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## **EMPLOYEE EMPOWERMENT, AND ITS ROLE IN THE MODERN ORGANIZATION**

**Abstract.** Decisions regarding to effectively manage its Human Resources, especially, to provide employees with motivation, positive attitudes, job satisfaction, is essential, since the prosperity and comparative advantage of any enterprise depends on faithful, progressive, contented and highly motivated human resources [1]. So, current study discussed about employee empowerment, and its role in the modern organization. Moreover, benefits for companies from the initiation of employee empowerment were discussed in current paper, comprising different branches and segments. The paper specified that empowered employees discern plenty from their non-empowered co-workers and it is expressed in many advantages. Moreover, there founded that the empowerment practice through autonomy fetch greater satisfaction of employees. The study finally displays the positive relationship of employee's empowerment and green tasks.

**Keywords:** Employees Empowerment, HR, profitability, modern organizations, motivation.

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**Аңдатпа.** Қызметкерлерді уәждеумен, оң қарым-қатынаста, жұмысқа қанағаттанумен қамтамасыз ету үшін адам ресурстарын тиімді басқаруға қатысты шешімдер маңызды, өйткені кез келген компанияның өркендеуі мен артықшылығы адал, прогрессивті, риза және жоғары дәлелді адами ресурстарға байланысты [1]. Сонымен, осы зерттеуде қызметкерлердің құқықтары мен мүмкіндіктерін кеңейту және олардың заманауи ұйымдағы рөлі талқыланады. Бұдан басқа, осы жұмыста әр түрлі салалар мен сегменттерді ескере отырып, қызметкерлердің құқықтары мен мүмкіндіктерін кеңейтуге бастамашылық жасаудан компаниялар үшін пайда талқыланады. Жұмыста уәкілетті қызметкерлердің өздерінің уәкілетті емес әріптестерінен әр түрлі екендігі қаралды және бұл көптеген артықшылықтардан көрінеді. Сонымен қатар, автономия арқылы құқықтар мен мүмкіндіктерді кеңейту тәжірибесі қызметкерлердің үлкен қанағаттанушылығына әкелетіні анықталды. Зерттеу соңында қызметкерлердің құқықтары мен мүмкіндіктерінің кеңеюі мен тапсырмалардың Грин арасындағы оң байланысты көрсетеді.

**Түйін сөздер:** қызметкерлердің мүмкіндіктерін кеңейту, HR, рентабельділік, заманауи ұйымдар, мотивация.

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**Аннотация.** Решения, касающиеся эффективного управления человеческими ресурсами, чтобы обеспечить сотрудников мотивацией, позитивным отношением, удовлетворенностью работой, имеет важное значение, так как процветание и преимущество любой компании зависит от добросовестных, прогрессивных, довольных и высоко мотивированных человеческих ресурсов [1]. Итак, в настоящем исследовании обсуждается расширение прав и возможностей сотрудников и их роль в современной организации. Кроме того, в настоящей работе, обсуждаются выгоды для компаний от инициирования расширения прав и возможностей сотрудников, учитывая различные отрасли и сегменты. В работе рассмотрено, что уполномоченные сотрудники различны от своих не уполномоченных коллег, и это выражается во многих преимуществах. Кроме того, было установлено, что практика расширения прав и возможностей через автономию приносит большую удовлетворенность сотрудников. Исследование, наконец, показывает положительную связь между расширением прав и возможностей сотрудников и Грин заданий.

**Ключевые слова:** расширение возможностей сотрудников, HR, рентабельность, современные организации, мотивация.

#### *Introduction*

Nowadays, in light of rapidly developing business conditions, organizations must dedicate greater exertions to reinforce their capabilities. And perhaps most importantly, it must be remembered that the prosperity and comparative advantage of any enterprise depends on faithful, progressive, contented and highly motivated human resources [1].

The notion of employee empowerment has taken an incremental attention by academic researchers and scientists interested in human resources issues. While, human resources are the most substantial means of any company, its prosperity or failure depends on HR efficiency and quality [1]. It is also determined that products, services or technologies used are simply being imitated by competitors, but, ultimately, employees are considered as the most strategic and unique assets of the business [2]. That is why an appropriate Human Resource Management is a crucial for any company's success [3]. A new way of management is "employee empowerment" or participative management, providing people with authority to control working process- the

people who know the processes best, is what from which the quality beginning [1]. The validity that empowerment is related to providing different initiatives, this fact itself could suggest that it is basically a preferable thing, by providing a win-win situations for managers and its subordinates [4].

Bill Gates said: “As we look ahead into the next century, leaders will be those who empower others” [5]. So, what is empowerment? Most exactly, what is employee empowerment and is it matter, or not? Let’s discuss about employee empowerment deeply, as well as considering its role in the modern organizations.

#### *Main Body*

Napoleon Bonaparte is believed to have mentioned, during giving order for their subordinates, he leaved them to choose the way to perform assignment. American professor A. Johnson commented this statement, that it insists a significant reality about empowerment: managers must provide their subordinates with freedom to choose their own way of accomplishing objectives.

The framework of analysis conducted by Professor Conrad Lashley suggests that there is a necessity to approach the understanding of empowerment in a thoroughgoing manner, which goes out of treating empowerment as what which is labeled empowerment [4].

The “empowerment” is considering as a new word, about idea of providing authority to employees for job-related decisions-making operations in order to appreciate their performance. But it is really not altogether novel in the literature about organizational management. For example, job enhancement concept via vertical integration [6] or procedures related to authority delegation have had wide acceptance among management [7]. It is not long-ago researchers have enlarged the approach to “employee empowerment” concerning to delegating of organizational power, exciting employees via leadership, increasing self-efficacy through diminishing powerlessness [8] and enhancing intrinsic motivation to perform tasks [9]. Further confirmation of the fact that “employee empowerment” has recently started reconsidering more, is related to Lawler, Mohrman and Benson (2001) study, they empirically revealed the significant progress of empowerment experiences in the recent 15 years. They found that more than 70% of companies have implemented the empowerment of their employees. David Doneson (2018) explained this tremendous growth in employee empowerment, arguing that companies applied empowerments due to demands for better performance, better flexibility, low costs in order to respond increasing competition and correspondingly to elevate their performance.

Before being disposed to conclude certainly if employee empowerment is preferable is it compatible and practical, first of all, it is required to consider the definition of employee empowerment its proponents and contradictors give it. Let's review and compare different points.

The idea about empowerment is the matter of a lot of arguments, because when we talking about concepts of employee empowerments, we don't know exact meaning of it. Although some researchers consider empowerment as a generally distinct term [13], there are a lot of arguments and contradicting points, via differences in understanding. It depends completely on what we suppose about implication of empowerment, in specific cases as well as sweeping theoretical, historical and substantially political principles [14].

Employee empowerment is often embodied with aim to eliminate employees' dissatisfaction, and to diminish turnover issues, poor performance, and improve efficiency. This condition provides employees with ability to be involved in decision making process, assisting them to escape of logged mindsets to make risky decisions and implement something novel [15].

When it is comes closely to empowerment concept examination, many researchers have made a distinction between psychological and structural/environmental empowerment [16]. Environmental/structural empowerment also referred as discretionary empowerment or socio-structural empowerment, it is the condition in the organization that enables employees to make autonomous decisions, it is the authority for employees to choose how to treat their work [17]. In comparison to structural, the psychological empowerment is specific personal employee's recognition or perception about the degree in fact delegated to make corresponding decisions [18]. Thomas, K., & Velthouse, B. (1990) argue that psychological empowerment is more significant to employee job outcomes because their perceptions about degree of empowerment may promote the achieving outcomes. An integrative approach about psychological empowerment of employees was refined via the presupposition that the psychological feeling of power emphasis the perception of empowerment [7].

*The importance of employee empowerment for modern organizations*

According to Quinn and Spreitzer (1997) specified that empowered employees discern plenty from their non-empowered co-workers in following points:

- Empowered workers feel themselves as more productive in performance than their non-empowered colleagues;
- Empowered workers feel themselves as more riskier and innovative in proving new;

- Empowered workers feel that their leadership are distinguish, so they direct their concernment up and induce modifications;
- Their co-workers recognize them as charismatic, which empower them to implement indicative improvements in company.

The Harvard Business Review, study of by Allan Lee, Sara Willis, Amy W. Tian (2018), exploring the outcomes of 105 papers, which consist information about more than 30,000 employees of 30 different countries. Findings has demonstrated that, when employees are empowered at job place, it enables better tasks performance and redress, influencing employees' creativity, moreover enables engagement to the working process.

According to Research by the Gallup Organization of "American Institute of Public Opinion" proposes that companies, which empower their workers, they observes significant increase in customers loyalty. This results decreasing the needs in additional resources to holding the customers, so correspondingly, earnings and profits are more possible to increase quickly [21].

The study of I.Cunningham et al. (1996), in case of thirteen companies, they revealed that empowerment has problems and limitations, so that little delegation of authority, deep control, lack of opportunity of extra rewards, leads the problems and undesirable results.

Also, research study by Sigler and Pearson (2000), examines a front line workers of four large textile factory in Southeastern US is about how inner culture maintain empowerment attempts. Their findings indicate that inner culture of company that were deliberated as more task-oriented and more congregate were associated to sufficiently larger empowerment perceptions. However, power distance was bounded to empowerment and organizational performance in undesirable manners.

Moreover, two experiments conducted by Mary A. Hocutt, Thomas H. Stone (1998) related to employees and customers' reactions to empowerment in the case of restaurant, they found that the empowerment practice through autonomy fetch greater satisfaction of employees. Into the bargain, the greater customer satisfaction after some service issues was created by strong workers empathy and feedback during service recuperation.

And finally, the search work by Tariq, Sanober et al. (2014), focused on 104 of latest and relevant research works, found positive relationship of employee's empowerment and green tasks. They were deducted that empowerment are mostly motivates employees to carry out environmental works which pay to be green. They also noticed that HR are really the mainstay of any successful company, and motivated green working environment has a profound impact on company's profitability and

efficiency. It is some kind of employees' intrinsic motivation to pursue green tasks.

#### *Conclusion*

Benefits for companies from the initiation of employee empowerment which were discussed in current paper, were confirmed in numerous research works comprising different branches and segments. Consequently, the subject of current paper is significant in terms of anticipated studies, particularly those referring to modern companies.

Vast research works displays a close correlation between empowerment and productivity of the company, for example Tariq, Sanober et al. (2014), found empowered employees enables better tasks performance, influencing employees' creativity, moreover enables engagement to the working process. The effect of empowerment on employees' better performance was revealed in latest study by A, Lee at al., (2018). In turn, Thomas, K., & Velthouse, B. (1990) indicated that work satisfaction is highly related to psychological empowerment and job commitment. D. Bowen and E. Lawler, 1995 confirmed the positive relationship between employees' satisfaction and empowerment. Similarly, Mary A. Hocutt, Thomas H. Stone (1998) revealed that the empowerment fetching greater satisfaction of employees. In addition, Tariq, Sanober et al., (2014), discovered in their study, that employee empowerment is positively affecting on green tasks.

At the end of the paper, after examining and comparing numerous studies about employee empowerment, reconsidering it from different point, we can conclude that the role of employee empowerment is significant, it is an innovative way of management for modern organizations [1].

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