Employees' Perceptions on Empowerment and Engagement

Virender Kumar Arora*

ABSTRACT

On the basis of the survey of 71 persons, the study finds that the employee perception of empowerment as well as engagement varies significantly across employee age, sex, length of experience and nature of organisation. Moreover, it was found that empowerment and engagement are significantly correlated. findings suggests that employee-empowerment and employee-engagement are mutually reinforcing strategies of human resource management

1. Introduction

Employee empowerment and engagement presents a great challenge and opportunity for the human resource (HR) managers and consultants. It is generally believed that empowered and engaged employees contribute effectively towards organisational purpose. On the other hand, a culture of empowerment and engagement contributes towards meaningful work and life experiences. Despite their apparent importance, the academic literature on these concepts is still in its infancy and empirical research is even more scant. The purpose of this paper is to review the development of these concepts and discuss some perceptual data on employee empowerment and engagement in Indian organisations. In particular, the paper addresses the following questions.

1. How have employee empowerment and engagement been conceptualised?
2. What are the constituent elements of employee empowerment and engagement?
3. How do individual and organisational differences relate to employee empowerment and engagement?
4. How does employee empowerment relate to employee engagement?

1.1   Concepts

Friedman (1960) said that there is no point in making the definitions of the terms more precise than the subject matter these refer to. However, until the terms are defined and measured, one cannot manage these, nor can one know whether the efforts to improve these are bearing fruit (Ferguson, 2007). Thus, conceptual clarity may be regarded as the edifice of empirical design.

1.2   Employee Empowerment

Webster's dictionary (1971) defines the term empowerment as follows: "to give official authority to: delegate legal power to: commission, authorize." Conger and Kanungo, (1988), defined empowerment as the process of enhancing feelings of self-efficiency among organizational members through the identification of conditions that foster powerlessness and through their removal by formal organizational practices and informal techniques of providing effective information. Gandz (1990) defines that, "Empowerment means that management vests decision-making or approval authority in employees where, traditionally, such authority was a managerial prerogative." Thomas and Venthous (1990), emphasise that empowerment gives people the motivation to improve. Thus, empowerment involves those processes which make people motivated. Zimmerman (1990) states that it is easier to define empowerment in its absence - alienation, powerless, helplessness - but difficult to define positively because it "takes on a different form in different people and contexts". According to Handy (1993) Empowerment simply means encouraging people to make decisions and initiate actions with less control and direction from their manager. Gupta (1999) defines empowerment as a process of sharing power and providing an enabling environment (by removing hurdles) in order to encourage employee to take initiative and decisions to achieve organizational and individual goals.

A review of the foregoing definitions of the term empowerment implies organisational action, personal affect and managers' tendencies toward power sharing, decentralisation of decision-making and enhancement of personal freedom and discretion of the employees with a

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* Assistant Professor, Padmasri Dr B V Raju Institute of Technology, Vishnupur, Narsapur, Medak District, Andhra Pradesh, India.

view to encouraging initiative and the benefit of taking the decision to the level of its implementation. Clearly, it is a multifaceted concept. Gupta and Murari (2001) identified ten characteristics or factors that underlie the concept of employee empowerment (see figure 1).
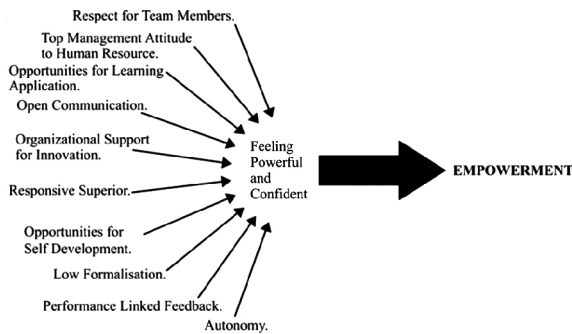

Fig. 1: Factors in Employee Empowerment
Source: Adapted from Gupta and Murari (2001)

It is evident from Figure-1 the concept of employee empowerment, while of necessity, involves the enhancement of the autonomy of the individual employees, yet it goes much beyond the ideas of delegation and decentralisation and is endowed with the notions of development of the employee's feelings of being valued contributors to organisational performance. It involves the creation of a working environment where an employee is allowed to make his own decisions in specific work related situations. The decisions can be big or small in size and effect of the decision is up to the employer. The logic behind the employee empowerment is to increase the employee's responsibility, to build employee morale and to improve the quality of employee's work life. Employee empowerment makes employee more protective, loyal and more confident.

1.3   Employee Engagement

Webster's dictionary defines "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. Kahn (1990) defines employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement concerns employees' beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive

or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Baumruk (2004), Shaw (2005) and Richman (2006) define employee engagement as emotional and intellectual commitment to the organisation. Frank et al. (2004) define it with respect to the amount of discretionary effort exhibited by employees in their job. Truss et al. (2006) define employee engagement simply as 'passion for work', a psychological state. Robinson et al. (2004) infer the semantic similarly of employee engagement with the existing ideas of 'job-involvement,' 'organisational commitment' and 'organisational citizenship behaviour (OCB)' and defined engagement as 'one step up from commitment'. He identified several indicators of a fully engaged employee, viz. he is intellectually and emotionally bound with the organization; gives 100 percent; feels passionately about its goals and is committed to live by its values. This employee goes beyond the basic job responsibility to delight the customers and drive the business forward. Robinson Perryman and Hayday (2004) described the factors of employee engagement and stated a strong link between feelings valued, involved and engagement. According to them the factors of employee engagement are common to all organisations. See Figure 2.
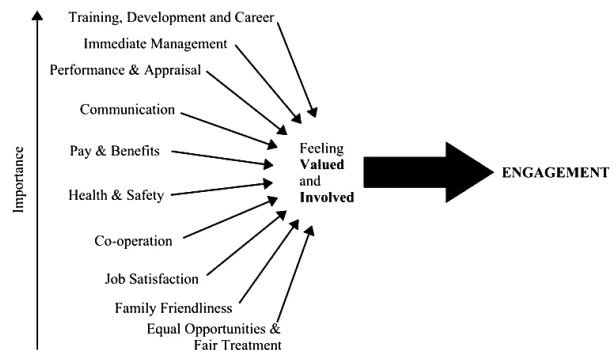

Fig. 2: Factors in Employee Engagement

Source: Adapted from Robinson D, Perryman S, Hayday S (2004)

It is important to take note of some salient similarities and differences between the concepts of employee empowerment and employee engagement. First the similarities: Both the concepts can be examined from multiple perspectives: structural, beahvioural and psychological. The concepts are comparable even on the

basis of antecedents as well as consequences. The important difference however lies with regard to their relative age in the organisational / management lexicon and therefore the clarity with which the two terms may be uniquely and discriminatively defined. While, the literature on employee empowerment is relatively more certain about the manner in which the concept is operastionalised, the same cannot be said of employee engagement. The latter term is still discussed with reference to the ideas of the psychological states of job involvement, employee commitment and behavioural aspects of organisational citizenship behaviour (OCB) etc. In fact, the critical difference between the two terms lies in their respective origin. Whereas the idea of empowerment is traceable to relational structure and distribution of power across the organisation, the concept of engagement is more of a psychological and behavioural origin.

2. Review of Literature

As noted at the outset, academic literature on the two concepts, more so in case of employee engagement is scant, albeit growing. Yet, in line with the purpose of the study I have attempted to put together the available literature along three strands: meaning, antecedents and consequences of employee empowerment (hereinafter employee empowerment); meaning, antecedents and consequences of employee engagement (hereinafter engagement); and, three relationships between the concepts of employee empowerment and employee engagement. In presenting the studies reviewed here, however, we have had regard to their chronological order.

2.1   Empowerment

The notion of employee empowerment may be traced to the classical theory (1890-1930) of management where Fayol (1917) defined centralisation as everything that goes on to increasing the power of the superior and decentralisation as increasing the power of the subordinates. The idea grew with the human relations and behavioural schools of Neo-classical management (1915-1990s). Mary Parker Follett (1924) distinguished between "power-with" and "power-over" and suggested the process of integration to increase power-with while decreasing power-over. The human relations movement (1930) had a great impact on employee empowerment. The Hawthorne studies (1920) concluded that the workers were more responsive to social situations than to management controls.

Now a days, empowerment is the center of attention in 21 century's organization. It is argued that if employee-

empowerment is managed correctly, it can cause enhancement in organizational commitment and reduction of employee's replacement. Empowerment with confidence, making participation in decision making, and elimination of the border line between management and employee, cause increase of productivity, performance and job satisfaction.

Klagge J. (1998) views empowerment in terms of improved distribution of "power and authority" along with the relevant duties and expertise to employees.

Randolph (1995) defines employee empowerment as "a transfer of power" from the employer to the employees. Blanchard et al. (1996) argued that empowerment is not only having the freedom to act, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives. Nick et al. (1994) too associate employee empowerment with the concept of power, implying that power in organization should be re-shared from the top management to the lower management.

Mohammed et al. (1998) interpret the term from the perspective of those empowered and regard it as a state of mind. An employee with an empowered state of mind experiences feelings of 1) control over the job to be performed, 2) awareness of the context in which the work is performed, 3) accountability for personal work output, 4) shared responsibility for unit and organizational performance, and 5) equity in the rewards based on individual and collective performance. Rodwell (1996), Hage and Lorensen (2005) label empowerment as an "enabling process." Thus an important strand of research on empowerment has been the focus on groups that are typically considered disadvantaged, disempowered or ostensibly powerless.

During the 1990s writers claimed that the shift in the way organizations treated their employees was the "empowerment era". It has been seen that the research on the study of empowerment so far had been primarily through the relational approach or the motivational approach. The relational approach, based on management practices, focuses on the delegation of power and decision making authority. According to this approach, empowerment was based on the movement of power down an organization's hierarchy (Menon, 2001) where sources of power could be legal (control of office); normative (control of symbolic rewards); remunerative (control of material rewards); coercive (control of punishment); and/or knowledge/expertise. The

motivational approach stressed psychological enabling as the main reason for an individual's feelings of empowerment. Because the conceptual and operational definitions of empowerment often differ from study to study, more research is needed to better articulate the homological net of the construct of empowerment.

Conger and Kanungo (1988) have defined empowerment in at least two ways: the situational approach and the psychological approach. On one hand, the situational approach concerns passing power from higher-level management to employees by involving them in decision making. This approach is also known as relational or management practice approach. On the other hand, the psychological approach puts less emphasis on delegation of decision-making. Instead, this approach stresses motivational processes in workers. The psychological approach views empowerment as various psychological cognitions that contribute to enhanced intrinsic motivation.

Proponents of the psychological perspective of empowerment have agreed that there are multiple dimensions of employee empowerment explain that the psychological cognitions of employee empowerment include meaningfulness, competence, choice, and impact. More recently, Petter et al (2002) suggested that there were seven dimensions of employee empowerment and that included power, decision-making, information, autonomy, initiative and creativity, knowledge and skills, and responsibility.

2.2 Engagement

Whilst discussing the concept of employee engagement it has been seen that it has evolved and continues to do so in the realms of psychological states and behavioural orientations. In this regard, the terms 'organizational commitment' and 'job involvement' may be forwarded as the two important strands of traceability of employee engagement.

Mowday et al. (1979) defined organizational commitment as an individual's (1) belief in and acceptance of organizational goals and values, (2) willingness to exert effort toward organizational goal accomplishment, and (3) strong desire to maintain organizational membership. (Becker, 1992; O'Reilly & Chatman, 1986; Reichers, 1985, 1986) have developed this concept to imply employee attachment resulting from, or based on, an employee's compliance (conformity driven by rewards and punishments), identification (a desire for affiliation), and internalization (individual values' congruence with organizational goals and values). Reichers (1985) argued

that the 'organization' in organizational commitment should not be viewed as "a monolithic, undifferentiated entity that elicits an identification and attachment on the part of individuals." Thus, the discourse on the idea of organisational commitment as a precursor to the development of the concept of employee- engagement was shaped further by the advocacy of the multiple commitments view (Ashforth & Mael, 1989; Cohen, 1993; Randall, 1990; Reichers, 1985, 1986). Hunt and Morgan (1994) view an organisational as a coalition of various constituencies and, therefore, argued that "organizational commitment can be accurately understood as a collection of multiple commitments to various groups that comprise the organization". It is not surprising therefore that while defining employee engagement, reference to support from/ commitment to the top management, immediate supervisor/ superior and peers are often forwarded as the important organisational antecedents as well as behavioural implications of employee engagement besides commitment to organisational purpose and values.

The other important strand in the development of the concept of employee –engagement has been the idea of job- involvement. Badawy (1994) reported that involvement plays an important role in the pattern of relationships of work experiences as well as of job characteristics with career expectations and career outcomes. This study shows that employee engagement positively impacts quality of work life perceptions of the employees in terms of their work experience, career expectation and outcomes.

The ideas of 'commitment' and 'involvement' as the critical building blocks of the concept of employee engagement assume further importance in view of their behavioural implications as well. For example, Mc Farlane (1995) distinguishes between 'affective' and 'continuance' commitment to underline the psychological and behavioural implications of the concept of employee commitment. The author reports further that affective commitment is positively and continuance commitment negatively related to outcomes, managerial potential and promo ability in the organisation. Mayer and Schoorman (1998) found that organizational tenure, retirement benefits, education, and age are more highly correlate with continuance engagement, while feeling of participation, perceive prestige, job involvement, and role ambiguity are more highly correlate with value/ affective engagement

Lee and Olshfski (2001) attempted to integrate the affective and behavioural dimensions in the employee engagement by providing a four-dimensional framework:

(1) commitment to boss (2) commitment to working group (3) commitment to organization and (4) feeling of honour in job which makes them realize that they are performing a valuable service to the community. Vazirani (2007) define it as a barometer of association between the employee and the organization.

2.3 Relationship between Employee Empowerment and Engagement

The studies on the relationship between employee empowerment and engagement are conspicuous by their absence despite the fact that conceptually both the concepts might be integrated with reference to antecedents and consequences, personal and organisational (constituencies as well as the whole). Kanter (1977, 1993) posits that employee empowerment might lead to employee-engagement related consequences. The author argues that the absence of empowering structures might be responsible for disengaged employees and lower employee commitment. Masalach and Leiter (1997) propose that the fit between employees and their work environments results in greater engagement in their work and lower levels of burnout. Chop et al. (2006) integrate Kanter's theory of work empowerment and Masalach and Leiter's work engagement/ burnout model to examine the relationship between employee-empowerment and employee-engagement. Gupta and Murari (2001) note that empowerment processes have positive co-relationship with commitment/ engagement. As for the antecedents, demographic factors especially age, experience, education and have significant effect on both commitment and empowerment albeit highly educated persons feel less empowered and committed. Whether Gupta and Murari (2001) or Chop et al. (2006), both the studies examine the relationship between the two terms in a one-way framework, i.e. the impact of empowering structures on the feeling of engagement. In the model proposed in the study, we posit the possibility of mutually reinforcing relationship between the two terms.

3. Methodology

Basic design of the study is the survey of employees. As such the study relies on primary data.

4. Model of the Study

The study essentially pertains to the discussion of the extent of employee empowerment and employee engagement in Indian organisations. The model of the study seeks to provide an eclectic perspective on antecedents, the

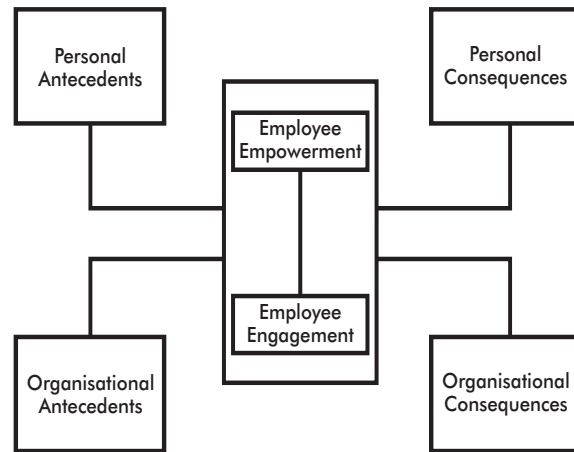conduct (the act or process of employee empowerment and engagement) and the outcomes. See Figure – 3

Figure 3 : Process of Employee Empowerment and Engagement

5. Scope

While the model of the study articulates an eclectic view of the concepts of employee empowerment and engagement, the scope of the present paper is limited to a discussion of the perceptions of employees on these two counts. In analysing their perceptions, we invoke individual and organisational antecedents with a view to understanding what type of individuals and organisations are more likely candidates for these interrelated paradigms of modern management.

6. Variables

Employee empowerment and employee engagement comprise of the dependent variables of the study. In this paper, each of the two variables is measured with respect to three-dimensions. Employee engagement is measured with respect to 'enjoyable work'; 'pleasant relations at work'; and, 'feeling of pride about of the organizations.' Employee empowerment is measured with respect to 'opportunity for training, development and growth'; 'participation in decision making'; and, 'free and frank communication among different levels'. The respondents were asked a question apiece in respect of each of the dimensions. They were asked to assign a score from 0-10 to each of the statements comprising the questions. Anticipating that their responses could be influenced by their personal and organizational characteristics, five such dimensions, viz., Age, Sex, Nature of present organisation, Nature of previous organisation and Length of experience comprise of the independent variables of the study.

7. Data Capture Instrument

A specially designed questionnaire has been used for collection of Primary data for the purposes of the study. Questionnaire has two parts. Part – 1 elicits background information about the respondents and their organisations, viz.,   including name, age, sex, contact detail, name of the present and previous organisations, and experience etc. Part- 2 contained questions on engagement and empowerment. For the purposes of this paper, I focused on the responses to the questions pertaining to three-dimensions each of employee empowerment and employee engagement.

8. Sample

The study relies on snowball sampling, i.e. the persons in personal contact of the researcher were requested to make available the contacts of other persons in their acquaintance who could be interested in the study. I approached about 150 persons of which 80 consented to participate. I interviewed them personally. Upon a subsequent examination of the responses, 9 questionnaires had to be discarded for further processing. Thus, the effective sample size of the study is 71 persons and represented an equal number of organisations. See Table 1 for an overview of the sample of the study.

Table 1: Profile of the Respondents		
Description	Count	Percentage *
Sex		
Male	53	75
Female	18	25
Age		
Up to 40 years (Younger)	43	61
Above 40 years (Older)	28	39
Nature of Present Organization		
Government	43	61
Private	28	39
Nature of the Previous Organizations		
Government	07	21
Private	26	79
Length of Work Experience		
Less than 10 years (Less Experienced)	36	51
More than 10 years (Quite Experienced)	35	49

Description	Count	Percentage *
More than 10 years (Quite Experienced)	35	49
Number of Respondents	71	100
Number of Organizations	71	100

Note: * Figures have been rounded off.

It is evident from Table 1 that the subjects of the study come from diverse demographic and organizational backgrounds Diversity of the backgrounds of the subjects is likely to provide useful insights into the findings of the study and their reliability across age, gender, nature of organization served and the length of work experience etc.

9. Statistical Techniques

Since the data used in the study is perceptual, I relied on non-parametric statistical methods. In particular, I have used Chi-Square test to examine whether or not the perceptions of the respondents vary across their backgrounds on the various dimensions of employee empowerment and employee engagement.

10. Findings

Extent of Employee Engagement
The proportional distribution of the respondents so classified is given in Table

Table 2 shows that employees covered in the study enjoyed their work, had pleasant relations with their colleagues and felt proud of the organisations that they were working for. Such a situation augurs well for Indian organisations for engaged employees are regarded as critical for organizational effectiveness.

Table: 2 Extent of Engagement		
Extent of Engagement (Enjoyed work; had pleasant relations at work; felt proud of their organizations)	Number of Respondents	Percentage*
Highly Engaged #	16	23
Not So Engaged ##	55	77
Total	71	100

Notes:
* Figures have been rounded-off
# Based upon the score of above 20 out of a total 30
Based upon the score of below 20 out of a total 30

How does the extent of employee engagement vary across the personal and organizational characteristics? For this, let us turn our attention to Tables 3 to 6

Table 3: Variation in Employee Engagement by Sex of the Respondents			
Sex: Male/Female	Total Engagement		Total
	Low Engagement <= 20.00	High Engagement 20.01+	
Male	26 (49%)	27 (51%)	53
Female	14 (78%)	4 (22%)	18
Total	40	31	71

Pearson Chi-Square value = 4.506 - Significant at 5%

Note: Figures in parentheses indicate percentages based on row totals.

Table 3 shows that male employees are highly engaged in their organisations either these are government or private as compared to female employees. 51% male employees score above 20.01 out of 30 whereas only 22% female employees score more than 20.01 out of 30. It shows that male employees enjoy their jobs. But if we see the overall situation irrespective of gender then the scenario has been totally changed. 40 (56%) out of 71 employees have low engagement. Its main reason is low engagement of female employees.

Pearson Chi-Square 7.994 - Significant at 5%

Table 4 shows the cross tabulation of Government and private employees and their engagement on their organisations. It shows that employees working in private

Table 4: Variation in Employee Engagement by ownership of organisation (Government/Private) of the Respondents			
Organisation Government / Private	Total Engagement		Total
	Low Engagement <= 20.00	High Engagement 20.01+	
Government	30 (70%)	13 (30%)	43
Private	10 (36%)	18 (64%)	28
Total	40	31	71

organisations (64%) are more engaged as compared to Government employees (36%). And overall only 44% employees are highly engaged in their organisations irrespective of type of organisations.
Pearson Chi-Square value 1.187 - Not Significant

Table 5 shows the relationship between age and engagement of employees. Young Employee 49% (age between 21 -40) are more engaged as compared to older employees (age 41 & above).

Table 5: Variation in Employee Engagement by Age of the Respondents			
Age (in years)	Total Engagement		Total
	Low Engagement <= 20.00	High Engagement 20.01+	
Between 21– 40 years	22 (51%)	21 (49%)	43
41years & above	18 (64%)	10 (36%)	28
Total	40	31	71

Pearson Chi-Square value 8.72. - Significant at 5%

Table 6 shows the engagement level of employees on the basis of experience, employees who have experience less than 10 years are more engaged in their organisations as compared to employees having experience more than 10 years.

Table 6 Variation in Employee Engagement by Experience in present organisation of the Respondents			
Experience in present organisation	Total Engagement		Total
	Low <= 20.00	High 20.01+	
10- years or below	17 (41%)	24 (59%)	41
11- years & above	23 (77%)	7 (23%)	30
Total	40	31	71

A perusal of Tables 3-6 shows that while to there was a significant variation (at 5%) to the extent of engagement on

the basis of sex and age. However, as regards organisationally determined antecedents, on both the counts that is, experience in the organisation as well as its ownership structure the variation was observed to be significant. In general, out of the total number of respondents indicating higher engagement levels, males appear to be better represented in among the highly engaged respondents. Males and females differed significantly as regards their respective levels of engagement and so did the younger and older employees. Sex, ownership (Government/Private) were observed to be significant at 5%.

Table 7 shows that employees covered in the study have opportunities for training, development and growth; they participate in organisational decision making process and also have free and frank communication at different levels. This types of situation suits well for Indian organisations to empower their employees who are regarded as critical for organisational effectiveness.

Extent of Employee Empowerment

Table: 7 Extent of Empowerment		
Extent of Empowerment (Opportunity for training development and growth, Employees participation in decision making, Free and frank communication among different levels)	Number of Respondents	Percentage*
High Empowerment #	23	32
Low Empowerment##	48	68
Total	71	100

Notes: * Figures have been rounded-off
Based upon the score of above 20 out of a total 30
Based upon the score of below 20 out of a total 30

How does the extent of employee empowerment vary across the personal and organizational characteristics? For this, let us turn our attention to Tables 8 to 11.
Pearson Chi-Square value 4.987.   Significant at 5%.

A perusal of Table 8 shows that the variation in the extent of empowerment on the basis of Sex : Male/Female was observed to be significant at 5%.Male employees feel

more empowered whereas female employees feel low empowered.

Table 8: Variation in Employee Empowerment by Sex of the Respondents			
Sex: Male/Female	Total Empowerment		Total
	Low Empowerment <= 20.00	High Empowerment 20.01+	
Male	32(60%)	21(40%)	53
Female	16(89%)	2(11%)	18
Total	48	23	71

Pearson Chi-Square value 6.543 - Significant at 5%.

A perusal of Table 9 show that the variation in the extent of empowerment on the basis of ownership Government/Private was observed to be significant at 5%. Employees in private sectors feel more empowered (50%) as compared to employees in government sector (21%).

Table 9 Variation in Employee Empowerment by ownership on organisation (Government/Private) of the Respondents			
Organisation Government /Private	Total Empowerment		Total
	Low Empowerment <= 20.00	High Empowerment 20.01+	
Government	34(79%)	9(21%)	43
Private	14(50%)	14(50%)	28
Total	48	23	71

Pearson Chi-Square value 4.461 - Significant at 5%.

A perusal of Table 10 show that the variation in the extent of empowerment on the basis of Age was observed to be significant at 5%. Young Employees having age in between

21-40 years feel more empowered as compared to older employees having age above 40 years

Table 10: Variation in Employee Empowerment by Age of the Respondents

Age	Total Empowerment		Total
	Low Empowerment <= 20.00	High Empowerment 20.01+	
21 – 40years	25(58%)	18(42%)	43
41yrs and above	23(82%)	5(18%)	28
Total	48	23	71

Pearson Chi-Square value 9.011 - Significant at 5%

A perusal of Table: 11show that the variation in the extent of empowerment on the basis of experience was observed to be significant at 5%. Employees having experience less than 15 years feel more empowered than the employees who have experience more than 15 years.

Table 11 Variation in Employee Empowerment by Experience in Present Organisation of the Respondent

Experience in present organisation	Total Empowerment		Total
	Low Empowerment <= 20.00	High Empowerment 20.01+	
15years or below	24(55%)	20(45%)	44
16years or above	24(89%)	3(11%)	27
Total	48	23	71

A perusal of Tables 3-11 shows that perception of employee-empowerment significantly dependent on all the independent variables, viz., age, sex, experience and nature of organisation.

Comparative observations on of Employee Engagement and Employee Empowerment

Having examined the extent of employee engagement and employee empowerment and the determinants thereof separately, let us turn our attention to a comparative study of the respondents' perceptions relating to these two

aspects of human resource management. To begin with lets us reexamine the results obtained in Tables 2 and 7. It is evident that on a comparative basis, greater proportion of the respondents felt highly empowered (32%) than those feeling highly engaged (23%). To the extent we may rely on the proposition that empowerment is more an organizationally determined outcome than engagement, it would seem that Indian organisations are doing fairly well as regards employee empowerment and that people are yet to discover the convergence of body, mind, heart and soul at the workplace. However, we shall desist from making any conclusive observation at the moment and in this paper.

Is there any correlation between employee empowerment and employee engagement? Table 12 provides some useful insights.
Pearson Chi-Square value 43.898 - Significant at 5%

A perusal of Table12 show that the variation in the extent of total empowerment on the basis of total engagement was observed to be significant at 5%. Table indicates that employee empowerment and employee engagement has positive relationship, employees having low empowerment are low engaged in their jobs. On the other hand employees having high empowerment are highly engaged in their jobs.

Table 12 Variation in Total Employee Engagement by Total Employee Empowerment of the Respondents

Total Engagement Score	Total Empowerment		Total
	Low Empowerment <= 20.00	High Empowerment 20.01+	
Low engagement <= 20.00	40 (100%)	0(0%)	40
High Engagement 20.01+	8 (26%)	23 (74%)	31
Total	48	23	71

11. Concluding Observations

The survey of the employees' perceptions about the extent of engagement and empowerment shows higher level of engagement as well as empowerment for employees who are young, male and were working for private sector organisations. Thus, the personal as well as organizational backgrounds seem to affect the employee perceptions about engagement and empowerment similarly.

Independent of the personal and organisational backgrounds, employee empowerment and employee engagement show positive relationship, that is, employees who reported low-level of empowerment also reported low level of engagement as well. Likewise, employees experiencing higher empowerment also reported high-level of engagement. However, a greater proportion of employees surveyed felt highly empowered than those who felt highly engaged.

What implications do these findings carry for the development of conceptual, theoretical and empirical frameworks for studying employee-empowerment and employee-engagement? What practical implications do these findings have for the managers and organisational leaders? The model of the study provides some cues albeit the scope of the present paper was limited to a discussion of employee perceptions only. We leave these questions for further research.

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