

Impact of Job Security on Employee Empowerment

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ABSTRACT

The thrust of the study lies to get an educate knowledge about the impact of Job Security on Employee Empowerment. This research study has been conducted with a total number of 380 population of Power distribution. In this study it has been analyzed that Job security has played an important in empowering the Employees. In this study Survey method has been used. Through random sampling technique 380 data has been collected. To know the veracity of the concepts data was analyzed by using various statistical methods. Hypothesis result indicated that Job security has significant impact on empowering the employees of NESCO utility. Lastly, research discussions and conclusions, challenges and motivating factors has been discussed in details.

Key Words: Job Security, Employee Empowerment, Power Sector, Human resources.

INTRODUCTION

Recently most of the organizations are working for the improvement of the Job security in the organization for the better performance of the employees'. Without the human resource element it is believed that an organization can neither grow nor develop. Storey (2001) stated that, it is Human Resource Management that creates "the ability to attract and hold on to talented employees is the single most reliable predictor of overall Excellence" From this it can be seen that the selection, training and retention of employees is a vital element for a successful organization.

Organizations are such type of social structural systems, in which human resources are the main actors and their importance is unavoidable. In the organization the effectiveness and efficiency can be achieved when effective management of the organization achieving its objectives. Job security has an importance for the organizational performance and its employees.

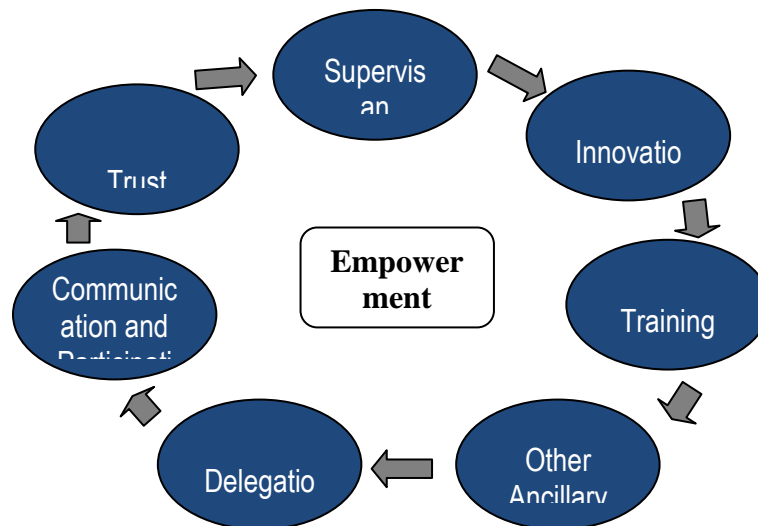
Employee Empowerment:

Employee empowerment is measured as a significant subject in human resource management organizations and it is significant that each of the persons experience about their capability. Human resources think as planned advantage of the organization and empowerment of employees is an innovative advance in order to human resource development that cause enlarge efficiency get better quality, and profitability of goods and services of organizations. Contribution of power with others will get better one's hold authority. Individuals who have upper chance for development and mobility in their occupation are further likely to have high ambition and to be extra dedicated to the organization. Employee empowerment creates sense of belongingness and ownership towards the parent organization. Employee feel more confident and try to give their best to their employers, as a result, service quality improves. Better service quality usually marks into senior level of buyer's fulfilment.

An empowering organization emphasizes on autonomy, proper information and individual participation for organizational excellence. In order to achieve empowerment, the executives must ensure that employees having the right mix of information, knowledge, power and rewards to work more enthusiastically. It helps to create autonomy for employees, allows the sharing of responsibility and power at all levels, builds employee self-esteem and energizes the work force for better performance. At the individual level the personal factors which are facilitating empowerment are: challenging jobs, enthusiasm, competence, maturity, self-esteem, etc. most of these factors can be enhanced through training and development as these are playing a catalytic role in promoting employee empowerment and involvement.

When employees are empowered, their confidence degree and self-reliance will increase. This extra confidence is a good thing because it creates job satisfaction and high levels of productivity. On the other hand, in a number of cases, confidence levels can be engaged too distant and end up passage the line into superiority. Arrogant employees are difficult to deal with, don't take direction well and can become insubordinate. Functioning in this kind of work environment takes its fee on employees and they previously over become displeased with their job and efficiency levels reduced.

Dimension of Employee Empowerment



Job security

Job Security is the confidence of an employee that he will not lose his current job he is holding to. High level job security indicates that the employees will not lose their jobs in the near future. Job security is more of a perception; it is an intangible thing which we cannot look at but we feel it, according to mbaskool.com. The job security affects employees' performance in a company. The employee with low job security always feels under threat regarding his job and the employee could not work to his full potential. This will lead to a low productivity of the employees. Hence employees' perception about their job security is very important for performance of the company.

Job security is affected by many factors like economy, prevailing business conditions, and the individual's personal skills. Personal factors such as education, work experience, job functional area, work industry, work location, etc., play an important role in determining the need for an individual's services, and impacts their personal job security. Since job security depends on having the necessary skills and experience that are in demand by employers, which in turn depend on the prevailing economic condition and business environment, individuals whose services are in demand by employers will tend to enjoy higher job security. Hence, at any point of time an employee can increase his job security by his performance, his contribution to the company and his differentiating skills. Job security would be high in the public sectors than in the private sectors.

According to the employees job satisfaction survey report released on June 27, 2010, by the Society for Human Resource Management (SHRM) at its Annual Conference, employees ranked top two very important contributor to Job Satisfaction over other factors such as career development, flexibility, compensation etc.

According to *Workplace Redefined: Shifting Generational Attitudes During Economic Change* - working for a stable company and job security are the two most important aspects of the work environment, By Kathy Gurchiek August 9, 2010.

According to Gentiana Kraja (2015) job security is treated as an important practice of human resources management because it involves the emotional part of the individual, and in the other hand is a real challenge for the organization for the consequences it may have. Job security in a simple language is defined as the knowledge that your job is permanent as long as you want to be. employees with high job security may invest more in their companies out of loyalty or because they view their jobs as long term commitments. On the other hand, workers may take advantage of their job security and do as little work as possible.

Subhasish Chatterjee (2015) job satisfactions and job security is not significantly correlated with each other amongst Paramedical staff associated with private Hospitals.

Waqar Ahmed et al (2016) – tried to know the impact of job security on the employees' performance in private hospitals. In their study they investigated that Job security and trust gives a conducive environment to develop employees' performance and also develop organizational efficiency and effectiveness. They analyzed that Job security plays a mediating role between trust and employees' performance. Hypothesis results indicated that job security has a partial mediation with trust and employees performance.

A recent survey conducted by **Uma M, (2017)** – found that: Job Security help the employees to Perform Superior, they agree that because of job security employees get a Sense of belongingness , enhances their Productivity. Employees agree that High Job Security leads to Higher Productivity , Employee's turnover is lesser when the Job Security is higher, Employees Job Security improves the Morale of the Employees, employee Job Security improves their Job Satisfaction.

Heydy Jimenez and Toni Didona (2017) found that, Employees of a unionized group perceived high job security then the employees of a non – unionized group.

Employees are more susceptible to show better performance in their work place when in the context of the security offered by unionized organizations Group.

Gholamreza Jandaghi, Ali Mokhles and Hamid Bahrami (2011) found that there is significant and positive relationship between job satisfaction and organizational commitment with job security.

According to Arabi, job security is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors. If individual feels that he/she will continue his/her job until the end of his/her service and will not be threatened by any one such person enjoys job security (Arabi, 2000). According to industrial and organizational psychologists, job security is one of the creators of job satisfaction and commitment.

Ioannis Theodossiou A. Nikolaou, E. G. Vasileiou (2014) investigated the relationship between job satisfaction and job security and found that, even after controlling for endogeneity, workers in jobs with low likelihood of job termination derive higher utility from work compared to the workers in insecure jobs. This appears to be the case for both men and women. The results show that, after controlling for endogeneity, job security has a strong and significant positive effect on job satisfaction. Job satisfaction arising from job security is a major factor affecting the quality of the employer-employee relationship.

Shaheen Ahmed et al (2017) revealed that: employee job security has significant positive influence on employee performance. The employees in the organization expected to continue their job with certainty without unexpected sudden job loss. The job safety in the workplace makes employees enthusiastic in doing their job duties results more employee performance. Employee job security regarded as vital element in the organization in increasing their job performance which ultimately fosters organization's total productivity. Moreover, employee job security have significant role to improve workplace performance as well as production of quality outputs.

If there is lack of job security, the employees have not the ability to achieve productivity despite their competence and capability to perform better. From this concept, it is clear that job security right environment for the productivity of all job ability. Shouvik Sanyal, Mohammed Wamique Hisam, Zainab Aqeel BaOmar (2018) found that there is a significant correlation between job security on employee performance and satisfaction. Study conducted on different nationality working, Permanent employees were more secure about their job

status as compared to temporary employees. The study included respondents of different nationalities working in private and government sector organizations in Sultanate of Oman.

Sonet van Schalkwyk et al (2010) The results showed that leadership empowerment behaviour correlated negatively with job insecurity. This implies that when leadership empowerment behaviour increases, job security increases. The relationship between leadership empowerment behaviour and job security can be explained as follows: through leadership empowerment behaviour, employees' responsibility and decision-making authority are increased. Furthermore, employees receive information, feedback, motivation, support and encouragement, which results in psychological empowerment (Johnson, 1994)

Marius W. Stander , Sebastiaan Rothmann (2010) , found that, there is a Statistically significant relationships between psychological empowerment, job insecurity and employee engagement. A multivariate analysis of variance showed that affective job insecurity had a main effect on three dimensions of psychological empowerment (viz. competence, meaning and impact) and on employee engagement. Affective job insecurity moderated the effect of psychological empowerment on employee engagement. According to the definition proposed by Greenhalgh and Rosenblatt (1984, p. 438), job insecurity refers to 'powerlessness to maintain desired continuity in a threatened job situation'.

Greasley, Bryman, Price, Soetanto and King (2005) found that workers who consider themselves empowered have reduced levels of emotional strain. This finding is supported by Cho, Laschinger and Wong (2006), who reported that empowerment had a direct positive effect on the areas of work life, which in turn negatively affected emotional exhaustion. Disempowered individuals have to put in specific efforts, energy and time to adapt to the pressures of job insecurity. It is clear that this energy cannot then be used for working towards achieving organisational goals (De Cuyper & De Witte, 2005).

Employees' psychological empowerment is influenced by how secure they feel about their work roles. Individuals will feel empowered when they feel secure about themselves. Insecurity might distract employees from feeling empowered.

Esuh Ossai Igwe Lucky, Mohd Sobri Minai and Hamzah Abdul Rahaman (2013), studied the importance of job security in achieving organisational performance and found that more an employee enjoys a high job security the

more he is likely to effectively perform his task which is reflected in the overall performance of the organisation.

Statement of the Problem

Globalization has opened up various opportunities and challenges for public Utilities to compete internationally. Besides technological advancement, a developed, competent and empowered workforce will give Public Utilities an edge over its competitors. Studies on empowerment have shown that it is positively associated with organizational commitment. A fully empowered and engaged workforce is said to be reliable and committed workforce (P. Srividya, 2019).

Koon (2017), found that, job security, training and development, supervisor support and overall perceptions of HRM practices have positive and significant effect on service-oriented OCB with the exception for pay practice. On the other hand it need to understand the existence Employee Empowerment - a management tool in Public Sector Utilities, according to a study by Shoaib Raza, Muhammad Rafique, Asim Muqaddas and Zahra, Khushtaba (2016) employee empowerment has an insignificantly relationship with employee motivation.

Studies on Employee empowerment in Public Utility however, is still lacking. As a result, this study puts forward a model to link between the HR Practices and employee empowerment. This thesis studied the influence of Job Security on Employee Empowerment.

Relevance of the study

This study will be a significant endeavour in the area of Human Resource Management in general and employee empowerment in particular. The survival of a company does not depend on profitability alone; managers in practice have to learn the hard way that an unequal focus on the financial health of the organization too results in several irreparable adverse consequences. The main challenge before a manager is therefore two dimensional such as: empowering people, and aligning their individual goals with the objectives of the organization. This research will therefore be very much relevant in the context of contemporary business and industry, and will be beneficial to HR professionals and executives. It will also give out as a potential reference for researchers on the topic of planned human resources and it will guide the companies to reach organizational efficiency.

Problems of Power Sector in India

The most important problems being faced in the power sector is the irrational and unremunerated tariff structure. Although the tariff is fixed and realized by SEBs, the State Governments have constantly interfered in tariff setting without subsidizing SEBs for the losses arising out of State Governments desire to provide power at concessional rates to certain sectors, especially agriculture. Power supply to agriculture and domestic consumers is heavily subsidized. Only a part of this subsidy is recovered by SEBs through cross subsidization of tariff from commercial and industrial consumers. The SEBs, in the process, has been incurring heavy losses. If the SEBs were to continue to operate on the same lines, their internal resources generation during the next ten years will be negative, being the order of Rs. (-) 97,000 crores. This raises serious doubts about the ability of the States to contribute their share to capacity addition during the 9th plan and thereafter. The highlights the important of initiating power sector reforms at the earliest and the need for tariff rationalization.

OBJECTIVES OF THE STUDY

The investigator has outlined the following as objectives of the present research:

1. To outline the concept and practice of Employee Empowerment in industry.
2. To identify the impact of Job Security on Employee Empowerment

Need of the study

The idea of empowerment is defined through its various aspects in researches. According to Vogt and Murrell (1990), empowerment is the period of improving the decision making ability of the employees through cooperation, sharing, training, education and team work. Klagge furthermore, identifies empowerment as the movement of transmission of suitable accountability to employees and creation them increase abilities (Klagge, 1998). It is unstated from the definitions that not only the cognitive feature of empowerment that consists the development of the ability of the employee within the organization, but also behavioral aspects in which employee's happiness from his or her job and place of work environment is vital. Behavioral aspect of empowerment can be defined as the period of cheering and autotomizing employees to get better their decision making skills and move the instruction power and to benefit from their capability and experiences (Cacioppe, 1998). Behavioral aspect of empowerment means distribution of power from high levels to low levels. The cognitive aspect of empowerment can be defined as the improvement of employees' opportunity to

access organizational sources and information. Another aspect of empowerment is the psychological aspect. Through this aspect, the managers realize that the authority and the power are transferred, and makes sure empowerment applications are perceived. However, Conger and Kanungo (1988) accept empowerment as a motivational concept and define empowerment as the improvement of employees' self –competence (by Sasaka, Oct, 2016)

RESEARCH METHODOLOGY

Considering the nature of the data ANOVA and Chi-Square are suitably used along with descriptive statistics. This research has been carried out to assess the employees' perception towards Human Resource Management practices for developing the greater communication linkage between the NESCO and its employees. For the successful conduction of this research, help of the people employed in selected NESCO locations were availed. For the successful commencement of the research various information were gathered from the respondents to access how far the human resource management practices are helpful to enhance the employees' perception towards advanced HR practices and it is helpful in enhancing the capabilities in their employees that will bring greater employee satisfaction and bring employee empowerment.

By using the above structured questionnaire information were gathered from the employees of NESCO Utility. As a whole, 387 questionnaires were distributed amongst the different age group of people starting from 25 years to above 55 years. Out of 387 distributed questionnaires, total 333 were collected and rest total 54 was not considered to incorporate those responses in the analysis. Out of total 54 rejected responses 21 were never returned whereas rest 33 responses received were found to be incomplete and thus they were not considered for the study. Hence, a total of 333 responses were taken for analysis. Thus, 93.02 % of respondents were responded to the questions asked to them with 100% accuracy without any mistake.

Table – 1. Rate of Responses of Respondents

Sample Data	Responses Received	Percentage of Responses Received
Actual distributed	387	100%
Never Returned	21	5.43%
Returned	366	94.57%
Incomplete	33	9.02%
Response Received	333	86.05%
Total Non-Response	54	13.95%
Response %	86.05%	

The above table-1 followed by reveals that total 387 numbers of questionnaires were actually distributed among the various age group of both male and female respondents. The highlights out of total distributed 387 questionnaires only 21 questionnaires were not returned which accounts 5.43%. While rest 366 questionnaires came up with the mix of correct and incorrect information in which 33 were incomplete responses, which count merely 9.02%. This reflected another side of the response sheet i.e. 333 respondents come up with their responses without any error.

Table – 2 Gender of the Employees

Gender	Number	Percentage
Male	236	70.87
Female	97	29.13
Total	333	100

From the above table it is felt that the gender of the employees working in different business units and shops. It is observed that out of 333 respondents 236 are the males and rest 97 belong to women category.

Table – 3 Age of the Employees

Age	Number	Percentage
Under 35	82	24.62
36-40	70	21.02
41-45	67	20.12
46-50	48	14.41
51-55	40	12.01
Above 55	26	7.81
Total	333	100

From the table 4, it is learnt that the respondents from different age group from under the 35 years to above 55 years were collected. Out of 333 total final respondents, 48 were from 46-50 age groups, 82 were from under 35 years age group, but 70 were from 36-40 years age group. The table-4 also provides the information that 14.41% of respondents were from the age group of 46-50 years while 24.62% were from under age group of 35 years. At the same time, 21.02% of respondents were from the age group of 36-40 years of age while 7.81% were from above 55 years of age.

Table – 4 Correlation Between Age and Variables

Variables	AGE	DELAUTH	COMM	TRUST	SUPATT	TRADEV	EMPSAT
AGE	1.000						
DELAUTH	-0.024	1.000					
COMM	-0.017	0.509	1.000				
TRUST	0.067	0.454	0.849	1.000			
SUPATT	0.113	0.376	0.719	0.739	1.000		
TRADEV	-0.022	0.052	0.015	0.048	0.045	1.000	
EMPSAT	-0.026	0.499	0.961	0.816	0.682	-0.007	1.000

From the above table it is observed that age is negatively correlated with Delegation of Authority, Communication, Training and Development, Employee Satisfaction Correlation between Gender and Variables. But when the correlation exists it is significantly correlated but the association is too small to rely on i.e. Trust, Supervisory attitude and practices where the values are 0.067 and 0.1113.

Table – 5 Correlation Between Gender and Variables

	GEN.	DELAUTH	COMM	TRUST	SUPATT	TRADEV	EMPSAT
GEN.	1						
DELAUTH	-0.020	1.000					
COMM	-0.023	0.509	1.000				
TRUST	-0.001	0.454	0.849	1.000			
SUPATT	-0.034	0.376	0.719	0.739	1.000		
TRADEV	-0.074	0.052	0.015	0.048	0.045	1.000	
EMPSAT	-0.045	0.499	0.961	0.816	0.682	-0.007	1.000

From the above table it is observed that gender is negatively correlated with all variables i.e. Delegation of Authority, Communication, Trust, Supervisory attitude and practices, Training and Development and Employee Satisfaction.

HYPOTHESIS MODELING

Null Hypothesis (H₀): Job security has insignificant impact on empowering the employees of NESCO utility.

Alternate Hypothesis (H₁): Job security has significant impact on empowering the employees of NESCO utility.

Table – 6. Job Security and Employee Empowerment Opinion of Respondents

Opinion about the empowerment of the employees	Opinion from different Hierarchical Levels				TOTAL
	Top management	Middle management	Frontline management	Non-executive	
HSI	8.27	14.09	12.86	66.77	102.00
SI	5.27	8.98	8.20	42.55	65.00
LSI	6.16	10.50	9.59	49.75	76.00
II	7.30	12.43	11.35	58.92	90.00
Total	27.00	46.00	42.00	218.00	333.00

The following table provides the information about the expected frequency of the above table: 6

Table- : 7 Expected Frequency of Job security

Opinion about the empowerment of the employees	Opinion from Different Hierarchical Levels				Total
	Top management	Middle management	Frontline management	Non-executive	
HSI	6	7	18	71	102
SI	5	10	8	42	65
LSI	8	11	5	52	76
II	8	18	11	53	90
Total	27	46	42	218	333

HSI-Highly Significant Impact, SI-Significant Impact, LSI-Low Significant Impact, II- Insignificant Impact

Table –: 8 Chi Square Calculation Table (Job Security)

Opinion about the empowerment of the employees	Opinion from different Hierarchical Levels				TOTAL
	Top management	Middle management	Frontline management	Non-executive	
HSI	8.27	14.09	12.86	66.77	102.00
SI	5.27	8.98	8.20	42.55	65.00
LSI	6.16	10.50	9.59	49.75	76.00
II	7.30	12.43	11.35	58.92	90.00
Total	27.00	46.00	42.00	218.00	333.00

Chi Square Value (χ^2) = 12.70

Degree of Freedom = (r-1) (c-1) = (4-1)*(4-1) =9

Table –: 9 Relationship between Job Security and Employee Empowerment

O	E	O-E	SQUARE OF O-E	SQUARE OF O-E/E
8	7.3	0.70	0.49	0.07
5	5.27	-0.27	0.07	0.01
8	6.16	1.84	3.39	0.55
6	8.27	-2.27	5.15	0.62
18	12.43	5.57	31.02	2.50
10	8.98	1.02	1.04	0.12
11	10.5	0.50	0.25	0.02
7	14.09	-7.09	50.27	3.57
11	11.35	-0.35	0.12	0.01
8	8.2	-0.20	0.04	0.00
5	9.59	-4.59	21.07	2.20
18	12.86	5.14	26.42	2.05
53	58.92	-5.92	35.05	0.59
42	42.55	-0.55	0.30	0.01
52	49.75	2.25	5.06	0.10
71	66.77	4.23	17.89	0.27
TOTAL				12.70

Here, the tabulated value is 16.09, and the calculated value is 12.70. It is observed that the calculated value is lower than the tabulated value i.e. (12.70<16.09). Thus, it is concluded that the calculated chi square (χ^2) value is smaller than the tabulated value. Therefore, the Null Hypothesis is accepted, rejecting the alternate hypothesis. Therefore, it is to accept the null hypothesis i.e. **“Job security has significant impact on empowering the employees of NESCO utility”**. Hence the alternative hypothesis is rejected i.e. **“Job security has insignificant impact on empowering the employees of NESCO utility”**.

LIMITATIONS OF THE STUDY

The organization taken into account for the present study is NESCO Utility, which belongs to Electricity Sector in Odisha State. The electricity sector of Odisha is categorized into three parts i.e **Generation, Transmission and Distribution** of Electricity. Organisations like NTPC, OHPC , OPGC etc are the major generating companies of electricity. OPTCL undertake the business of transmission and wheeling of electricity in the State. GRIDCO is carrying the business of bulk purchase from various generators and supply the same to four DISCOM Utilities in the state namely, NESCO, WESCO, SOUTHCO & CESU

presently named TPCODL(Tata Power Central Odisha Distribution limited)after taken by Tata power. To regulate all this sectors OERC has formed.

Now NESCO is one of the electric supply companies covered under the DISCOM portal which operates in 5 districts of Odisha with coverage of near about 28 square km of geographical area, serving 16 Lacs consumers. Research area for the present study encompasses HR Practices & employee empowerment in NESCO Utility.

Lack of standardized reporting practices and uneven quality of data collection and also busy schedule of corporate employees, their work pressure and multiple organizational demands, one-to-one collection of survey response could not be organized with cent percent respondents Time was a constraint in collecting data from a bigger group of respondents, The small sample size of 387 respondents may limit the findings of the research .This study relied on the respondents' subjective response about the questionnaire.

The results of this research will be helpful for HRM professionals of power industry to increase the performance of employees by implementing the HRM practices. This study will be helpful in optimizing the abilities of the employees and assigning the tasks accordingly. By implementing the HRM practices, organizations will be able to achieve its goals by making an effective and efficient workforce.

FINDINGS:

Findings of the present study revealed that job security is an important factor influencing employee empowerment in NESCO Utility.

The result is in line with Uma M, (2017) Job Security help the employees to Perform Superior. Employees of NESCO Utility agree that because of job security, employees get a Sense of belongingness, enhances their Productivity. Employees agree that High Job Security leads to Higher Productivity, Employee's turnover is lesser when the Job Security is higher, Employees Job Security improves the Morale of the Employees, employee Job Security improves their Job Satisfaction.

Gholamreza Jandaghi, Ali Mokhles and Hamid Bahrami (2011) also found that there is significant and positive relationship between job satisfaction and organizational commitment with job security.

While interacting with the employees of NESCO Utility it has been observed that they don't want to leave the job even if they got more salary in the private organisations, as their jobs are more secure in NESCO Utility.

DISCUSSIONS, SUGGESTIONS AND CONCLUSION

NESCO UTILITY is best among the Discoms of Odisha. Since its inception, it has been attracted the best of talents and brains like other large and successful organisations of India. Needless to say, NESCO UTILITY's top management personnel with years of public sector experience behind them would have left no stone unturned not to repeat the mistakes which they would have experienced in their earlier organisations. This could have been one of the major reasons for NESCO UTILITY implementing, by design or default, many of the dimensions of empowerment. Though the findings of this research reveal that the general perception about empowerment policies and practices at NESCO UTILITY by employees is positive there still remains miles to be covered before empowerment becomes a way of life at NESCO UTILITY.

The findings of this study and discussions above have implications for NESCO UTILITY in particular and for public sectors organisations of India, in general. This however, in no way means that findings of this study are being generalized in the statistical sense of the term. The fact that the structure, organization systems and processes across public sector units in India, more or less, follow a similar pattern renders findings of this study to have primary level implications for PSUs in general.

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