is 6.273. The Beta value was 0.241. The beta value indicates that 24.1 percent of influence is through competence towards differently abled employees' job performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it is discovered that the competence influences differently abled employees' job performance in Cuddalore district. This finding gains support from the finding of Satheesh Kumar and Abdul Sajld (2019), Ipsita, et al. (2018), Indranil Bose (2018), Muhammad Arslan and Rashid Zaman (2014) and Nail AHK Awamleh (2013).

**H<sub>0</sub>:** There is no influence of self determination on organizational performance.

Influence of self determination on organizational performance calculated value of CR is 10.107. The Beta value was 0.425. The beta value indicates that 42.5 percent of influence is through self determination towards organizational performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it is discovered that the self determination influences organizational performance in Cuddalore district. This study finding is similar in line with the findings of Salome Muringa Ng'ang'a, Dr. Makori Moronge (2017), Miss Richa Aryan, et al. (2016) and Suresh and Abdul Jaleel (2015).

**H<sub>0</sub>:** There is no influence of workplace spirituality on organizational performance.

Influence of workplace spirituality on organizational performance calculated value of CR is 2.989. The Beta value was 0.120. The beta value indicates that 12 percent of influence is through workplace spirituality towards organizational performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it is discovered that the workplace spirituality influences organizational performance in Cuddalore district. This study finding is similar in line with the findings of Salome Muringa Ng'ang'a, Dr. Makori Moronge (2017), Miss Richa Aryan, et al. (2016) and Suresh and Abdul Jaleel (2015).

**H<sub>0</sub>:** There is no influence of differently abled employees' job performance on organizational performance.

Influence of differently abled employees' job performance on organizational performance calculated value of CR is 5.792. The Beta value was 0.254. The beta value indicates that 25.4 percent of influence is through differently abled employees' job performance towards organizational performance. The p value was 0.001. The p value was less than 5% and the hypothesis was rejected. Hence, it is discovered that the differently abled employees' job performance influences organizational performance in Cuddalore district. Findings of Amir Babak Marjani and Fatemeh Alizadeh (2014) are similar.

## **FINDINGS OF THE RESEARCH**

- The analysis identified that there is impact of dimensions of employees' empowerment such as self determination, workplace spirituality, and competence on job performance. This finding gains support from the finding of Satheesh Kumar and Abdul Sajld (2019), Ipsita, et al. (2018), Indranil Bose (2018), Muhammad Arslan and Rashid Zaman (2014) and Nail AHK Awamleh (2013).
- It is discovered that there is impact of job performance on organizational performance. Findings of Amir Babak Marjani and Fatemeh Alizadeh (2014) are similar.

- The analysis also identified that there is impact of dimensions of employees' empowerment such as self determination and workplace spirituality on organizational performance. This study finding is similar in line with the findings of Salome Muringa Ng'ang'a, Dr. Makori Moronge (2017), Miss Richa Aryan, et al. (2016) and Suresh and Abdul Jaleel (2015).

### RECOMMENDATIONS

- The employers should enhance the performance of employees by executing the practice of empowerment. Creating mentally, healthy and safe atmosphere, they may also enhance the influence of empowerment in employees and develop empowerment.
- Give preference to every differently abled employee's idea while makes essential decisions.
- Improve an environment where the differently abled employees can rely more on discussions and interventions to deal with and resolve their disagreements in a right away.

### 3. CONCLUSION

The research tries to identify influence of differently abled employees' empowerment on job performance in Cuddalore district. Sample size of the research was 50 differently abled employees. The analysis identified that there is impact of dimensions of employees' empowerment such as self determination, workplace spirituality, and competence on job performance. It is discovered that there is impact of job performance on organizational performance. The analysis also identified that there is impact of dimensions of employees' empowerment such as self determination and workplace spirituality on organizational performance. Hence, it is concluded that the employers should enhance the performance of employees by executing the practice of empowerment. Creating mentally, healthy and safe atmosphere, they may also enhance the influence of empowerment in employees and develop empowerment.

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