

# The Impacts of Employee Workplace Empowerment, Effective Commitment and Performance: An Organizational Systematic Review

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**Abstract:-** This paper aims to give a thorough review of the relationships between the workplace performance, effective commitment, and employee empowerment. The conceptual gaps identified by the assessment of the literature served as the article's foundation. For a company and its employees, empowerment may be quite beneficial. However, it's crucial to consider both the potential advantages and hazards of employee empowerment in addition to concentrating on the potential benefits in order to reap the maximum rewards from it. Organizational effectiveness is inextricably linked to employee empowerment since it immediately affects work satisfaction. One of the key elements in achieving organizational performance is encouraging employee organizational commitment. This is so that organizations can benefit from devoted staff. One of the key elements in achieving organizational performance is encouraging employee organizational commitment. This is so that organizations can benefit from devoted staff. Organizations are under pressure to focus on their employees and assure their dedication at work as a result of the fierce competition that is escalating in several areas. In order to preserve its existence and survival, organizational commitment is regarded as one of the most crucial aims. Employee empowerment incentivizes workers since they acquire new skills to impart via a logical process and offer fresh perspectives to the office to boost creativity (Zhang, et al., 2018 and AlMazrouei, 2021). This is so because sharing knowledge is a strategy that encourages free-form creativity in individuals (Shafique, 2020). Knowledge sharing boosts workers' creativity, according to Patiar & Wang (2016) and Schuckert et al. (2018).

**Keywords:-** *Commitment or Compliance, Employees, Empowerment, Organization Theory, Organizational Commitment, Organization Empowerment, Systematic Review, Job commitment, Job Involvement.*

## I. INTRODUCTION

Employee empowerment is a fundamental and crucial component of workplace success, effectiveness, and development (Simsek, 2020; Saban et al., 2020). Al Halbusi et al. (2017) note that delegation of work from leaders to their staff is frequently tied to independence, a method for providing a staff member with the authority to influence judgments. According to Diah & Cahyadi (2020), managers

should either establish or include empowerment as a core mechanism within their organization's culture. Zaraket et al. (2018) claim that when management gives its workers more independence, authority, and control over their job, it is effectively demonstrating that it understands this. Additionally, it increases adherence to and satisfaction with the employer among employees. Employee creativity, work-life balance, a sense of teamwork, and organizational efficiency are all fostered by empowerment.

Selvi and Maheswari (2020) state that one of the most important factors in guaranteeing organizational efficiency is encouraging organizational commitment (OC) among employees. Because of this, employees who are inspired help a company perform well (Mahmoud et al., 2020). According to Loan (2020), organizational commitment is a feeling shared by employees or a strength of a company that binds employees together to encourage retention. Organisational Commitment often consists of three elements: affective commitment, continuing commitment, and commitment to standards (Boehman, 2006). Employees that are continuously devoted to their work are thought to do it independently and with a high level of dedication (Sohail & Ilyas, 2018). This ensures that they remain a part of the organization. According to Ktem et al. (2020), an employee's attitude toward the duty they have been given is reflected in their job satisfaction (JS).

Organizations are under pressure to focus on their employees and assure their dedication at work as a result of the fierce competition that is escalating in several areas. In order to preserve its existence and survival, organizational commitment is regarded as one of the most crucial aims. In order to accomplish organizational objectives, extremely loyal and devoted individuals are crucial, according to Locke and Latham (1990). This is due to the perception that individuals with higher levels of commitment to the organization are more productive, harmonious, and devoted to their jobs, as well as having higher levels of responsibility and job satisfaction (Karim & Rehman, 2012). Additionally, workers who have a high level of organizational commitment are more likely to have an emotional bond with their employers, feel content, and have higher expectations to contribute significantly. According to Sahoo, Behera, and Tripathy's (2010) research, a devoted worker is more likely to be content with their work, have stronger intrinsic drive, and have fewer intentions to take time off or resign.

Organizations believe in enhancing employee roles by giving them the power to exert control over and accept responsibility for the results of their work. The industrial organizations of the twenty-first century are more concerned with knowledge workers because they are the true engines of the economy. For organizational excellence, an empowering organization places a strong emphasis on individual participation, appropriate knowledge, and autonomy. The executives must make sure that staff have the ideal balance of information, knowledge, power, and rewards in order to work more enthusiastically. However, in the long run, increasing wages, better affordability, and undiscovered markets offer intriguing potential for Indian automakers.

Thus, empowerment promotes employee autonomy, permits the equitable distribution of authority and responsibility, fosters employee self-esteem, and motivates the workforce to perform at a higher level. The personal traits that are aiding empowerment at the individual level include difficult jobs, zeal, competence, maturity, self-esteem, etc. The majority of these elements are amenable to improvement through training and development, which are catalyzing employee empowerment and involvement. Employee empowerment or participative management involving the individuals in charge of the work processes—the people who know the processes best—is a new approach to management. This is where excellence begins. Some people believe that workers exclusively pursue financial gain. This may be the case if they are unable to function as an essential component of the business. The empowerment process is successful when employees are given the freedom to make decisions on their own and provide feedback to the company.

Employees will become more self-reliant and confident as a result of empowerment. This added assurance is beneficial since it fosters high levels of productivity and job satisfaction. Confidence can, however, be overused and cross the line into arrogance in some situations. Employees with arrogance might be difficult to manage, have a hard time following instructions, and even rebel. Employee productivity levels drop as a result of the toll that working in this type of atmosphere takes on them, and they once again grow dissatisfied with their jobs. For the purpose of retaining personnel and enhancing their productivity in the contemporary and changing work contexts, numerous firms make substantial sacrifices to assure organizational loyalty and job happiness among their workers. It is generally agreed upon that organizational commitment benefits both the organization and its employees since it can strengthen sentiments of belonging, job stability, career advancement, improved compensation, and higher intrinsic rewards (Azeem & Akhtar, 2014).

The organization will primarily gain from increased staff retention, low turnover rates, low training costs, enhanced job satisfaction, the achievement of organizational goals, and the highest possible quality of goods and services (Mowday, Porter, & Steers, 1982). Additionally, workers who have higher levels of organizational commitment are

more likely to refer others to their company and join it (Sahoo et al., 2010). Organizational commitment is now worthwhile of attention as a result of all these advantages.

It is clear from previous literature that a number of studies have looked into organizational commitment and discovered that it may be impacted by several elements like employee empowerment and teamwork. According to Karim and Rehman (2012), employee empowerment is primarily characterized through knowledge sharing, increased intellectual capacity, and autonomy in decision-making. According to Wellins, Byham, and Wilson (1991), a company that gives its employees more power will be better able to withstand adversities and assure its long-term survival. Similar to this, Rochon (2014) defined teamwork as a group of employees who collaborate to accomplish a certain goal. Rochon also viewed teamwork as a vital success factor for employee performance. In other terms, teamwork is a cooperative and shared action that aims to achieve specific goals. Previous research suggested that employee training may have an impact on organizational commitment.

## II. THEORETICAL FRAMEWORK

We use Blau's (1964) Social Exchange Theory (SET) to investigate the underlying process. According to Blau, people are drawn to participate in and invest in satisfying relationships, and once they do, they are obligated in order to acquire or gain the support of their accomplices. When implemented properly, employee empowerment creates a legally binding requirement for proportionality inside the organization's interaction.

### A. Employee Empowerment and Organizational Performance

By emphasizing employee involvement in training and development, immediate need, effective communication, up and self-managing teams, participation-inducing commitment to corporate goals, and organizational downsizing, empowerment, in the words of Wood (1999), marks a shift away from the Tayloristic style of management, which emphasizes employee control through narrow and tightly specified jobs supported by task-focused selection, training, and payment systems. Empowerment is the flexibility or capacity to make choices and commitments, according to Foresster (2000). Although the definition of employee empowerment varies between studies, they all share the fact that it is a multifaceted idea with both good and negative implications for organizational results.

The structural empowerment advocated by Kanter (1992) refers to employees' access to organizational empowerment frameworks that improve productivity. The community's management connect having people to encourage them to control and lead themselves rather than giving them control a passive approach (Pearce & Sims, 2002). Self-managing teams, participation-inducing commitment to corporate goals, and organizational downsizing (Cooper & Rob). Four widely accepted practices

were included: competence, effect, and meaning. According to Menon (2001), empowerment entails traditional decision-making authority being delegated lower in the organizational hierarchy. According to Quinn and Spreitzer (1997), raises workers' feelings of individual authority that has a favourable impact on managerial and organizational outcomes.

Lashley (1995), Bowen and Lawler (1992), and Kazlauskaite, Buciuniene, and Turauskas (2012) all conducted studies that support this theory. They found that empowerment increases employee motivation and responsiveness, decreases labour costs and turnover, boosts productivity, improves service quality, boosts profits, and better utilizes the skills and knowledge of the workforce. Menon (1995) found a similar correlation between increased empowerment and improved, workplace obligations, reduced stress connected to the workplace. Spreitzer (1995a) observed that, with the exception of meaning, all four subscales were positively connected to the antecedents of information access in their research, which included a sample of 393 managers. The role of organizational commitment as a mediator was not examined in this study. Furthermore, because only one sample of managers was used for the study, generalizability could not be determined, and managers' self-reports could be skewed. In a survey of 393 mid-level administrators from Fortune 500 companies, Spreitzer (1996) discovered that empowered workers have little uncertainty about their position within the company. He concluded from these findings that CEOs in firms with unlimited control have higher levels of autonomy.

Liden, Wayne, and Sparrow (2001) discovered that psychological empowerment mediates the link between job features and outcomes (work satisfaction, organizational commitment, and job performance) in their study of 337 lower level service sector employees. In their study, the association between work features and commitment was entirely explained by role ambiguity. Similar to this, Yang and Choi (2009) used regression analysis to conduct a survey of 176 US local government employees. The four distinct variables that determine autonomy are self-determination, responsibility, information, and creativity were regressed on the dependent variable, team performance, in the study. They discovered through regression analysis that each independent variable has a positive and significant impact on team performance. Despite their significance, the data showed a rather moderate correlation between employee empowerment and performance (3.8%), which may point to the existence of other contributing factors. The explanation above makes it clear that there is evidence linking employee empowerment with productivity. However, it seems that the study has a few problems that need to be fixed. Employee empowerment improves an organization's performance.

### *B. Employee Empowerment, Organizational Commitment and Performance*

Employee empowerment, according to Kazlauskaite et al. (2012), is linked to performance outcomes including employee attitudes and behaviour like trust, work satisfaction, commitment, employee turnover, and OCB. According to Seibert et al. (2011), empowerment can result in both positive and negative effects, including employee tension and plans to quit their jobs, as well as increased task and context performance, organizational commitment, and work satisfaction. Employee empowerment is positively correlated with job satisfaction and organizational commitment, according to Fernandez and Moldogaziev's (2011) research. According to Guest (1997), behavioural outcomes like loyalty to the business and job satisfaction are most closely tied to how an employee perceives human resource management systems on an individual and attitudinal level. Employee commitment is described by Luthans (2007) as a mind-set that reflects an employee's loyalty to their organization and as a continuous chain through which the organization's members express their concerns about the organization and its growth. According to Tansky and Cohen (2001), commitment is the degree of a person's identification and engagement. Feelings of commitment have a direct impact on an organization's performance. Three different levels of commitment were offered by Allen and Meyer (1990) in their study:

There are several kinds of loyalty: emotional dedication, continuous dedication, and normative commitment, which is an ethical duty to remain in an organization regardless of its benefits, i.e., a desire to remain in the organization. An employee's emotional tie to, identification with, and involvement in the company constitute the latter kind of commitment. In 2002, Meyer et al. found a strong relationship between affective commitment and outcome variables related to work-family conflicts, absenteeism job performance, turnover and withdrawal cognition, and OCB. It is assumed that commitment is positively correlated with behaviors that are beneficial to the organization. The social exchange hypothesis states that an employee's confidence in their abilities and in themselves will enable them to deliver exceptional levels of dedication in return the more empowered they are. Through a process of reciprocation, psychological empowerment helps to a sense of devoted behaviours to the organization. According to Liden et al. (2001), Meyer & Allen (1997), and Laschinger & Wong (1999), affective commitment is linked to behaviours that are advantageous to the organization, like performance, attendance, and loyalty.

Employee empowerment and internal commitment are closely related, according to Argyris (1998), so managers who wish to win over their staff's commitment must empower them. This idea is backed up by Conger and Kanungo (1988), who assert that assigning responsibility enhances both individual and organizational commitment. Spreitzer, Kizilos, and Nason (1997) found a connection between employee empowerment and both job satisfaction and organizational commitment (Liden et al. 2001). This

supports the assertion made by Boxall and Macky (2009) that motivated workers are more loyal to their employers. In a similar vein, Babakus, Yavas, Karatepe, and Ava (2003) emphasize how empowerment in organizational behaviour is closely related to decentralization in decision-making. and increases the amount of freedom given to employees over their control of their jobs, provoking emotional responses like dedication.

In their study of staff nurses in Mexico, Laschinger et al. (1999) discovered that empowerment raised trust, which in turn had a favorable impact on affective commitment. In a related study, Kehoe and Wright (2010) found that the association between OCB and human resource management practices is partially mediated by affective commitment. According to Kehoe and Wright's (2010) discoveries, emotional dedication served as a partial mediating factor in the link between HRM and OCB. They argued that by easing constraints and distributing power, empowerment fosters innovation, transforming workers into a source of fresh ideas. The importance of the indirect effect was not examined in their investigation. The study's limitations were highlighted by the authors, who hypothesized that employee commitment might act as a mediator.

In the opinion of Seibert et al. (2011), internal motivation and commitment have a significant relationship. They emphasized that psychological empowerment, which creates a match between job expectations and an employee's unique needs and values, is what elicits corporate commitment. The authors came to the conclusion that a person's commitment to the company is likely to grow as a result of their sense of autonomy, competence, and impact. According to Fernandez and Moldogazine (2011), performance, dedication, and employee empowerment are all favourably correlated with each other. The relationship between empowerment and organizational performance, on the other hand, was not established by Ibua (2014) as being mediated by work-related attitudes (job satisfaction and organizational commitment). The aforementioned study measured the mediating impact based on the work of Baron and Kenny (1986). Even though this tactic is frequently employed, recent research like Hayes (2007) have critiqued Baron and Kenny's methods for failing to account for the indirect effect. In contrast to her study, Hayes (2007) employed the mediation method to determine whether organizational commitment had a mediating effect.

Regardless of the fact that the studies by Laschinger et al. (1999), Seibert et al. (2011), and Fernandez and Moldogazine (2011) all support the notion that staff support inspires dedication, which in turn improves the performance of an organization, there are currently relatively few studies that have looked into this connection. Concurring findings are also seen when the mediating influence is examined. The research complied with their request by including the supporting role of organizational commitment and giving a recommendation in light of this investigation. Organizational commitment acts as a bridge between organizational performance and empowerment.

### *C. Creation of Novel Intra-Organizational Empowering Processes.*

As stated by Peterson and Zimmerman (2004), incentive management is concerned the way individuals are given opportunities to contribute to the institution for growth such as learning new skills. Subgroup linkages are defined as the strategy used to connect groups inside an organization so that they can work together to achieve organizational objectives and boost growth and effectiveness. They are encouraged by listening, reflecting, and social analysis and play a significant part in cross-system empowerment and self-determination.

Enhanced opportunity structures based on roles members' perceptions of their own efficacy and readiness to assist customers (Segal et al., 2013). It also promotes civic literacy and encourages individual participation from members (Forenza, 2016; Tesdahl and Speer, 2015). Organizational empowerment is influenced by leadership both directly and indirectly. Directly, leadership influences OE by affecting the empowerment of members. Leadership should be motivating, devoted, shared, and flexible. Leaders need to be independent, have access to resources, and create resources (Maton, 2008). Individuals should also retain chances to explore their potential as leaders (Alcantara, 2012). Additionally, developing a relationship and trust helps members become more empowered and results in goals being attained above and beyond expectations (Janssen et al., 2015).

According to Valsania et al. (2016), leadership increases the organization's character, participation, and dedication. According to Forenza (2014), there are five characteristics that characterize effective leadership: "a] perils of leadership, b] cultivating a macro perspective, c] dismissiveness toward 'one-and-done' members, d] civic mindedness, and e] political advocacy."

When members face difficulties at work, they receive emotional support from their peers (Peterson and Zimmerman, 2004). This is referred to as social support. Social support has a favourable impact on emotions of power, connection, and need and value (Forenza, 2017). According to Carrasco, Monferrer, and Tarditi (2016) and Forenza and Mendonca (2017), it promotes group empowerment and increases social capital in the process. On page 557 of his 2014 book, Forenza identifies six main concepts that point to assistance from society. These themes include having a network of acquaintances, possessing an environment that serves as a place for therapy, having a community for relationships with current friendships that are distinct from each other, possessing a society for common points of view and experiences, deliberate absence of encouragement from strangers, and a shared identity.

According to Peterson and Zimmerman (2004), by specifying desirable behaviour and outcomes, a belief system that is founded on a group addresses the values and standards of the company. in order to assist individuals maintain goal-directed activities. These common ideas seek to benefit a bigger group by achieving goals that go beyond

the individual (Maton, 2008). "a) Values-oriented motivation and b) social motivation "c) the desire to perform and educate" are three indications that a group-based belief system is present. Because it promotes individual member empowerment and allow individuals to work well together as association of people, team empowerment is included. Additionally, team empowerment benefits from a collaborative approach to overcoming institutional and regulatory hurdle. In order to better forecast and support member empowerment, sense of community (SOC) is included within the framework. SOC is the term used to describe a member's connection to a group. SOC is defined by Wilke and Speer (2011) as the result of a number of OE processes, community support and principles that are shared by a group.

#### *D. Creation of Novel Intra-Organizational Empowering Results*

"Viability" describes how an institution establishes and preserves legitimacy. It reflects the key characteristic that shows whether a company is operational, offers services, and has an impact on the community (Peterson and Zimmerman, 2004). Utilizing organizational learning techniques increases viability. Tactics make organizations better capable of withstanding and adjusting to environmental changes. Organizational learning requires supportive structures and procedures (Perkins et al., 2007).

Members become more engaged and dedicated, which fosters a synergy that is beneficial for the growth and success of the organization, when there are more open jobs than there are applicants to fill them. Cooperation amongst groups to influence organizational discussions is characterized for cooperation among co-empowered subgroups. The term "resolved ideological conflict" describes how organizations handle disagreements that result from using participatory decision-making techniques. When firms successfully resolve these tensions, growth and innovation are fostered. The process of identifying resources takes into account the efforts and advancements required to obtain the resources required to accomplish corporate sustainability and objectives. An attribute of effective businesses is internal vigilance and this fosters it (Peterson and Zimmerman, 2004). Organizational commitment is a factor that has been added to the model since it positively affects members' identification with and loyalty to the organization.

#### *E. Empowerment of Organizations: Creation of Novel Procedures For Empowerment of Inter-Organizations*

Organizational growth is achieved by gaining access to other firms' social networks. This is a requirement to affect the environment of the organization. Participation in alliance-building has a good impact on collaboration with various other groups and utilizing their networks of friends (Peterson and Zimmerman, 2004). The lead organization's internal organizational processes have a significant impact on the latter. The procedures and results on the organizational level are significantly impacted by a lack of quality at that level.

A strong coordinator, strong leadership, participation, information sharing, a flexible approach, developing bridges by connecting with outgroup contacts, and positive engagement between the alliance and the home organization are all requirements for an alliance to be successful. The latter helps improve capacity by fostering networks, professional growth, and cross-institutional collaboration (Janssen et al., 2015; Ramgard et al., 2017). Managers often give internal matters precedence over interorganizational cooperation, which is entangled. Reforming empowering environments and reorganizing connections into strategic ones can both improve them (Maton, 2008). The organizational level's main objective should generally be to bring together a variety of varied organizations with a range of enabled processes (Neal 2014a).

#### *F. Creation of Novel Results Via Inter Organizational Empowerment*

Collaboration is the term used to describe actions taken by companies that are essential for achieving goals, such as formalizing partnerships and coordinating services. Peterson and Zimmerman (2004) define resource procurement as the process of acquiring funds (such as public, staff, or assets) to improve the efficiency of a company, learn from other companies. An organization don't necessarily need to have many relationships as it can manage because managing relationships requires a lot of work (Neal, 2014b).

#### *G. Development Of Novel Extra-Organizational Empowerment Processes*

The phrase "implementing community actions" relates to the actions of the organization that have an effect on the neighborhood. Alcantara (2012) and Peterson and Zimmerman (2004) define distributing information as the transfer of knowledge through cutting-edge systems from the organization to the community. Both approaches seek to alter laws, and its tradition. When users participate in social network participation from citizens is often increased by activities and extra-organizational processes (Fernando, 2012).

#### *H. Creation Of Novel Extra-Organizational Empowerment Results.*

Because it helps achieve objectives, influence on public policy is a result of OE (Baxamusa, 2008). Influence often flows through leadership and community pressure (Dean and Bush, 2007). Because they can raise concerns for discussion and perhaps even transform them into social movements, alliances serve as mediating institutions (Baxamusa, 2008). Participating in the community makes it possible to have an impact on legislation and procedure. Gains in social political control for low-income groups are still positive but less pronounced. Control over politics grows when organizational features are positively appraised. Perkins et al. (2007) assert that corporate learning practices are likely to affect community learning and change.

When new programs and/or environments are created as a result of OE, the neighbourhood is affected. Since it aids individuals in achieving their goals, resource distribution in the community is a result of OE. The intra-

and inter-organizational components are often the foundation for the extra-organizational component. A network of groups can employ the first two components to improve community capacity and influence practice and policy.

#### *I. Examining the Relationship Between Organizational Empowerment Characteristics*

Numerous research examined the connection between the OE procedures and results. Access to knowledge and managerial diversity, respectively, have significant indirect benefits on feeling of community (SOC) and professional empowerment, according to Peterson et al. (2013). These results support the ones from Hughey et al. (2008). The efficacy of people is also increased by increasing SOC (Powell, 2013). As noted by Christens and Lin (2014), there is a significant correlation between social support and SOC. Additionally, role structure has a positive indirect effect on SOC. According to Powell (2013), the role structure of opportunities affects perceived efficacy both directly and indirectly.

Through opportunity role frameworks, leadership indirectly influences effectiveness; group beliefs have an impact on individual performance; and community support directly predicts the success of empowerment. Powell (2013; Powell and Peterson, 2014) makes the case that people who are given more opportunities within an organization's structure frequently perform better. Additionally, perceived effectiveness is impacted in both the direct and indirect ways by social support and group-based belief systems (Powell, 2013). Self-efficacy-related factors, such as the impact on neighbourhood policies, Decision-making, structure, and atmosphere inside organizations all have a connection to collaborative organizational features. However, a variety of additional factors, such as self-efficacy, collective efficacy, and SOC, have an impact on a member's perception of the organization's effectiveness. This indicates that perception and empowerment are more closely related than participation is (Ohmer, 2008b).

#### *J. Empowerment of Employees, Corporate Citizenship Organizational Performance and Behaviour*

Organization Citizen Behaviour (OCB) (Katz, 1964) is an optional or independent choice function that tangentially improves collaboration inside the organization. The definition of Organ (1988) is cited by Paille, Grima, and Dufour (2012) as the most typical and generally used definition of OCB. According to Organ (1988), OCB is defined as individual behaviour that is optional, not immediately or openly acknowledged by a formal incentive system, and that overall it supports the efficient how the institution is run. Borman and Motowildo (1997), argue that OCB is an invigorating a continuous procedure whereby members make an independent effort to increase an organization's effectiveness. According to Seibert et al. (2011), OCB is more than just one's designated job role; it is a way to express identify with and participation across every part of enterprise. The definitions make it clear that Organization Citizen Behaviour is an individual choice.

In their 2013 study, Tastan and Serikkan examined the relationship between psychological empowerment (personal development, self-determination, initiative, substantial impact, and competency), and they discovered that it had a considerable influence on the voluntary behaviours of academic staff members in Istanbul institutions. By using social exchange theory, Tastan and Serikkan (2013) contend that empowerment can lead to high-quality exchanges that encourage employees to engage in OCB. According to Organ (1998), empowered workers feel compelled to uphold their commitment by reciprocating in OCB. Kanter's (1977) remark that psychological empowerment hypothesis, employees who feel empowered are more inclined to take initiative and go above and beyond what is required of them. The relationship between employee empowerment and organizational performance can thus be said to be moderated by OCB.

### **III. EMPLOYEE EMPOWERMENT AND ORGANIZATION COMMITMENT**

#### *A. Empowerment*

Empowerment is founded on the notion that making people more competent and happy by giving them the tools, power, freedom, and incentive to execute their jobs while also holding them responsible for their actions. Giving decision-making power and accountability to staff members on their particular organizational tasks is known as employee empowerment (Dobre, 2013). Norbu et al. (2020) and Andika et al. (2020) claim that empowered employees stayed with their organizations because those companies gave them jobs, gave them influence, and treated them properly.

Employee empowerment is the process by which firms give their workers some degree of autonomy and control over their daily tasks. This can involve managing smaller departments with less supervision from higher-level management, having a say in process improvement, and contributing to the creation and management of new systems and strategies. The ideas of industrial democracy, participative management, and work enrichment can all be used to explain the idea of employee empowerment (Spreitzer, 2007). Giving someone else power is the definition of empowerment (Conger & Kanungo, 1988). Employee empowerment gives workers the freedom to decide for themselves and to take chances in order to try something new (Spreitzer & Doneson, 2005). The two main forms of employee empowerment that will be the focus of the current study are structural and psychological empowerment.

According to Peterson and Zimmerman (2004), "Empowerment is an active, participatory process through which individuals, organizations, and communities gain greater control, efficacy, and social justice." The terms "individual," "organization," and "community" all refer to empowerment. On a personal level, empowerment is the conviction that one has the ability to shape their surroundings and take control of their lives (Zimmerman, 1995). According to Peterson and Zimmerman (2004),

"organizational efforts that generate individual empowerment among members and organizational effectiveness needed for goal achievement" are referred to as organizational empowerment (OE).

Giving employees the tools to make critical decisions and assisting in ensuring that those judgments are correct is a fundamental component of employee empowerment. When implemented correctly, this should lead to increased productivity and improved work and personal life for employees. According to Handy (1993), Spreitzer (1996), Greasley, Bryman, Dainty, Price, Soetanto, and King (2004), the main goal of empowerment is to redistribute power between management and employees. Typically, this is done by giving people more authority, responsibility, and influence over commitment. In modern organizations seeking to increase performance, managers often place less emphasis on management control and more emphasis on giving employees the freedom to make decisions relating to their jobs (Thomas & Velthouse,

When people believe they have the ability to deal with events, circumstances, or persons they encounter effectively, they feel empowered (Conger & Kanungo, 1988). According to Thomas and Velthouse (1990), a meaningful job gives an employee more confidence to carry out their duties, a certain amount of autonomy in making decisions, and the perception that their work and performance matter to the organization. According to studies by Westman (1992), Brown and Peterson (1994), Thomas & Tymon (1994), and Dewettinck & Buyens (2006), job autonomy is strongly and favourably correlated with organizational commitment and performance. Involvement and job happiness, motivation and output, personal commitment and organizational success are all positively correlated with employee empowerment (Doughty, 2004).

According to Hunjra, UIHaq, Akbar, and Yousaf (2011), empowerment is a crucial component of success, productivity, and growth in any firm. Employee empowerment is a motivating strategy that tries to improve performance by giving employees more opportunities to participate in and influence decisions. It focuses primarily on fostering motivation, building trust, allowing employees to participate in decision-making, and reducing any barriers between them and upper management (Meyerson & Dewettinck, 2012). According to Saif and Saleh (2013), empowerment is the process of granting an individual the ability to make decisions. It is frequently associated with the transfer of responsibility from managers to other employees. In the past, empowerment was described as giving employees of an organization the power to handle issues connected to their regular work duties (Huxtable, 1994).

Orienting and empowering people to think, act, and behave autonomously is the process of empowerment. It aids employees in taking ownership of their job and accountability for their outcomes. Organizations are dependent on employees' high levels of creativity and learning attitudes due to technology advancement and automation, which calls for individual responsibility and

risk-taking effort (Nonaka & Takeuchi, 1991). Higher productivity and proactive, superior customer service are the performance consequences of empowerment techniques, according to Kirkman and Rosen (1999), while job satisfaction, organizational commitment, team commitment, and individual commitment are the attitudinal outcomes.

Initiatives for employee empowerment based on industrial democracy and the participatory management principle show a strong correlation between employee engagement and job happiness, motivation and performance, personal commitment and organizational success. Employee empowerment, according to Fernandez & Moldogaziev (2013), is the practice of allowing employees some authority over their ability to make decisions. The decisions are made with the tasks of the workforce in mind. When faced with particular difficulties in carrying out organizational activities, it enables employees at the lowest level of the organization to make decisions.

Employees that are empowered exhibit higher levels of job satisfaction, motivation, and organizational loyalty, according to Mullins and Peacock (1991). An engaged employee that is happy with their work is a tremendous asset to the company. Such a worker has a psychological attachment to his job, is less likely to leave the company, feels pride in being a part of it, and contributes more to its success (Kuo, Ho, Lin, & Lai, 2009). Therefore, an organization's HR function must concentrate on enhancing employee competencies and influencing behaviour so that both employees and organizational objectives are met.

A company must give employees the chance to participate both on the shop floor and at higher levels. Participation enhances member cooperation and communication, which helps form a team. It describes a work team made up of a number of people who carry out tasks or solve problems on their own (Nijhof, Jong, & Beukhof, 1998). These self-managed work groups make decisions and carry them out. Employees who undertake normal, repetitive production and service jobs have fewer prospects for empowerment (Ford & Fottler, 1995; Yukl & Becker, 2006). Because they foster intrinsic motivation, job features like hard work, variety in tasks, autonomy, and strong participation are proven to be significantly connected with employee commitment (Parker, Mullarkey & Jackson, 1994; Ongori, 2009). Reengineering jobs is a significant employee empowerment intervention. Employee engagement is positively and directly influenced by both job redesign and empowerment (Kuo et al., 2009).

Management must implement high participation methods that share authority, information, rewards, and expertise with staff members at lower levels of the organizational hierarchy in order for an organization to be effectively empowered (Bowen & Lawler, 1995). Bogler and Somech (2004) highlighted six facets of empowerment, including autonomy, influence, status, self-efficacy, and decision-making. They discovered that self-efficacy, prestige, and professional progress are important determinants of organizational and professional

commitment. According to Yukl and Becker (2006), informal organizational structures, flexible, participatory cultures, reward and recognition systems, non-routine and challenging jobs, access to resources and funding, a leader's level of autonomy and leadership selection, the leader as a role model, and mutual trust are some of the facilitators for effective empowerment. Leadership can be a key driver of the empowerment process if it is managed well (Ahearne, Mathieu, & Rapp, 2005).

### B. Benefits of Employee Empowerment

#### ➤ *Quality of Work Produced.*

Employees will generate better work when given the autonomy to influence the consequences of the product or service. The final result turns becomes a source of personal pride, and the advantages for both the client and the employee become obvious. Increasing quality has a significant positive impact on the business since it increases client loyalty, which directly boosts sales.

#### ➤ *Satisfied Employees:*

Numerous studies have demonstrated that empowered workers are happier at work and are less inclined to look for employment elsewhere. As a result, hiring expenses and the requirement for training new employees decline.

#### ➤ *Collaboration Grows:*

Employees are more likely to share knowledge and best practices with others when they have more confidence in themselves. Increased openness and honesty has a direct impact on people's capacity for teamwork. Participation becomes more aggressive and active, and this increased collaboration will by itself have a positive impact on the ability of the business to accomplish strategic objectives.

#### ➤ *Productivity Increases:*

Productivity will rise as self-assurance and self-esteem rise and a more collaborative, quality-focused mind-set takes root. When people are held responsible for their work, they own the process and the finished product, which gives them the motivation to perform a better job. Organizations that understand the value of employee empowerment observe waste elimination, decreased bureaucracy, more effective time management, and ultimately higher production.

#### ➤ *Employee Empowerment Reduces Costs:*

Costs will be cut across the board for the organization: Staff turnover decreases as a result of an empowered workforce that is happier with their jobs and career paths. Increased retention rates, decreased training costs, and internal experience Operations become more productive and efficient. Consumer loyalty rises as proactive solutions to consumer problems are found. This lowers the price of promoting and acquiring new clients.

#### ➤ *Structural Empowerment:*

Structured empowerment was characterized by Kanter (1977, 1993) in terms of the steps an organization takes to empower its employees. The availability of opportunity, knowledge, materials, and support for employees at work is

referred to as structural empowerment (Kanter, 1993). These channels are opened up through formal employment qualities (formal power) and informal job characteristics (informal power), such as alliances with superiors, peers, and subordinates. The term "opportunity" refers to potential future opportunities for advancement or the acquisition of new skills essential for successful job performance and an increase in compensation (Kanter, 1993).

Information is the act of an organization providing employees with crucial information. According to Seibert, Silver, and Randolph (2004), this data may be related to output, expenses, financial performance, technical knowledge, and data (Kanter, 1977, 1993). In an effort to accomplish business objectives, having timely access to equipment, materials, and human resources is referred to as having access to resources (Kanter, 1977, 1993; Laschinger, 2012). Support refers to receiving the assistance or guidance needed to resolve employment-related issues (Kanter, 1977, 1993; Laschinger, 2012).

### C. Employee Empowerment and Organisational Outcomes

Career development programs and other empowerment measures may strengthen the bond between managers and employees (Ertürk & Vurgun, 2015). Because they have a greater understanding of their working environment, highly empowered people are likely to perform better (Mahmood & Sahar, 2017). Job engagement and job satisfaction are correlated with employee empowerment (Jiang et al., 2019; Choi, Goh, Adam, & Tan, 2016). Paynton (2008) discovered that nurses exploit unofficial power to further their goals. They use their knowledge, among other things, to persuade the doctors to adopt choices that they think are appropriate for the particular medical situations of the patients. Immigrant nurses were able to acquire a new language thanks to informal power. Perceptions of formal and informal authority may also affect how people view their ability to access organizational empowerment frameworks. According to Laschinger, Sabiston, and Kutszcher (1997), access to empowerment frameworks, formal power, and informal power all work together to predict the degree of involvement in work-related decisions. According to Laschinger et al. (1997), access to organizational empowerment frameworks is related to greater formal and informal power.

Additionally, empowerment results in work enrichment, which boosts retention (Mahmood & Sahar, 2017). Those who feel empowered at work are more likely to stick with their existing employers through trying times (Bester, Stander, & Van Zyl, 2015). According to Van Schalkwyk, Du Toit, Bothma, and Rothmann (2010), empowering managerial methods may result in a motivated and resilient staff. Employees that feel empowered are more creative, and this creativity helps organizations produce customized solutions for their clients (Kostopoulos, 2019).

According to Motebele and Mbohwa (2013), empowered employees are accountable for making decisions regarding their work and how it is carried out. They typically adopt a transformative leadership style and

implement large workplace changes (Quinn & Spreitzer, 1997; Spreitzer et al., 1999). Employee commitment is strongly influenced by both psychological and structural empowerment (Aggarwal, Dhaliwal, & Nobi, 2018). Employees who feel psychologically empowered may act in civically responsible ways, which may eventually reduce their intention to leave their jobs (Bester et al., 2015; Fasanmi & Ago-Iwoye, 2018; Rogers, 2016).

According to Klage (1998), the literature suggests that the definition of empowerment is to provide workers more "power and authority" coupled with the necessary responsibilities and knowledge. The firm appears to be using empowerment as a potent management tool to exchange the shared vision that it hopes will translate into common objectives. The truth is that the term "empowerment" can be used to describe a variety of strategies, offering a quick way to argue that empowerment is a desirable outcome that creates a win-win situation for managers and employees.

Although there are many different definitions of empowerment, the majority of authors concur that the fundamental component of empowerment entails allowing employees' discretion (or latitude) over particular task-related activities. According to Inglis (1997), empowerment is a process that helps people play their roles more effectively so that the company may accomplish its goals and change with the environment. Being empowered means not only being able to take action, but also being held to a higher standard of accountability and responsibility. This shows that management must give its staff the tools they need to be engaged, motivated, and fulfilled while also helping the business achieve its goals.

In a similar vein, you may contend that management procedures are just one set of circumstances and that, while they might empower workers, they don't always. Through supporting mechanisms including those that foster competence, motivation, and information exchange, employees can be psychologically empowered and given control over their professional fate (Spreitzer 1996). (2003) Ozaralli, Employee empowerment becomes a function of transformational leadership if there is a commitment to change. There is a sense of purpose, pride, faith, respect, excitement, and devotion under this type of leadership approach. All levels of the organization will have transformational leaders who mentor people, offer formative learning, and delegate responsibility by giving them tasks that include the right learning opportunities. They will promote creative methods of problem-solving and the use of critical reasoning in decision-making. "Transformational leaders develop an organizational vision that is dynamic and frequently calls for cultural values to change in order to reflect greater creativity. We can also argue that leaders' transformational actions encourage empowering cultural norms (Ozaralli 2003).

#### *D. Employee Empowerment and Job Satisfaction*

Employee empowerment is fundamentally related to a company's success since it directly influences work satisfaction (Meyerson & Dewettinck, 2012; Rezaei Dizgah et al., 2018). Employees that are mentally empowered think about and behave in ways that increase their level of self-assurance and job satisfaction (Ibrahim, 2020). Employee fulfillment with work and a new company culture that supports empowerment while taking into account conduct, global trends, and organizational practices are both essential for the successful implementation of empowerment (Reidhead, 2020). Happiness at work is backed up by employee involvement in decision-making, a decrease in organizational communication, the availability of information related to job requirements, opportunities for professional growth, and ease of access to information on corporate values, according to Okumus et al. (2018). Ugboro & Obeng (2000) found that employees are less satisfied at work when they have less empowerment. According to Widodo & Damayanti (2020), taking part in decision-making will boost job satisfaction. Saban et al. (2020) found that empowered hotel staff employees expressed greater job satisfaction. When workers feel empowered, they will be more devoted to the company and happier in their positions (Tarigan, 2015). Employees that experience a sense of empowerment will demonstrate characteristics of personal drive and dedication, feel responsible to exert significant effort, and have a sense of quality (Mira, Choong, & Thim, 2019). In addition, Sadati (2012) identified a significant relationship between employee empowerment and job happiness in their research. As a result, employee empowerment and job satisfaction are positively associated.

#### *E. Employee Empowerment is Positively Associated with Job Satisfaction.*

In accordance with Rohani et al. (2012) and Emhan et al. (2018), job satisfaction (JS) is the sense of pleasure brought on by a perceived favorable link between one's desired work and the actual assigned labor. In accordance with Angreyani et al. (2020), JS is fulfilling work that makes one feel a part of a team. The most wanted position produces job contentment, while the least favored post breeds job dissatisfaction, claim Koo et al. (2020). Additionally, according to Saif and Saleh (2013), JS is an internal emotion that an employee feels as a result of his or her work and can be either positive or negative. In essence, this is the discrepancy between what employees anticipate in terms of benefits and what they actually receive (Chen & Wang, 2019). According to Mira et al. (2019); Khuong & Linh (2020), it may appear as a person's own cognitive, emotive, and judgment of his work. Job satisfaction is correlated with positive feelings about one's employment, whereas job discontent is correlated with negative feelings about one's employment (Alkhadher et al., 2020).

The organization's committed personnel will carry out their tasks and duties in a professional manner (Viseu et al., 2020). This demonstrates that employees with high job satisfaction are more motivated, which raises their organizational commitment, and vice versa, with low job satisfaction, employees are less motivated, which lowers

organizational commitment (Tarigan, 2015; Abuhashesh et al., 2019). The results of multiple linear regression analysis were used by Loan (2020) to identify a positive link between job satisfaction and organizational commitment. A lot of attention is being paid to OC and JS, the behaviors that relate to the employment and these variables. Previous studies by Sohail et al. (2018) and Hakami et al. (2020) shown that high job satisfaction increases normative and emotional commitment, while continuous commitment is unaffected by job satisfaction levels at either extreme. So organizational commitment and work happiness are positively connected.

#### *F. Empowering Employee Effectiveness*

According to research, managers in public organizations can play a significant role in inspiring and motivating employees to use their knowledge, skills, and abilities for the benefit of the organization rather than relying solely on formal rules and procedures to dictate how they should behave at work (Combs et al., 2006). In this regard, employing inspiring leadership techniques can have a significant impact on how motivated and effective police officers are. It is particularly intriguing to evaluate the application and impact of empowering managerial methods in law enforcement organizations for a number of reasons.

In line to research on public organizations, empowering managerial practices are associated with significant positive attitudinal outcomes, such as increased employee job satisfaction (Fernandez & Moldogaziev, 2013a, 2013b), stronger organizational commitment (Hassan et al., 2013), and decreased intention to leave the organization (Kim & Fernandez, 2015). The impact of empowering practices on public employee work behaviours, particularly their performance on the job, hasn't received much investigation, though (Cho & Faerman, 2010). Ahearne et al. (2005), Arnold et al. (2000), Conger & Kanungo (1988), Seibert et al. (2004), and others have identified employee empowerment in practices as a way to reflect the significance of information sharing regarding job skills and organizational goals, rewarding employees based on job performance, and allowing employee participation in decision-making processes.

For instance, a company might expect better decision-making by providing better and more accurate information to its members, which eventually enhances organizational performance (Srivastava et al., 2006). By fostering a work atmosphere where employees feel valued for their efforts and contributions (Seibert et al., 2004; Seibert et al., 2011), a good recognition and reward system can assist to attract, retain, and encourage people (Zhang & Bartol, 2010). The ability of employees to digest information and comprehend organizational processes can be improved through employee involvement in decision-making and implementation processes, which can then increase problem-solving abilities (Wright & Kim, 2004).

#### *G. Employee Training*

Training is the crucial area of human resource management; it is the fastest growing segment of personnel activities. Training and development play a crucial and functional role in supporting every business in the world, because training improves the efficiency and the effectiveness of both employees and the institution (Raja et.al, 2011). Manpower training and development is one of the most important organizational dynamics. It constitutes the pivot in which organizational survival is run. The training process is one of the most pervasive methods for enhancing the productivity of individuals and communicating organizational goals to personnel (Ekaterini, 2009). Employee training is regarded as an effective program for the training and development of employees to enhance their performance. Training is the process of closing the performance gap between the desired standard performance and the current performance. Different strategies, including coaching and mentoring, peer cooperation, and engagement by the subordinates, can be used to provide training. Through higher performance and more teamwork, individuals are able to actively participate in their work environments, enhancing organizational performance.

Training programs help a firm use its human resources more effectively in order to obtain a competitive edge. They also help employees grow professionally. Therefore, it would appear necessary for the company to prepare a training program of this kind for its employees in order to improve their skills and competences that are required at work (Jie and Roger, 2005). Training not only improves an employee's skills but also their creativity and critical thinking, enabling them to make better decisions faster and more effectively (David, 2006).

Additionally, it gives staff members the ability to deal with customers effectively and promptly address their issues (Hollenbeck, Derue, and Guzzo, 2004). By substituting inefficient and ineffective work-related habits for the traditional work practices, the training increases self-efficacy and leads to better performance on the job (Svenja, 2007). According to Chiaburu and Tekleab (2005), the training is a planned intervention for improving the components of each individual's job performance. It all revolves around developing the talents that appear to be required for achieving corporate goals. Training initiatives may also aid employees in reducing stress or annoyance brought on by their work (Chen et al., 2004). Employees who don't feel they can complete a task to the required level of performance frequently choose to leave the company (Chen et al., 2004), as their continued employment would not increase productivity (Kanelopoulos and Akrivos, 2006).

The wider the discrepancy between the abilities required and those possessed by the labour, the more dissatisfied the workforce is with their jobs. According to Rowden (2002), training may also be a useful strategy for enhancing job satisfaction since an employee's improved performance results in the top management's appreciation, which makes the person feel more at home in his position.

Rowden and Conine (2005) assert that trained personnel are better able to please clients, and Tai et al. (2007) assert that trained employee's exhibit improved performance as well as higher levels of job satisfaction.

#### H. The Importance of Training

To improve the performance of every employee and promote organizational growth, training is a crucial and indispensable instrument for the business. Employers and employees of an organization can both benefit from it. If properly trained, an employee will become more effective and productive. Businesses can improve the quality of their present staff by offering thorough training and development. In addition to boosting productivity, training is crucial for inspiring and motivating employees by emphasizing the importance of their duties and equipping them with the knowledge they need to carry them out (Anonymous, 1998). Employee training has several general advantages, including improved job satisfaction and morale, increased drive, increased process efficiency that generates revenue, increased ability to adopt new technologies and methods, increased innovation in strategies and products, and decreased employee turnover.

Training for a particular job function, in the words of Vasudevan, "requires a long-term commitment from all employees because it requires them to learn new skills and knowledge that become a turning point for their success in the workplace." This training "requires them to learn new skills and knowledge that become a turning point for their success in the workplace." (185). Empowering employees in the workplace has a number of benefits. The Harvard Business Review states that "stronger job performance, job satisfaction, and commitment to the organization are associated with employees who feel empowered at work." Training is the cornerstone of success because it gives workers the ability to enhance their present skills and learn new ones that will benefit them in both their current and future roles. When workers are empowered or feel they can contribute and thrive at work, they are more likely to put forth extra effort.

Training can be expensive in a variety of ways. The company must devote time and money to training and spend time observing the new recruit as they pick things up. It's an investment, and if the training is successful in educating staff members about new information, those staff members are more likely to regard the business favourably and exhibit a combination of Allen and Meyer's levels of dedication. If they spend time training and honing their skills, they will want to stay with the company since they are making an investment. They will believe they should remain since they are learning and receiving attention from the business. To avoid losing the time they spent on training and organizational acculturation, they'll feel forced to stay.

In general, workers who feel empowered at work are more likely to:

- Go above and beyond to achieve the company's objectives
- Improve their performance by adhering to the best practices for fostering teamwork at work.
- Encourage excellent workplace communication. Accept changes like digital transformation or mergers and acquisitions.
- Encourage your co-workers to have an optimistic mindset with better customer support is required and encourage innovation promote the brand.

Job happiness can also be impacted by team dynamics and workplace interactions. The authors of the article "Teamwork, Skill Development and Employee Welfare," Duncan Gallie, Ying Zhou (2012), Alan Felstead, and Francis Green (1990), did research to look at the connection between various types of teamwork and job happiness. They discovered that teamwork offered more opportunities for skill development and perspective-gaining than individual projects did; however, if teamwork is not effectively monitored based on the motivation levels of the group members, group work intensity can lower the level of happiness that employees have with their work and organization (2012: 37–39). Collaboration with others enables people to notice things they might not have otherwise, and when a group is given the authority to accomplish a task, there is more opportunity to positively affect motivation.

Gallie et al. (2012) discovered that a group's job satisfaction increased when it was granted additional authority or autonomy (37–38). This is probably a result of the employee's sense of empowerment, which gives them faith in the capability of their team to complete a project. In light of this, managers and organizations can experiment with various levels of team autonomy to achieve the ideal balance between group intensity and skill development and boost employee loyalty to the organization and overall job happiness.

Gallie et al. further explain, "Self-directive teams were associated with greater opportunities for the employee to exercise individual initiative in their jobs; more opportunity and motivation to learn on the job; stronger commitment to the organization, and more frequent work effort over and above what is strictly required by the job" (41). Gallie et al. observed that teams without a team manager or leader were more self-motivated and made more contributions to both their company and their employment. In other words, employees felt more inclined to dedicate themselves to their workplace when empowerment leadership was supported.

### *I. The Staff Member Controlling and Providing Input for Work*

#### ➤ *Affective Commitment*

Suliman and Iles (2000) assert that the degree of organizational commitment significantly influences how well an organization performs. Additionally, organizational commitment influences or is linked to other outcomes, such as employee turnover and absenteeism (Sagie, 1998). Commitment is characterized in a variety of ways in literature. "The strength of an individual's identification with and involvement in a particular organization" is how Porter et al. (1974) define commitment.

Building on this concept, Allen and Meyer (1990: 1) state that "organization commitment" is defined as a mindset when it stresses the attachment to an employing organization, including its goals and values. The employee's relationship with the company is at the center of this mentality or psychological state. Organizational commitment in this essay is broken down into three parts: affective commitment, continuation commitment, and normative commitment. First, affective commitment is defined as "employees' emotional bond to their organization" or "employees' emotional attachment to, identification with, and involvement in, the organization" (Rhoades et al., 2001: 825). Second, continuing commitment is the understanding that leaving the company will cost money. Continuous commitment is described as "profit associated with continued participation and a cost associated with leaving" by Kanter (1968: 504), indicating the significance and advantages of staying with the organization. According to Meyer and Allen (1990), both elements and points of view contribute to a reduction in the number of employees who leave the company, but affective commitment is concerned with the employee's desire to be a part of the company and wants to stay there, whereas continuance commitment is concerned with the necessity of staying put. Last but not least, normative commitment refers to the moral duty to remain with the organization. Lifetime commitment is described by Marsh and Manaari (1977) as a moral obligation to remain with the business, regardless of the satisfaction the person derives from it. This term is used by Allen and Meyer (1990) to explain normative commitment. A connection to turnover is present in their thinking once more, but this time it has to do with expectations.

The commitment-related insights discussed above are crucial because they outline the several ways in which employees might be dedicated to the company. The biggest relationships between affective commitment and the outcome variables may be seen when looking at the meta-analysis performed by Meyer et al. in 2002. The three factors of turnover and withdrawal cognition, absenteeism, job performance, organizational citizen behaviour, and lastly stress and work-family conflict are explored in this investigation. The association with affective commitment is thought to be the strongest for all of these outcomes. The strongest positive association between affective commitment and work behaviours, such as attendance, job performance,

and organizational citizen behaviour, is between these behaviours and affective commitment. Rather of being positively correlated with these factors, continuity commitment is either unrelated to or negatively correlated with these behaviours. In addition to the findings of this meta-analysis, other studies revealed some favourable relationships: According to Mathieu and Zajac (1990), Meyer & Allen (1997), and Mowday, Porter, and Steers (1998), affective commitment is seen to be positively associated to behaviours that are advantageous to the organization, such as performance, attendance, and staying with the organization.

We assume that empowerment will particularly effect the affective component or the normative component of commitment when looking at the three aforementioned components of commitment. The emotive component was included since previous research (Laschinger et al., 1999) found a link between affective commitment and empowerment. Additionally, a link between job satisfaction and empowerment has been shown (Spreitzer et al., 1997). Job satisfaction is described as the level of pride a person has for their employer and their position. Because empowering the employee, for instance when he is given more authority, makes him feel obligated, a relationship between empowerment and normative commitment might be anticipated.

It is less clear whether empowerment and continued commitment are related because continued commitment depends on the desire to remain with the organization and is not thought to be influenced by empowerment. Keeping employees committed to the organization's mission and striving for high performance might be crucial. The relationship between empowerment and affective commitment will be the focus of this research since it has the strongest relationships with desired results (Meyer et al., 2002). The relationship between affective commitment and psychological empowerment will be looked at.

### *J. Relationship between Empowerment and Affective Commitment*

Regarding the characteristics and desires of the contemporary knowledge workers, the concept of empowerment may play an important role by meeting their demands. One of the outcomes influenced by empowerment is commitment. Previous research of Avolio et al., (2004) already showed this relationship. In this research also is mentioned that empowered employees are more willing to reciprocate with higher levels of commitment. In the research a definition of organization commitment is used from Mowday et al. (1982: 27). In their research they define the concept as "the relative strength of an identification and involvement in a particular organization".

Affective commitment is also seen to be connected to the dimension meaning. It is anticipated that emotional commitment and empowering meaning will have a favourable relationship. Organizational commitment and the dimension meaning have already been shown to have a positive association by Spreitzer (1995) and Liden et al.

(2000). A higher rating of emotional commitment can be anticipated when an employee believes that the work is really significant and aligns with his personal ideals.

#### IV. PERFORMANCE MANAGEMENT AND EMPLOYEE PERFORMANCE

The performance management concept was developed on the answers from five questions based on modern management practices (Otley, 1999). The first two questions address goal definition, attainment measurement, and strategy development, and deployment in the organization (Otley, 1999). The third question addresses what the organization expects of performance levels and what performance targets have been set into place (Otley, 1999). The final two questions have been more of a human resource management concern because they address the reward and punishment for goals achieved or missed and the information flow impacting the organization's ability to adapt and learn from their experiences (Otley, 1999).

According to Sinha (2001), an employee's performance is based on how willing and open they are to carrying out their duties. He added that having staff that are willing and open to executing their jobs could lead to an improvement in productivity, which in turn affects performance. In the words of Stup (2003), employers must ensure that employees complete their tasks on time in order to meet the organization's goal or target in order to have a standard performance. Employers may be able to monitor their staff members' performance and assist them in improving it if the work or job is completed on schedule.

Additionally, a system of rewards based on employee performance ought to be put in place. This is done to encourage the workers to work harder on their tasks. According to Stup (2003), there are a number of aspects that contribute to the effectiveness of an employee's performance. The variables include things like the physical workspace, tools, purposeful work, performance expectations, performance feedback, rewards for good or bad performance, standard operating procedures, knowledge, skills, and attitudes.

Franco et al. (2002), performance is characterized as relying on internal motivation, although the presence of internal elements such as the required abilities, mental capacity, and resources to complete the task definitely has an impact. In order to ensure that employees' performance meets the necessary requirements, employers are expected to offer suitable working circumstances.

#### V. RECOMMENDATIONS

##### A. The Importance of Empowering Employees

Giving your team members the authority to act and make decisions within your company is a key component of empowering your workers. It also implies that there is mutual trust and understanding to guarantee that these behaviours are consistent with corporate objectives. Giving your team members the authority to act and make decisions

within your company is a key component of empowering your workers. It also implies that there is mutual trust and understanding to guarantee that these behaviours are consistent with corporate objectives.

For a business to expand sustainably, employees need to feel empowered. While many businesses may start from scratch thanks to the diligence and commitment of one or two entrepreneurs, true success is the result of many individuals working together. By "multiplying" yourself rather of adopting a rigid leader-follower mentality, you may increase the power and potential of your business.

##### B. Empower Employees

A cultural virtue is employee empowerment. Transparency in interaction, effective entrusting tasks and respect must all be improved. Consider giving staff more autonomy.

##### C. Assign Responsibility for Creation

Delegating to relieve yourself of tedious tasks is frequently ill-advised and wastes an opportunity to build up and empower your team. Instead, provide tasks with the intention of helping your staff members enhance their skills and understanding of their roles.

##### D. Clarify Your Demands.

Limit the amount of latitude your employee has in making decisions. By setting clear expectations and refraining from micromanaging them, you may enable your workers to make decisions while ensuring they are in line with corporate objectives.

##### E. Offer Employees Flexibility Regarding Tasks

It's fine for an employee to take a different path than you would to get from point A to point B. Recognize that if you allocate a task to an employee, they may complete it differently than you would. Recognize that there might be alternative (perhaps better) ways to carry out a project than your own, relinquish power, and abstain from micromanaging.

##### F. Provide Necessary Resources

Many executives bemoan the fact that when they initially begin implementing employee empowerment strategies in their businesses, employees continue to visit them in their offices expecting their issues to be magically fixed. Provide resources, tools, and a sounding board for ideas instead.

##### G. Give Constructive Feedback

Be considerate and detailed in your feedback while debriefing a project. Giving someone credit for a "good job" doesn't provide them with any guidance on what to do going forward. Provide particular illustrations of the mind-sets or actions you'd want to witness enhanced, as well as an explanation of how they affect individuals.

### H. *Accept Suggestions and Advice*

When possible, involve your workers in decision- and goal-making. If they are unable to take part in these initial steps, be open to their comments and opinions. Being receptive to fresh perspectives can inspire your team and bring creative new ideas to your business.

### I. *Communicate the Vision of the Organization*

The need for employees to feel like more than just a cog in the system and like a part of something greater is becoming increasingly important. Your employees will feel more empowered if you express the organization's vision and how a team and its members contribute to it in concrete terms. This will give them confidence in the impact their work is having.

### J. *Recognize Employees for Hard Work*

When someone is appreciated for a job well done, they are more likely to do it again (and even better this time). Additionally, it will inspire them to keep coming up with new ideas, acting, and finding solutions. Don't hold back on your gratitude.

Why should employees have more power? Consider your ideal squad. Is it made up of a team of obedient workers who perform exactly what you say (no more, no less)? Or is it a group of knowledgeable experts who act independently, innovate, and support the organization in achieving a common objective. That's what we're assuming it to be. A robust team of empowered individuals is necessary for actual and lasting business success, even while your company can undoubtedly grow to some level under your direct management.

## VI. CONCLUSIONS

According to the review, social support, empowering leadership, group-based belief systems, and opportunity role structures all enhance intra-organizational empowerment (OE). Subgroup relationships are important. Regarding incentive management, no new developments have been discovered. A number of features have been theorized further by discovering markers that boost OE. This is critical because these procedures form an essential basis for empowerment within and outside of organizations. Third, because several studies have proven that encouraging teamwork support OE, they were incorporated into the model. Fourth, we discovered that organizational learning improves an organization's viability. Underpopulated areas, co-empowered subgroup collaboration, settled ideological dispute, or resource identification have not led to any new discoveries.

The review found no new information regarding the initial processes, which brings to a close the results of extra-organizational empowerment. Because organizational learning affects how organizations respond to external changes, we did introduce it as a new process. We discovered that alliance building helps to influence public policy at the level of the outcomes. Practical ramifications indicate that managers play a significant part in putting the

OE model's processes into practice to successfully accomplish organizational objectives in human service organizations. Investing in subgroup connections, adopting a positive outlook, and providing opportunity for members' professional growth in various roles are a few examples. Organizations should spend money forming alliances in order to influence public policy and reap a number of additional benefits. By forging connections and maintaining relationships with other groups, professionals play a crucial part in this. The findings are also relevant to educators and researchers that study human service organizations; educators can incorporate the knowledge into their curricula, while researchers get information that will aid them in conceptualizing and validating OE.

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