

The role of job empowerment in improving organization performance: a review

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Abstract: This paper's aim is to examine the impact of Total Quality Management practises like employee empowerment on business outcomes. Several of the most current and relevant studies were examined. According to the findings, empowerment positively affects the performance and results of businesses across a variety of dimensions. This discussion has revealed and addressed a few observations and gaps. Successful Complete Quality Management adoption depends greatly on managers' capacity to empower their team. Because The Total Quality Management develops an atmosphere whereby everyone contributes together to enhance employment status, every employee feels that they have a say in the process.

Keywords: Empowerment, Total Quality Management, business outcomes.

1. Introduction

Successful Total Quality Management adoption relies heavily on managers' ability to empower their staff. Because Total Quality Management promotes a climate wherein everyone works together to improve work performance, every employee feels like they have a voice in the process (Thamizhmanii & Hasan, 2010). Increasing the agency of workers has been connected to a more prominent quality culture in organizations (Nieva & Sorra, 2003). Therefore, from the point of view of managerial awareness, the most effective means of implementing Total Quality Management is to provide employees a great deal of autonomy in their work (Hackman & Wageman, 1995). The idea of total employee empowerment is prompted and required by the use of empowerment strategies within the management process in organizations (Dobre, 2013).

Total employee empowerment makes a significant contribution to managers' knowledge of Total Quality Management. Moreover, they discovered that the Total Quality Management system's achievements are improved by fostering an empowering culture inside the paradigm of Total Quality Management procedures. The impact of the "soft side" of Total Quality Management on a company's competitive advantage can be used to draw a clearer picture of the value of employee empowerment.

On the flip side, Total Quality Management's "soft" side concerns HRM techniques. This means that the softer aspects of Total Quality Management, such as employee empowerment and leadership, are tied to the principles, processes, and practices of people management (Samson & Terziovski, 1999). Soft Total Quality Management practices like empowering employees have been shown to have a positive effect on many different aspects of an organization, including performance (Samson & Terziovski, 1999; Yang, 2006), customer satisfaction, competitive advantage, and the ability to effectively gather, measure, and analyses information and data to improve the work process and support continuous improvement (Berwick et al., 2003).

- **Definition of empowerment**

When attempting to define empowerment, one must include both the psychological and structural components. Dimensions of psychological empowerment can be broken down into the internal motivation that leads to autonomy and efficiency (Zhu et al., 2004). empowerment is defined as a method of enhancing workers' perceptions of their own efficiency, so this is an example of a definition from a psychological perspective. An empowered worker is one who acts with a sense of obligation, dedication, and commitment as a result of strong intrinsic drive (Nwachukwu et al., 2022).

Empowerment occurs when superiors grant workers greater leeway and authority over their work. Conversely, the definitions that emphasized the structural dimension described empowerment as a managerial activity from the vantage point of the organization's policies and structure (Deschamps, 2019). It was argued that empowerment has a structural dimension. He argued that employees' actions on the job could be affected by a condition called empowerment in the workplace (Spence Laschinger et al., 2010). Kanter's definition suggests that empowerment in the workplace is influenced by four structural factors: I including empowerment activities in job descriptions; (ii) making sure employees have easy access to information; (iii) encouraging employees to take ownership of their work; and (d) making sure workers have access to the tools they need to do their jobs.

2. Literature Review

It was investigated the links between employee empowerment and service quality and between employee empowerment and market orientation (Chikazhe & Nyakunuwa, 2022; Pattanayak et al., 2017). When compared to other Total Quality Management techniques, the authors found that employee empowerment had the greatest impact on service quality and market orientation. Their findings are based on data gathered from service providers and analyzed using a statistical method. They came from a wide range of service industries, including banking, education, private and public utility service, and consultancy. Total Quality Management was used by all of these businesses, which were all based in the northern states of Malaysia (Perak, Kedah, Penang and Perlis).

Management competence in Total Quality Management can be gauged, at least in part, by how well they empower their staff. The study examined all of the ideas around the "soft" parts of Total Quality Management (the aspects of Total Quality Management that related to people management concepts and principles). Employee empowerment was the subject of Vousaz and

Psychosis's research, but they were only interested in the idea behind it. They crafted this idea such that all the ideas and practices of "complete employee empowerment and involvement" are incorporated into it. Empowering workers is one of the most crucial Total Quality Management techniques. Based on their findings, empowerment is the single most important tactic for boosting employee engagement and productivity on the work. In this analysis, empowerment was looked at from both the Total Quality Management and HRM perspectives.

What this means is that Boon et al. In this article, we'll look at three different angles on empowerment: (i) empowerment as Total Quality Management practices, (ii) empowerment as HRM practices, and (iii) empowerment as a result of the connection between HRM and Total Quality Management practices. Thus, it is possible to say that empowerment is a crucial practice that influences the overall performance of the organization, taking into account the importance of HRM and Total Quality Management systems in the management system as a whole. Organizational performance, Total Quality Management methods. The results of their study demonstrated that an empowered workforce significantly impacts business outcomes. In this study, we looked at empowerment, a soft Total Quality Management approach that proved to be more effective than hard Total Quality Management methods. This is why Jung and Hong claim that soft Total Quality Management, which they define as including empowerment, affects both soft and hard performance, but hard Total Quality Management does not.

Small and medium-sized businesses (SMEs) show the similar correlation between employee empowerment and job satisfaction and innovation performance. Empowering workers has been shown to boost job satisfaction and innovation analysis of data collected from SMEs. The research looked at both soft and hard Total Quality Management practices, but it concluded that only soft Total Quality Management actually affects companies' ability to innovate. Similar research was done in the field of SMEs to see what elements interact to lead to successful Total Quality Management implementation. This means that Singh's study set out to determine what factors are most important when it comes to implementing Total Quality Management in small and medium-sized enterprises. Employee empowerment was determined to be one of four primary criteria crucial to the successful adoption of Total Quality Management in SMEs using the interpretive structural modelling (ISM) technique.

Through careful observation and a thorough examination of the relevant literature, he isolated the first set of contributing components. It was investigated that the connection between Total Quality Management and incremental progress. One of their findings highlighted the importance of Total Quality Management practice—specifically, empowerment—in mediating the relationship between competitive strategy and continuous improvement in cross-cultural project management. The key result, however, is that empowerment significantly improves continuous improvement, which in turn has a direct effect on bolstering competitive advantage. The managers in Jung et al. studies came from a variety of cultural and linguistic backgrounds and worked in four different nations. Empowering employees is crucial to obtaining and improving service quality. He looked into Total Quality Management techniques with an eye on improving customer service.

His research involved reading articles about how Total Quality Management has been implemented and how it has affected service quality. Ueno's review study has several important

ramifications, including the idea that soft Total Quality Management practices, such as employee empowerment, are more influential on service quality than hard Total Quality Management procedures. This inference lends credence to the claim that soft Total Quality Management is mostly responsible for the overall Total Quality Management system's success. Continuing with the theme of review articles, previous works on the topic of Total Quality Management implementation and practice was surveyed. Eleven criteria was identified that have an impact on Total Quality Management and found that empowerment is one of the four most essential and critical ones. Based on his analysis of the available literature, he compiled a list of Total Quality Management elements in descending order of their impact on Total Quality Management's implementation and outcomes.

3. Discussion and conclusion

Many insights and limitations have been gleaned from the literature review. first, the findings highlight the beneficial impact that empowerment has on productivity and results in the workplace. This illustrates the critical role that employee empowerment plays in Total Quality Management and HRM frameworks. In addition, the soft side of Total Quality Management is dominant in the successful implementation of the Total Quality Management system, as implied by the good effect of empowerment on organization operation. In addition, the literature demonstrated the multifaceted function of empowerment. Empowerment has a direct, positive effect on job satisfaction, which suggests that it also has an indirect, positive effect on innovation performance.

At the same time, it has a constructive impact on innovation performance in a way that is not mediated by levels of job satisfaction. Empowerment's good impact extends beyond its direct effects on Total Quality Management procedures. Emancipation, for instance, promotes continual improvement and staff engagement. Third, businesses in the industrial sector are more likely to be singled out for scrutiny. All except one of the examined studies were done in the manufacturing sector or a sector that combined manufacturing and services. More than half of all economic activity occurs in the service sector, the service sector accounts for more than 70% of GDP in some nations (e.g., 82% in Luxembourg, 78% in Greece, and 77% in the United States).

As a result, researchers, scholars, and academics need to pay greater weight to researching empowerment together with the other Total Quality Management practices in service firms. The goal of this article was to examine the effects of employee empowerment on organizational performance and effectiveness via the lens of a Total Quality Management practices framework. Eight recent publications published between 2006 and 2011 were included in the review. It has been demonstrated that a more empowering environment for workers improves organizational outcomes across the board. This review also revealed the wide-ranging effects that empowerment has on the operation of companies and the other Total Quality Management practices.

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Conflicts of Interest

We declare no conflict of interest.

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