

An Exploration of Employer's Involvement in Employee Empowerment among the Textile Industry Employees at Hosur

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ABSTRACT

The study is an analysis, which consists of different variable like age, educational qualification, income level and number of Employees etc., the main objective of the study is to find out the empowerment of the employees in textile industry at Hosur. The research method used in this study is descriptive in nature and the employees of the textile industry were considered as respondents of study. The required primary and secondary data were collected, primary data were collected through the structured questionnaire from 125 respondents. Statistical tools such as multiple rank correlation and chi-square test are used in the study.

The research reveals the overall satisfaction, opinion about the empowerment of the employees in the textile industry. Based on the findings of the study, a few suggestions have been given like employees may be allowed to participate in decision making process that would help the employers to increase the empowerment of the employees.

Key words: Empowerment, Decision making, Textile industry.

Introduction

Employee empowerment measures are inevitable to any organization where workers were involved. An organization's responsibility to its employees extends over the compensation for their services. The employee's empowerment practices within the organization are a major concern of the employer. Employee empowerment helps to improve employee retention and creating positive image for longer time period. It helps to motivate and improve morale of the employees.

The economic liberalisation of the Indian economy in 1991, gave much thrust to our textile industries. Today, the textile industry plays a significant role in the country's economy and contributes to 14% of total industrial production. This also means that it forms 4% of country's GDP and 17% of the India's Export Earnings Reports suggest that, India has the potential to increase its textile and apparel share in the global trade from the current level of 4.5% to 8% and reach US \$80 billion by 2020.

In the post-liberalization era, Tamil Nadu has emerged as a front-runner in attracting a great amount of domestic and overseas investments. It is one of the major recipients of Foreign Direct Investment (FDI). It is from the places like Coimbatore, Erode, Gobichettipalayam, Perundurai and Tirupur, in Tamil Nadu, frequently called the Textile valley of India, that we export these garments in large numbers. Data suggests that two thirds of India's textile exports occur from Erode & more than a half of India's Knit-wear are exported out of Tirupur. Coimbatore, Karur and Erode together raises \$1000 Million every year in foreign exchange. In short, over the past one decade textile and garment industries of Tamil Nadu have grown exponentially. Today, there are no proper estimates of the number of industries and mills in TamilNadu that are engaged in Garment production. In the late 80's, the increasing demand for living wages and workers benefits combined with the pressure enforced by Unions to employ workers as per National and State laws, resulted in employers coming up with innovative schemes to attract the labour force using the socio-economic vulnerability of the marginalized. One way was to recruit more women.

India is the world's second largest producer of textiles and garments after china. It is the world's third largest producer of cotton-after china and the USA and the second largest cotton consumer after china. The textile and garment industry on India is one of the oldest manufacturing sectors on the country and is currently it's largest.

Strength of Indian Textile Industry

India is one of the largest producers of cotton in the world and is also rich in resources of fibers like polyester, silk, viscose etc. with rich resources of raw materials of textile industry. India is rich in personnel and has a huge advantage due to lower wage relates. Because of low labor rates the manufacturing cost in textile industry automatically comes down to very reasonable rates.

India is having competitive advantage in spinning sector and has presence in almost all processing of the value chain. Garment industry in Indian is very diverse in size, manufacturing facility, type of apparel produced, quantity and quality of output, cost, requirement for fabric excite comprises suppliers of ready-made garments for both, domestic and export market.

Weakness of Indian Textile Industry

Indian Textile Industry is highly fragmented in industry structure, and is led by scale companies. The reservation of production for very small companies that was the imposed with the intention to help out small scale companies across the country, led substantial fragmentation that distorted the compositeness of industry. Smaller companies do not have the fiscal resources to enhance technology of invest in the high-end engineering of processes. Hence they lose in productivity.

Indian labor laws are rather unfavorable to the trades and there is an imperative need for labor reforms in India. India critically lacks in trade pact memberships, which leads to restricted access to the other major markets.

Statement of the Problem

The study focuses on evaluating the employer's contribution on employee empowerment practices in the textile industry and its effectiveness.

Objectives

- To study the employee empowerment practices and level of empowerment in the industry
- To identify the factors that leads to employee empowerment in the organization.
- To suggest measures to improve the employee's empowerment if required.

Scope of the Study

Now a day's all most all organizations have crucial role to managing employer. At the same time employee empowerment is the ultimate role of the organization like motivation, counseling knowledge management, building moral etc., without these things employees unable to perform to their optimum level.

Limitations

Many employees were reluctant to answer the questions and they were not able to express their opinion freely. There may be personal bias on the part of the respondents. This study conducted only 125 respondents.

Research Design

The research design chosen for the study by the research was "Descriptive Study". Descriptive study is design to describe something like the characteristics of employees and employee empowerment measures, the degree to which varies with demographic factors.

Sample Design

Employees of the textile industry are the 'universe/population' for study. The sampling technique chosen for the study is "convenience sampling" and the sample size of the study is 125.

Data sources

Primary data: The primary data are those which are fresh and collected for the first time and thus new in characters and collected through questionnaire method.

Secondary data: The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. The secondary data are collected from the company records, magazines, journal, books, web etc.

Statistical Tools Used

Tools used for this study are

1. Chi-square Test.
2. Multiple Rank correlations.

Review of Literature

Abhijeet Singh Chauhan (2017) In the organizations molding the employees is a very tough task for the managers, in order to make the optimization in the employee's performance the managers try different methods, among these methods employee empowerment is one of them it means the delegation of authority and responsibility to the employees, as it is a important basis for improving the service quality and productivity of the organizations if employees are given importance, encouragement, priority and recognition for their work then it will create the feeling of belongingness in them accordingly their performance will also increase ,employee absenteeism will also reduce and they will work with full of their efficiency and effectiveness. This study try to expresses the relationship between Employee empowerment and Employee performance.

Ugboro and Obeng, (2000) Successful Total Quality Management programs have revealed that empowerment increases level of job satisfaction, since easier accessibility to information related to the strategies, values and mission of organizations has encouraged individuals to involve in the process of total quality process and thus, level of job satisfaction could be enhanced Another finding asserted that empowerment backed up job satisfaction through employee involvement, lower organizational levels communication, convenience of providing related information about the job requirements , promotion opportunities, development opportunities and convenience of the related information about the organization's values, vision and strategies

Thomas, K.W. and Velthouse, B.A. (1990) claimed in their study conducted in England that lower levels of empowerment led to decreases in the level of job satisfaction. Meaning, being one of the four components of empowerment, has been proven as the most related dimension to job satisfaction according to the study carried out by Liden, R.C., Wayne, S.J. & Sparrowe, R.T.(2000). Furthermore, they have asserted that the other three dimensions have also positive effects on job satisfaction. Through the study, they have revealed that employees have experienced more job satisfaction when they could involve more in decision making process. Their study has also showed that individuals having more control power and autonomy could be more pleased in terms of their jobs since the individuals since they could adopt the successes much more. Lastly, individuals having self-efficacy, self confidence for achieving something, have a higher level of job satisfaction when compared to the ones experiencing the fear of failure

Quisumbing & Kumar (2011), Women's empowerment is deemed particularly important from the social justice and equality perspectives as well as a necessary means to achieve economic development goals, such as poverty reduction and increase in, nutrition, health, and education in developing countries. Malhotra & Schuler, (2005). However, scales to evaluate the women empowerment in the apparel industry is required, and research to realize the indicators and factors impacting women empowerment. With the gap in the women labor literature within the Indian apparel industry context

The study of Spreitzer conducted in two organizations exposed that the “meaning” element of empowerment was related to job satisfaction. Bordin, Bertram and Casimir acknowledged job satisfaction as one of the most significant outcomes in their study. According to their research, the meaning dimension of empowerment is crucial for job satisfaction as individuals could only be satisfied when they feel that they are subjected to a meaningful job (Spreitzer, 1997). Spreitzer also asserted that the autonomy dimension of empowerment is a psychological need and this dimension provides internal motivation. Connected to the effect elements of empowerment Liden (2000) stated: “Individuals perceive themselves as the part of the job when they believe that they could affect the work results thus, they could be more satisfied”. In agreement with these arguments, individuals having the feeling of self efficacy have obtained more satisfaction

Verma. R, (2006) Employee Empowerment’ means ‘to give authority to the people’. Employee employment involves less hierarchical and gives the employees more liberty in their jobs. This facilitates them to make quick decisions and not wait for decisions to flow from their top managers. It is the act of enabling or authorizing an employee to think, take action, and control work and decision making in a self-governing or autonomous way. It is the state of mind when one feels that he is self-empowered to control one’s own destiny.

DATA ANALYSIS AND INTERPRETATION

TABLE NO.1 FREEDOM AT WORK PLACE

Freedom at Workplace	No. of Respondents	Percentage
Above average	35	28
Average	71	56.8
Below average	18	15.2
Total	125	100

Source: Primary Data

INFERENCE

From the above table it could be inferred that 15% of the respondents felt below average, about freedom at work place 57% of the respondents felt average and 28% of the respondents felt above average the freedom at work place.

TABLE NO. 2 AUTHORITY GIVEN FOR DECISION MAKING

Status	No. of Respondents	Percentage
Often	22	17.6
Occasionally	35	28
Rarely	34	27.2
Average	34	27.2
Total	125	100

Source: Primary Data

INFERENCE

It shows that, 17.6% of the respondents felt the power of decision making is in the hands of employee often, 28% of the respondents felt occasionally, 27.2% of the respondents felt rarely and 27.2% of the respondents felt the power of decision making is in the hand of employees average.

TABLE NO.3 MONITORING AND COUNSELING PRACTICES

Status	No. of Respondents	Percentage
Above average	26	26
Average	66	53
Below average	33	26
Total	125	100

Source: Primary Data

INFERENCE

The above table enables that 26% of the respondents felt below average about the monitoring and counseling of employees, 53% of the respondents felt average and 21% of the respondents felt above average.

TABLE NO. 4 FEEDBACK SYSTEMS ENCOURAGED

Status	No. of Respondents	Percentage
Excellent	17	14
Good	25	20
Average	19	15
Below average	64	51
Total	125	100

Source: Primary Data

INFERENCE

The above table shows that 14% of the respondents felt feedback system of the company is excellent ,20% of the respondents felt good, 15% of the respondents felt average and 51% of the respondents felt below average.

TABLE NO. 4 REWARD FOR JOB ENRICHMENT

Status	No. of Respondents	Percentage
Excellent	9	7
Good	22	18
Average	65	52
Below average	29	23
Total	125	100

Source: Primary Data

INFERENCE

The above table shows that 7% of the respondents felt reward for job enrichment is excellent, 18% of the respondents felt good, 52% of the respondents felt average and 23% of the respondents felt below average.

TABLE NO. 5 USING OF EMPLOYEES TALENT AND KNOWLEDGE

Status	No. of Respondents	Percentage
Above average	26	21
Average	68	55
Below average	30	24
Total	125	100

Source: Primary Data

INFERENCE

The above table shows that 24% of the respondents felt below average in using employee's talent and knowledge, 55% of the respondents felt average and 21% of the respondents felt above average in the using of employee talented knowledge.

TABLE NO. 5 LEVEL OF MOTIVATION AND MORAL

Status	No. of Respondents	Percentage
Excellent	8	6
Good	47	38
Average	10	8
Below average	13	10
Poor	47	38
Total	125	100

Source: Primary Data

INFERENCE

The above table shows that 38% of the respondents felt poor, about motivation and moral 10% of the respondent felt below average, 8% of the respondents felt average, 38% of the respondents felt well and 6% of the respondents felt excellent.

TABLE NO. 6 OPPORTUNITIES PROVIDED TO THE INDIVIDUAL

Status	No. of Respondents	Percentage
Highly satisfied	19	15
Satisfied	37	30
Neither satisfied nor dissatisfied	15	12
Dissatisfied	9	7
Highly dissatisfied	45	36
Total	125	100

Source: Primary Data

INFERENCE

The above table shows that, 15% of the respondents felt highly satisfied, 30% of the respondents felt satisfied, 12% of the respondents had neither satisfied nor dissatisfied, neither 7% of the respondents felt dissatisfied nor 36% of the respondents felt highly dissatisfied with opportunities provided to the individual.

**MULTIPLE RANK CORRELATION
RELATIONSHIP BETWEEN EDUCATIONAL LEVEL, MONITORING &
COUNSELING OF EMPLOYEES**

X	R _x	Y	R _y	d _i = X _i – Y _i	d _i ²
6	8.5	6	8.5	0	0
15	2.5	12	5	-2.5	6.25
7	7	5	10	-3	9
12	5	3	12	-7	49
30	1	15	2	-1	1
15	2.5	30	1	1.5	2.25
5	10	13	3.5	6.5	42.25
13	4	9	6	-2	4

6	8.5	7	7	1.5	2.25
3	12.5	13	3.5	8.5	72.25
9	6	6	8.5	2.5	6.25
4	11	4	11	0	0
				$\sum di^2 = 194.50$	

$$R = \frac{1-6 [\sum di^2 + 1/12 (m_1^3 - m_1) + 1/12 (m_2^3 - m_2) + 1/12 (m_3^3 - m_3)]}{n (n^2-1)}$$

Since item 15 is repeated 2 times in X series $\therefore m_1 = 2$

Since item 6 is repeated 2 times in X series $\therefore m_2 = 2$

Since item 13 is repeated 2 times in Y series $\therefore m_3 = 2$

Since item 6 is repeated 2 times in Y series $\therefore m_4 = 2$

$$R = \frac{1-6 [194.5 + 1/12 (2^3-2) + 1/12 (2^3-2) + 1/12 (2^3-2) + 1/12 (2^3-2)]}{12 (12^2-1)}$$

$$= \frac{1-6 (196.5)}{1716}$$

$$= 1-0.687$$

$$R = 0.313.$$

INFERENCE

There is a relationship between educational level, monitoring & Counseling of employees because of the calculated value is positive by the multiple rank correlation.

CHI-SQUARE TEST

COMPARISION BETWEEN GENDER AND FREEDOM AT WORKPLACE

AIM: To find out the significant relationship between gender and freedom at workplace of respondents.

NULL HYPOTHESIS (H₀): There is no significant relationship between gender and freedom at workplace of respondents.

ALTERNATE HYPOTHESIS: There is significant relationship between gender and freedom at workplace of respondents.

OBSERVED FREQUENCY TABLE

GENDER FREEDOM AT WORK PLACE	MALE	FEMALE	TOTAL	
Above average	24	11	35	
Average	49	22	71	
Below average	13	6	19	
Total	86	39	125	
O	E	O-E	(O-E)²	(O-E)²/E
24	24.08	-0.08	0.0064	0.0002657
11	10.92	0.08	0.0064	0.000586
49	48.85	0.15	0.0225	0.0004605
22	22.15	-0.15	0.0225	0.0010158
13	13.08	-0.08	0.0064	0.0004892
6	5.92	0.08	0.0064	0.001081
125	125	0	0.0706	0.0038982

Degree of freedom : 2

Level of significance : 5%

Calculated value : 0.0038

Table value : 5.991

INFERENCE:

It is observed from the above table that the calculated value is lower than the table value. Hence the null hypothesis is accepted. There is no relationship between gender and freedom at work place.

CONCLUSION

Study reveals that in labour force is important asset for each organization. They should be motivated the organization, so that they will perform well. They should have a positive attitude towards the organization which would results in increasing the productivity and that will contribute to the economic development by the country.

Overall it is divulged from the study employers are concerned and taking measures to empower employees in all dimensions. Employees may be allowed more to participate in decision making process, communication system can be improved like giving preference to face to face and telephone/cell phone communication and more of morale, motivation building practices like seminar, conferences and workshops are the suggestions given from the study for the betterment.

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