The Influence of Empowering Employees on Job Satisfaction, Organizational Performance, and Organizational Commitment:

An Illustration from a Manufacturing Company with an Islamic Perspective

Dr. Ume Sumayya
Associate Professor, Dept. of Business Administration, Iqra University, Main Campus, Karachi, Pakistan:
sumayya@iqra.edu.pk

Dr. Abida Shaheen
Assistant Professor, Dept. of Business Administration, Iqra University, Main Campus, Karachi, Pakistan:
abida.shaheen@iqra.edu.pk

Abstract:
For an organization, employees are the most essential assets. Therefore, organizations put their significant efforts to attract, retain and maintain the talented and committed employees. Furthermore, empowerment in Islam is the method of providing an employee the power of making decisions and is often associated with the allocation of responsibilities from leaders to their employees.The objective of this study is to identify the relation between the employee empowerment, job satisfaction, organizational commitment and organizational performance. The research uses quantitative research method. The questionnaire has been used for the collection of data. The target population is employees of different organizations operating in Pakistan and the sample size of this study is 155. Data was collected through questionnaire has been analyzed by the regression from the SPSS software. The statistical results showed that Employee Empowerment has a positive relationship with Job Satisfaction, Organizational performance and Organizational Commitment. The study implies that organizations should stress on the reward systems, provide promotion and development opportunities to empower their employees, and establish a culture where everyone can be a team player with equality and fair cooperation with other employees.

Keywords: *Employee Empowerment, Job Satisfaction, Organizational performance, Organizational Commitment*

Introduction

For an organization employees are the most essential assets. Therefore, organizations put their significant efforts to attract, retain and maintain the talented and committed employees. Furthermore, empowerment is method of providing an employee the power of making decisions and is often associated with the allocation of responsibilities from leaders to their employees[1]. Empowering employees basically refers to the awareness among management that individuals working with them deserve more autonomy, control and power in their jobs also increases employee's commitment and satisfaction towards their organization[2]. Authorization is connected with intrinsic motivation, and though it is comprised as a feature of authorization, it drives outside self-efficacy. Two key kinds of authorization apparent in the literature: psychological authorization and structural empowerment. Structural authorization is connected with the allocation of authority by superiors to workforces; however psychological authorization is grounded mostly on intrinsic value and self-determination.Islam however emphasizes on both intrinsic and extrinsic factors. Communication among employees and management influence several aspects inside the corporate atmosphere. Classifications of these associations have been recognized, with employee authorization and workers satisfaction between the additional noticeable. Empowerment of employee can be believed as facilitating associations of power over a procedure which adopts employees' sense of competence and control. Once workers are authorized, they usually turn out to be committed and self-motivated personalities who will extend supreme energy in their effort and produce superior performance.

1.1 Problem Statement

In Human resource management empowerment is the basic and key to success for getting your employee loyal with their jobs and for the growth of any organization. The main objective of them is to hire the best possible resource and retain them and for their retention it is very important for an

[1] Al Halbusi, & Tehseen, S. (2017). The impact of organizational justice on the ethical leadership under the moderating influence of perceived support: A conceptual study. *Malaysian Journal of Business and Economics*, 46 – 64.

[2] Zaraket, W, & Garios, R. (2018). The impact of employee empowerment on the organizational commitment. *International Journal of Human Resource Studies*,8(3), 284.

employee to enjoy their work and get proper autonomy and decision making power. In this paper we are going to identify the results of giving employees power to take decisions and how it will effect on organizational performance, organizational commitment and how an employee gets satisfied from their job after empowering them[3].

To identify a proper relation among employee empowerment and organizational commitment, organizational commitment and job satisfaction, we need to identify and study as many factors as we can by expending our literature and taking help from other sources as well. In this regard we need to study those factors in brief so we can identify the actual root cause of the relation among these variables.

Previous researchers identify the positive relation among these variables in other countries and continent but not many researchers does in Pakistan, so now we are going to study those variables in depth and will give results based on our findings and our area of interest. Not many researchers in Pakistan work on human resource issues so it would be a great opportunity for us to work on this topic and identify the actual relation among these variables (Employee empowerment, job satisfaction, organizational performance, and organizational commitment) and present our results & findings.

1.2 Purpose of research

The purpose of research is to study the impact of employee empowerment in organizational commitment; organizational performance and job satisfaction of firms exists in Pakistan. In addition, the study presents empirical evidence on the effect of employee empowerment in Pakistan industry[4].

1.3 Research Objectives

- To examine the impact of employee empowerment on organizational commitment.
- To examine the impact of employee empowerment on job satisfaction.

[3]Abid, M. F., & Ahmed, I. (2020). Impact of employee empowerment on organizational performance with mediating role of organizational commitment. An empirical study of Telecommunication Sector of Pakistan. *FUJBE, 5*, 65-80.

[4]Ibid.

- To examine the impact of employee empowerment on organizational performance.

1.4 Research Questions

Q.1: What is the impact of employee empowerment on organizational commitment?

Q.2: What is the impact of employee empowerment on job satisfaction?

Q.3: What is the impact of employee empowerment on organizational performance?

1.5 Significance of study

The Research that we are conducting is equally useful for all academic sectors, through this they will better able to understand the main reasons of this particular problem that we are addressing in our research. This research is also useful for research organization as they become aware of the main issue that become the reason of this and it helps them in their future research. It is also useful for the advance researchers as they used these outcomes in their research work and find out the basic problems of the research and more authentic reasons behind this problem. This research is also useful for PhD scholars; they use the relevant outcomes in their research and it will help them to address their issue more clearly.
Following research is also useful for industrial purpose as they use these outcomes in their professional trainings, through which they can improve their performance or would help them to do so.

1.6 Definitions

1.6.1 Employee Empowerment: Empowerment is well-defined as the methods in which corporations offer their workers with a convinced amount of independence and control in their everyday happenings. This can comprise having a power of speech in route development, facilitating to establish and achieve fresh organizations and strategies, and running lesser divisions with fewer misunderstanding from upper-level administration. An important belief of worker authorization is providing staffs the resources for creating essential choices and assisting guarantee those conclusions are

accurate. When deployed appropriately, this must outcome in heightened efficiency and a healthier excellence of worker effort and work lifespan.[5]

1.6.2 Job Satisfaction: Jobs Satisfaction is well-defined as the height of pleasure workers feel with their employment. This drives outside their day-to-day responsibilities to shelter satisfaction with group members/managers, pleasure with administrative strategies, and the influence of their occupation on workers' individual lives.[6]

1.6.3 Organizational Performance: Organizational Performance means the real results or output of the company as dignified in contradiction of its planned outputs (or goals and objectives).Conferring to Richard, the performance of the organization consist of three specific parts of organization outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.).[7]

1.6.4 Organizational Commitment: Organizational Commitment is well-defined as an opinion of an administration's associate's psychology to his/her affection towards the corporation which he/she is employed for. Commitment of organization plays an essential part in defining either a worker will remain with the corporation for a lengthier duration of time and work passionately in the direction of attaining the administration's objective.[8]

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[5]Nadeem, M. T., Zia-uD-din, M., Riaz*, W., Shafique, M. Z., & sattar, A. (2018). The Effects of Employees Empowerment on Organizational Performance: A Case of Hotel Industry in Pakistan. *International Journal of African and Asian Studies, 47*, 88-94.

[6] Ling, L. L., Ho, T., Othman, R., Kelana, B. W., & Hee, O. C. (2019). The Effect of Psychological Empowerment and Job Satisfaction towards Organizational Commitment among Malaysian Employees in Small and Medium Enterprises. *International Journal of Academic Research in Business and Social Sciences, 9*,176-184.

[7] Nadeem, M. T., Zia-uD-din, M., Riaz*, W., Shafique, M. Z., & sattar, A. (2018). The Effects of Employees Empowerment on Organizational Performance: A Case of Hotel Industry in Pakistan. *International Journal of African and Asian Studies, 47*, 88-94.

[8] Ling, L. L., Ho, T., Othman, R., Kelana, B. W., & Hee, O. C. (2019). The Effect of Psychological Empowerment and Job Satisfaction towards Organizational Commitment among Malaysian Employees in Small and Medium Enterprises. *International Journal of Academic Research in Business and Social Sciences, 9*,176-184.

2 .Literature Review

2.1 Underpinning and Supporting Theories/Model

Douglas McGregor (1960) proposed a theory known as 'Theory Y' which theorizes the concept of empowerment in the field of organizational behavior. McGregor, after critically analyzing the link between management and subordinates, stated that management's assumption on the human nature is founded on specific set of beliefs that management will have towards their employees. He proposed that employees will be most likely to use their skill sets to provide maximum benefit to the organizations. Moreover, he also postulated that management of an organization should provide their employees the opportunity to develop the skill set by establishing a pleasant environment which empowers employees to decide or select the desirable methods to achieve the organizational goals. From McGregor's view, the major part that should be played by the management is align the employee's needs with the organization rather than influencing them, in order for them to be in a position where they can have a control on their own actions and performance. These propositions of the theory enable the researcher to find out the origin and relationships of employee empowerment with a closer lens.[9]

According to this theory, employee's satisfaction, commitment and productivity can be achieved and enhanced with the help of structuring more flexible and autonomous jobs. Aligning the needs of the employees with the organization, giving them control on their own actions and performance and enabling the employees to determine the desirable methods will help in achieving employee-related and ultimately organizational related factors. Therefore, the theory can be integrated to describe the relationship between Employee Empowerment, Job Satisfaction, Organizational Performance and Organizational Commitment.

2.2 Employee Empowerment & Job Satisfaction

Empowerment of employee can be believed as facilitating associations of power over a procedure which adopts employees' sense of competence and control. Once workers are authorized, they usually turn out to be committed and self-motivated personalities who will extend supreme energy in their effort and produce superior performance. That phenomenon is extracted

[9] Zaraket, W. G. (2018). The Impact of Employee Empowerment on the Organizational Commitment. Journal of Human Resource Costing & Accounting, 8, 284 - 299.

from the literature that revealed that authorizing leadership growths members' sense of thriving at workplaces, thus encouraging performances that support firm's variation. Satisfaction of Job mentions to sense of employees' enjoyment and fulfillment at the place of work, and identifies their concern and commitment towards the organizations. The positive direct connection among satisfaction of job and empowerment of employee being revealed in a numerous papers in established nations. The past research observed a 100 employees sample of Fortune on USA and establish a durable observed indication of a positive straight association among satisfaction of job and empowerment. On the other hand, this association is underdeveloped in emerging nations. Specified that developing nations like Malaysia are confronting immense encounters in employee retention, the influence of empowerment on satisfaction of job is a suitable topic of examination in these conditions.[10]

The objective of the previous research was to explore the association among satisfaction of job and empowerment. Four element of authorization are recognized Creativity, Information, Responsibility, and Autonomy. All elements had extra or less an influence upon satisfaction of job. For examination the figures had been gathered through a sample of around 600 individuals. The service sector was elected for the study that includes Education Hospitals, Hotels sector. Information gathered of the overhead revealed service sectors. Through utilizing the analysis of regression model it is establish that here exists a positive association among creativity, information, responsibility, and autonomy and job satisfaction. However the influence of association of satisfaction of job and autonomy is comparatively high as compare to other elements, information is undesirable and considerable level is too high as compare to others that indicates that it is contrariwise associated to satisfaction of job. The transcript determines that workers authorization idea must reflect diverse choice of empowerment. As a minimum, managers must pay attention to the all extents of empowerment debated in the study. Considerate diverse extents of empowerment drive managers to implement and design an effective empowerment proposal. The

[10] Idris, A., See, D., & Coughlan, P. (2018). Employee empowerment and job satisfaction in urban Malaysia Connecting the dots with context and organizational change management. Journal of Organizational Change Management, 31, 697-711.

paper provides a relational research among job satisfaction and empowerment in Pakistani situations.[11]

The study conducted in five-star hotels to determine the effect of empowerment on satisfaction of job in Jordan. The impact of authorization on satisfaction of job remained a comparatively unexamined zone. Questionnaire consists of 52-item, determining authorization and satisfaction of job, was spread to 332 workers in Jordan of 12 five-star hotels by a 56% answer proportion. Main components exploration investigated the element structure and analysis of regression examines the impact of authorization on satisfaction of job. The outcomes discovered both psychological and structural empowerments have noteworthy separate effects on satisfaction of job, however further considerable once psychological and structural empowerments are joint together.
Maximum of former researches existed in western markets and slight in the Middle East usually and specific in Jordan. The transcript adds to the publications by containing both extents of authorization wherever preceding researchers utilized only single.[12]

Corporate managers must take full types of methods to upsurge the satisfaction of job of their workforces. The objective of the research is to explore the association among satisfaction of job and empowerment. In this regard, an analysis was examined on the workforces of 19 diverse organizations of Konya Industrial Zone functioning in the various sectors, containing the first 500 and the 2nd 500 biggest industrial institutions in Turkey, plus significant figures on the association among authorization and satisfaction of job were reached. Conferring to the study outcomes; it indicates that here exist a positive association among satisfaction of job and empowerment. There had been lots, perhaps hundreds, of examination that has revealed that workers with high satisfaction of job had added positively

[11] Abraiz, A., Tabassum, T. M., Raja, S., & Jawad, M. (2018). EMPOWERMENT EFFECTS AND EMPLOYEES JOB SATISFACTION. SAVAP International, 3, 391-400.
[12] Al-Ababneh, M., Al-Sabi, S., Al-Shakhsheer, F., & Masadeh, M. (2017). The Influence of Employee Empowerment on Employee Job Satisfaction in Five-Star Hotels in Jordan. International Business Research, 10, 133-147.

to the accomplishments of the organizations.[13] Based on the above discussion following hypothesis has been generated.

H1: Employee Empowerment has a significant relationship with job satisfaction.

2.3 Employee Empowerment & Organizational Performance

The past paper is concentrated on evaluating the empowerment of Employee and organizational accomplishment in IT sector. The investigation recognized that there is a substantial effect of dynamics of the Worker empowerment on the success of organization. The examination utilizes the elements for employee authorizations are Emotional Intelligence, Training & Development, Talent Management, Leadership, Employee Engagement and Employee Commitment. Underneath all elements employee engagement and talent management had the uppermost impact on the success of organization accompanied by other elements. Lastly, it determines that authorization of employee is the key standards to acquire organizational achievement and there exist a constructive correlation among empowerment of employee and success of the organization.[14]

The core purpose of the past paper was to discover the influence of empowerment of employee on performance of the firm. The examination outcomes display that authorization of workers enlightened a noteworthy association with firm performance likewise with the mediator element which is motivation. Sampling strategy utilized in the study is known as the Convenience sampling. The investigation was grounded on questionnaire and information was gathered from 150 supervisors of Hotel sector administrations situated in Faisalabad. To examine the information, SPSS 23.0 version is used. For checking the association among the variables analysis of correlation is utilized and to determine the influence among variables analysis through linear regression is used. As a result, all the hypotheses displayed considerable outcomes. After the examination of the

[13] ULUTAŞ, D. (2018). THE EFFECT OF EMPOWERMENT ON EMPLOYEES' JOB SATISFACTION: A RESEARCH ON KONYA INDUSTRIAL ZONE. MANAS Journal of Social Studies, 7, 589-600.

[14] SELVI, M. S. (2020). EFFECTS OF EMPLOYEE EMPOWERMENT ON ORGANISATIONAL SUCCESS. Journal of Xi'an University of Architecture & Technology, XII(III), 2018-2025.

research paper it can be established that empowerment of employee can absolutely influence the performance inside the firm. Greater the workers empower result in higher the performance of the organization.[15]

Even though several examinations have described positive belongings of applying practices to succeed authorization the conception remains tough to clarify. The objective of the past examination was to add towards the understanding in what way to increase firm performance in organizations of the public division with the help human resource management. Specially, the examination purposes to explore the linkage among structuralauthorization and corporation's performance, with the mediating role of workers psychological empowerment. The researcher gathered 103 managers of local government and 461 workers from Spain to collect data. The outcomes demonstrate that structural authorization is correlated positively with the performance of the organization. Unexpectedly, this association does not mediate by psychological authorization, even though it is a dominant element of firm performance.[16]

The researcher intentions to explore the instance of worker authorization and the influence it consumes on satisfaction of workers in a manufacturing format. The design of research followed for the examination is mixed methods. Structured questionnaire was utilized for gathering quantitative data and semi-structured interviews used for qualitative data for 11 managers. The investigation outcomes display a considerable level of employee authorization. Nevertheless, the fallouts are also demonstrating that organizations still needed to tackle elements which are affecting level of quality and productivity. Management should implement fresh viewpoints of driving the authorization and take command to remain competitive and attain goals of the organization.[17]

[15] Nadeem, M. T., Zia-uD-din, M., Riaz*, W., Shafique, M. Z., & sattar, A. (2018). The Effects of Employees Empowerment on Organizational Performance: A Case of Hotel Industry in Pakistan. International Journal of African and Asian Studies, 47, 88-94.

[16] Juan, B. G., Escrig-Tena, A. B., & Roca-Puig, V. (2017). The empowerment–organizational performance link in local governments. Personnel Review.

[17] Mukwakungu, S. C., Mankazana, S., & Mbohwa, C. (2018). THE IMPACT OF EMPLOYEE EMPOWERMENT ON ORGANIZATIONAL PERFORMANCE IN A FLAVORS AND FRAGRANCE MANUFACTURING COMPANY IN SOUTH AFRICA. Global Business and Technology Association, 437-445.

The research was implemented to witness an influence of worker's authorization on performance of the firm and mediating effect of commitment towards the organization. The motive of the previous examination was to determine the influence of authorization with the help structural and psychological authorization on firm performance. The power theory of Kanter was followed grounded on deductive approach for conducting the research. The researcher distributed 300 questionnaires to respondents through convenience sampling on telecom sector of Pakistan where the examination is conducted. Out of these responses, 262 were considered substantial that were involved for data gathering. Associations between constructs were noteworthy in nature. Both psychological and structural indicators of authorization were creating noteworthy influence by virtue analysis of regression model on performance of the organization. Kenny and Barren tactic was examined for mediator by which fractional mediation were witnessed. The author also guided practical suggestions to recognize the significance of both empowerment that is psychological and structural for the superior result of the general performance of the organization.[18] Based on the above discussion following hypothesis has been generated.

H2: Employee Empowerment has a significant relationship with organizational performance.

2.4 Employee Empowerment & Organizational Commitment

Empowerment is well-defined as the methods in which corporations offer their workers with a convinced amount of independence and control in their everyday happenings. Commitment of organization is well-defined as an opinion of an administration's associate's psychology to his/her affection towards the corporation which he/she is employed for. The motive of the research is to investigate the females' psychological authorization as a mediating role on the association among structural authorization and worker's affective commitment. The commitment for an organization drive to several progressive significances for the organization. Hence, it is

[18] Abid, M. F., & Ahmed, I. (2020). Impact of employee empowerment on organizational performance with mediating role of organizational commitment. An empirical study of Telecommunication Sector of Pakistan. FUJBE, 5, 65-80.

essential to recognize these dynamics that influence the commitment of workers. Preceding studies has established solid association among structural and psychological authorization with dedication however not a solo research observes all of that in single examination under nursing circumstance in India. In the present cross-sectional examination, the figures were gathered through 389 female nurses working in Punjab employed in private and public hospitals by implementing a several-stages random sampling method. Outcomes of the paper described that psychological authorization mediates all the suggested association among diverse proportions of affective commitment and structural authorization. Nurses of India encountered extraordinary level of structural authorization that furthermore clues to great commitment. Fallouts of the current examination displayed that for the sake of a harmonious atmosphere in the firm, it is essential to generate such an atmosphere that raise psychological authorization between staffs as that has numerous attitude (turnover intension, job strain, organizational commitment and job satisfaction) and behavioral (innovation, task performance and organizational citizenship behavior) repercussions.[19]

The research was the first experiential paper to inspect the association among structural authorization and the philosophy of patient protection utilizing a cohort of surgeons. Regardless of the widespread gratitude of employee authorization and commitment in executive investigation, the subject of authorization in medical services in specific is somewhat scarce as investigators have merely freshly initiated to discover the belongings of authorization on organizational effects in medical service situations. Even though numerous suggestions can be drained through the discoveries from the examination. Firstly, affective commitment was establish to be constructively linked to enlightening patient wellbeing philosophy through the cohort of surgeons. Secondly, the discoveries through the categorized

[19] Aggarwal, A., Dhaliwal, R. S., & Nobi, K. (2018). Impact of Structural Empowerment on Organizational Commitment: The Mediating Role of Women's Psychological Empowerment. SAGE Publications, 1-11.

analysis of regression too discovered a durable and noteworthy linkage among structural authorization and patient wellbeing philosophy. Lastly, our particular emphasis in the examination was to inspect the opinion of patient wellbeing philosophy utilizing the relative values and attitude concepts of structural empowerment and affective commitment. The worth driven explanations inspected in the research can possibly complement the intensity of each other.[20]

The challenging essence of nursing work surroundings hints long-lasting and rising worries around nurses' well-being and satisfaction of job and the providing of excellence care. Specially in well-being care situations, leaders of nurse has a significant part in making helpful working surroundings to avoid these destructive tendencies and upsurge nurse satisfaction of job. The motive of the past examination was to inspect the association among structural authorization and nurses' commitment of organizational. Conferring to the discoveries, the observation of nurses employed in hospitals on "Structural Authorization" was reasonable. Nurses whispered "opportunity" as the furthermost essential component in structural authorization. Nurses functioning in hospitals non-teaching and non-academic hospitals have greater corporation commitment than others. There was a substantial association among organizational commitment and structural authorization.[21] Based on the above discussion following hypothesis has been generated.

H3: Employee Empowerment has a significant relationship with organizational commitment.

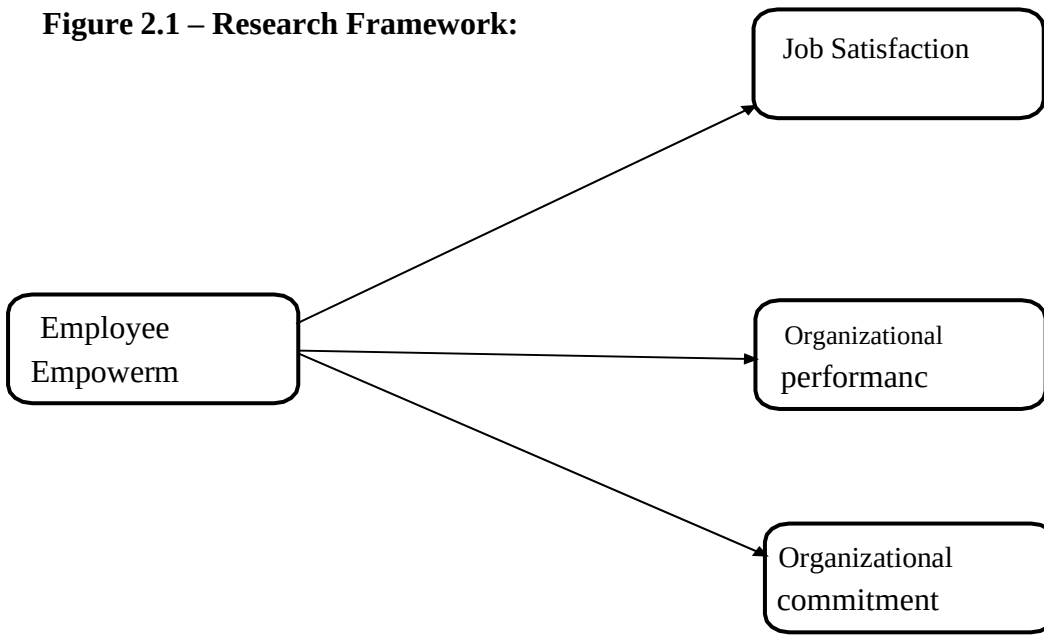
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[20] Horwitz, S. K., & Horwitz, I. B. (2017). The effects of organizational commitment and structural empowerment on patient safety culture: an analysis of a physician cohort. Journal of Health Organization and Management, 31(1), 1-30.

[21] Eskandari, F., Siahkali, S. R., Shoghli, A., Pazargadi, M., & Tafreshi, M. Z . .(2017)Investigation of the relationship between structural empowerment and organizational commitment of nurses in Zanjan hospitals. African Health Sciences, 7(1), 285-292.

2.5 Research Framework

Figure 2.1 – Research Framework:



Research Methodology

Research Methodology provides the blueprint of the study to show the methods and strategies used to answer the research question. The objective of this chapter is to provide a description of methods, approaches, plans and strategies followed to conduct the research. Hence, the chapter includes methods used to collect data, population, sampling technique and statistical techniques.

3.1 Target Population

Target population is a group of individuals or institutions for which the results of the research are intended to generalize. Basically, target population consists of a group sharing similar characteristics and through which the direct problem can be solved with. Hence, for this study, the researcher intends to choose the employees of different organizations of Karachi, Pakistan especially the manufacturing industry as a target population.

3.2 Sampling

Due to the time and resource restriction, it is impossible to gauge out the data from unlimited target population. Thus, sampling is used which refers to the smallest unit defining the entire population. There are two common sampling techniques. The first one is called probability-based sampling and the second one is called non-probability-based sampling. The researcher opts for non-probability sampling and considered convenience sampling method from this category. Convenience sampling refers to collecting data from the respondents who are accessible or closer to the researcher.

A sample size should be selected in such a manner that they signify the total population as superior as possible. The determination of the sample size is one of the most important factors in the research study as it helps in determining accurate results of the study. The sample of this study size was consists of 155 which are specially the employee of different Pakistani organization. This sample size has been validated by Krejcie and Morgan (1970) by stating that this number is appropriate for even a population of 1 million and not much change will be seen in this given sample size even if target population surpasses the limit.

3.3 Instrument of Data Collection

A questionnaire is used in this research as a primary data collection tool in order to achieve the responses of target population. It is a convenient method which enables the researcher to easily collect the data from a larger sample size in a cost-effective and timely manner. The first section focuses on demographic profile of the respondents. The second and third section is comprised of independent and dependent variables that are used in this study. These variables are measured with the help of five pointed likert scale. In this scale, 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The scale of Employee Empowerment is adopted from the study of Chiang & Hsieh (2012), Job Satisfaction scale is from Fock et al. (2011), scale of Organizational Commitment is adopted from Mowday, Steers & Porter (1979) and the scale of Organizational Performance is adopted from Kirkman & Rosen (1999).A cover letter will be attached with the questionnaire to order to inform the respondents about the study.

3.4 Procedure of Data Collection

In order to identify the impact of employee empowerment on job satisfaction, quantitative approach is used. The quantitative approach is used to get the responses regarding employee empowerment, job satisfaction, commitment and performance and analyze the responses statistically then generalize the results on overall population. Quantitative approach enables to provide generalized conclusion in an accurate manner with respect to the objectives of the research.

To conduct the study, both primary and secondary data are used. Primary data is collected with the help of questionnaire to get the responses directly from respondents. The researcher used online questionnaire and developed Google form to collect the data considering the Covid-19 situation as well as the convenience of the researcher. Online questionnaires were emailed to the targeted respondents through email and the participants were requested to fill the survey form by informing about the objective of the research. Moreover, secondary data is also used in the research to review past papers and discuss the findings of the research. These sources include books, journal articles, blogs and different websites.

The researcher ensured the ethical consideration by maintaining confidentiality and anonymity. The respondents were pre-informed about the survey and hence, informed consent has been achieved. All the respondents voluntarily participated in the study. Moreover, the respondents were allowed to stop participating at any point they want.

3.5 Statistical Technique

In order to analyze the data, the researcher used the latest version of SPSS. Different statistical tests were conducted such as descriptive statistics, reliability analysis and regression analysis. In Statistical modeling, regression analysis research technique is used to estimate the relationship among the variables. It also tells that how one independent variable affects the dependent variable. On the result of regression technique, the user can predict about the future event. By employing regression analysis, the relationships between Employee Empowerment and Job Satisfaction, Employee Empowerment and Organizational performance and Employee Empowerment and Organizational Commitment were shown and hypothesis of the study has been tested.

4. Results and Findings

The chapter entails the analysis from the data collected through the questionnaire.

4.1 Demographic Profile of the Respondents

The tables below show the demographic profile of the respondents who participated in this study:

Table 4.1 - Respondent's Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Vali d	Male	98	63.2	63.2	63.2
	Female	57	36.8	36.8	100.0
	Total	155	100.0	100.0	

Interpretation: The table shows that 63.2% were the male participants and36.8% were the female participants in this research.

Table 4.2 - Respondent's Age

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	21 to 25 years	31	20.0	20.0	20.0
	26 to 30 years	33	21.3	21.3	41.3
	31 to 35 years	40	25.8	25.8	67.1
	36 to 40 years	22	14.2	14.2	81.3
	More than 40 years	29	18.7	18.7	100.0
	Total	155	100.0	100.0	

Interpretation: The table shows that majority of the participants belong to 31 to35 years age bracket, whereas, only 14.2% respondents belong to 36 to 40 years.

Table 4.3 - Respondent's Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate and less	36	23.2	23.2	23.2
	Bachelors and Equivalent	60	38.7	38.7	61.9
	Masters and Equivalent	54	34.8	34.8	96.8
	Others	5	3.2	3.2	100.0
	Total	155	100.0	100.0	

Interpretation: The table above represents that majority of the respondents holdBachelors and above education (38.7%), whereas, only 3.2% mentioned others as their education.

Table 4.4 - Respondent's Designation

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Employee	79	51.0	51.0	51.0
	Assistant Manager	33	21.3	21.3	72.3
	Manager	14	9.0	9.0	81.3
	Senior Manager	11	7.1	7.1	88.4
	Chief Executive / Directors	3	1.9	1.9	90.3
	Others	15	9.7	9.7	100.0
	Total	155	100.0	100.0	

Interpretation: The table shows that 51% of the respondents were subordinates/employees who participated in the study, however, only 1.9% were ChiefExecutives/ Directors.

Descriptive Statistics:

Descriptive statistics of each variable is given below:

Table 4.5 - Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Empowerment	155	1.00	5.00	3.2559	.68988
Job Satisfaction	155	1.20	5.00	3.2232	.73004
Organizational Performance	155	1.60	5.00	3.1948	.66915
Organizational Commitment	155	1.80	5.00	3.2787	.79102
Valid N (list wise)	155				

Interpretation: The table above shows the mean values of the variables. According to the table, Organizational Commitment has the highest mean value (3.278) followed by Employee Empowerment (3.255), Job Satisfaction (3.22) and Organizational Performance (3.194). Since the researcher adopted five pointed likert scale where 1 shows strong disagreement and 5 shows strong agreement. These mean values signify that the average response for each variable is neutral.

Reliability Statistics:

In order to assess the reliability of the scale used to assess each variable, Cronbach's Alpha method is used. According to this method, the value should be greater than 0.7 or else scale will not be considered as reliable. The result of reliability analysis isshown below in the table.

Table 4.6 - Reliability Statistics

Variables	**No of items**	**Cronbach'sAlpha**
Employee Empowerment	6	0.874
Job Satisfaction	5	0.932
Organizational Performance	5	0.933
Organizational Commitment	5	0.971

Interpretation: According to the table, the Cronbach's Alpha of each variable is greater than 0.7, hence, the scale is reliable and there is a high level of internal consistency in each variable.

Hypothesis Testing:

In order to test hypothesis, the study uses regression analysis. There are three different regression tests are conducted to find out the relationship between Employee Empowerment & Job Satisfaction, Employee Empowerment & Organizational performance and Employee Empowerment & Organizational Commitment.

H1: The regression analysis is conducted between Employee Empowerment and Job Satisfaction. In this model, Employee Empowerment is the independent variable and Jobsatisfaction is the dependent variable.

Table 4.7 -Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613[a]	.375	.371	.57892

a. Predictors: (Constant), Employee Empowerment

Table 4.8 -ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.800	1	30.800	91.900	.000[b]
	Residual	51.277	153	.335		
	Total	82.076	154			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Empowerment

Table 4.9 -Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.113	.225		4.944	.000
	Employee Engagement	.648	.068	.613	9.586	.000

a. Dependent Variable: Job Satisfaction

Results: H1 has been accepted.

Interpretation: The table showed that R square value of 0.375 which shows the proportion of the variance for Job satisfaction that can be explained by

Employee Empowerment. ANOVA model is also accepted ($p < 0.05$). Similarly, beta value of the model is 0.648 which shows positive and high level of contribution of Employee Empowerment on Job Satisfaction. The value of significance is 0.000 which is lesser than 0.05, hence, the first hypothesis is accepted which states that Employee Empowerment has a significant relationship with job satisfaction.

H2: The regression analysis is conducted between Employee Empowerment and Organizational Performance. In this model, Employee Empowerment is the independent variable and Organizational Performance is the dependent variable.

Table 4.10 -Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.523[a]	.273	.269	.57226

a. Predictors: (Constant), Employee Empowerment

Table 4.11 -ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.852	1	18.852	57.567	.000[b]
	Residual	50.104	153	.327		
	Total	68.956	154			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Employee Empowerment

Table 4.12 -Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.544	.222		6.939	.000
	Employee Engagement	.507	.067	.523	7.587	.000

a. Dependent Variable: Organizational performance

Result: H2 has been accepted.

Interpretation: The table showed that R square value of 0.273 which shows the proportion of the variance for Organizational Performance that can be explained by Employee Engagement. ANOVA model is also accepted ($p < 0.05$). Similarly, beta value of the model is 0.507 which shows positive and high level of contribution of Employee Empowerment on Organizational Performance. The value of significance is 0.000 which is lesser than 0.05, hence, the second hypothesis is accepted which states that Employee Empowerment has a significant relationship with Organizational Performance.

H3: The regression analysis is conducted between Employee Empowerment and Organizational Commitment. In this model, Employee Empowerment is the independent variable and Organizational Commitment is the dependent variable.

Table 4.13 -Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529[a]	.280	.275	.67334

a. Predictors: (Constant), Employee Empowerment

Table 4.14 -ANOVA[a]

Model		Sum ofSquares	Df	Mean Square	F	Sig.
1	Regression	26.991	1	26.991	59.532	.000[b]
	Residual	69.386	153	.453		
	Total	96.360	154			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Employee Empowerment

Table 4.15 -Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.303	.262	.529	4.978	.000
	Employee Engagement	.607	.079		7.716	.000

a. Dependent Variable: Organizational Commitment

Result: H3 has been accepted.

Interpretation: The table showed that R square value of 0.280 which shows the proportion of the variance for Organizational Commitment that can be explained by Employee Engagement. ANOVA model is also accepted ($p < 0.05$). Similarly, beta value of the model is 0.607 which shows positive and high level of contribution of Employee Empowerment on Organizational Commitment. The value of significance is 0.000 which is lesser than 0.05, hence, the third hypothesis is accepted which states that Employee Empowerment has a significant relationship with Organizational Commitment.

4.1 Summary of Hypothesis Testing:

Table 4.16 – Summary of Hypothesis Testing

Hypothesis	**p-value**	**Accepted/ Rejected**
H1: Employee Empowerment has a significant relationship with Job Satisfaction.	P = 0.000 (p < 0.05)	Accepted
H3: Employee Empowerment has a significant relationship with Organizational Performance.	P = 0.000 (p < 0.05)	Accepted
H3: Employee Empowerment has a significant relationship with Organizational Commitment.	P = 0.000 (p < 0.05)	Accepted

c. Conclusion, Discussions, Implications, limitation and Recommendations

5.1 Conclusion

The study has statistically proven that Employee Empowerment has a positive relationship with Job Satisfaction, Organizational Performance and Organizational Commitment in different firms of Pakistan. This shows the importance of Employee Empowerment in organizations and highlights that organizations should make Employee Empowerment their top priority in order to achieve positive outcomes, both employees related and

organizational related. The study also implies that in this highly competitive environment, Employee Empowerment is a powerful strategy for Pakistani firms which can help them in providing competitive edge through performance and satisfaction.

With the advent of globalization, it becomes compulsory for the organization to keep formulating different strategies to empower their employees so that the desirable performance can be guaranteed. The findings also indicate that organizations also need to include their employees in decision making process so that they go out of their way to reach organizational goals. They should also be provided with some authority according to their nature of jobs. A participative culture should be encouraged by the organization with shared vision, values and information with workers, providing them autonomy and empowering them to take decisions related to their job. Specific programs should also be organized to properly train them about the role and execution of empowerment and improved expertise to execute their jobs.

5.2 Discussion:

The findings of the study are supported by a number of studies. For instance, the first finding of the research which states that Employee Empowerment has a positive relationship with Job Satisfaction is supported by various researchers such as, Islam (2016) empirically proved from his study that Employee satisfaction is highly dependent on employee empowerment and satisfied employees provide the best results. The results are also endorsed by Hunjra et al. (2011) and Yasothai et al. (2015) which empirically proved that empowered employees help in bringing utmost satisfaction. Pelit et al. (2011) also showed employee empowerment is the biggest source of job

satisfaction. They stressed on the importance of employee empowerment in achieving long term satisfaction in the organization.

The second hypothesis of the study also accepted which stated that Employee Empowerment has a positive relationship with Organizational Performance. Earlier examinations showed that directors try not to offer position to their representatives since they have dreaded to lose their impact and force in their positions (Chen & Wang, 2019).[22] Subsequently, there will be low level of workers' acknowledgment for their work's relationship to the organizational objectives and the outcomes of this are low degree of job satisfaction and responsibility (Aguiar-Quintana et al., 2020; Bani-Melhem et al., 2020)[23].

Since the relationship between Employee Empowerment and Organizational Commitment is positive, it tends to be announced that as Employee Empowerment upgrades in the organization, organizational commitment increments among the representatives. These results are predictable with empirical studies of Moughlee et al. (2009), andAbbasi et al. (2012), which affirmed the relationship between staffs' empowerment and job commitment in their examinations and showed that Employee empowerment helps in bringing the loyal and committed employees.

[22] Chen, H.-T., & Wang, C.-H. (2019). Incivility, satisfaction and turnover intention of tourist hotel chefs: moderating effects of emotional intelligence. International Journal of Contemporary Hospitality Management.

[23] Aguiar-Quintana, T., Araujo-Cabrera, Y., & Park, S. (2020). The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context. Tourism Management Perspectives, 100676.

5.3 Implications:

The major implication of the study to the organization is they should stress on the reward systems, provide promotion and development opportunities to empower their employees, and establish a culture where everyone can be a team player with equality and fair cooperation with other employees. Moreover, this also highlights the important role of supervisor who can be a leader to provide employee empowerment. Hence, organizations should ensure that they make their supervisors a leader and work on their empowerment.

5.4 Limitations and Recommendations for further research:

In spite of the results achieved from the statistical analysis, there are certain limitations which can be avoided in future. These limitations are discussed below:

1. The context of the study was firms of Pakistan. The researcher could have used firms from a specific sector (for example: Textile, FMCG, Manufacturing, SMEs, etc.) to provide a generalized result of the relationship between Employee Empowerment, Job Satisfaction, Organizational performance and Job Commitment. Future researchers can use specific industry to find out the relationship between Employee Empowerment, Job Satisfaction, Organizational performance and Job Commitment.

2. Although the researcher paid attention while designing the study, the duration given to complete this research was not enough to survey large number of participants from all across the country. The major restraint in data collection was the COVID-19 which obstructed the process of data collected. The researcher only gathered the data from limited number of

people due to which generalizability of the research is questionable. A sample size of the study can also be increased in future studies in order to get a generalized result to overall population.

3. Lack of interest from the respondents to fill the survey was another limitation which has an effect on validity of the research. The researcher can provide them incentive or any offer to capture their interest and collect reliable data.

4. The present research was limited to a specific number of variables. Other variables and sub-variables can also be integrated in the future study to open new doors for the research.