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Proposal Supervisor - Dr Piyumika Gamage

Proposal Title: A study on the impact of
employee empowerment on job
performance from the HRM point of view

Student: Dragos Neculai ID 1907709

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Chapter 1 - Introduction

Background of the Research

Empowering employees is a crucial aspect of human resource management that influences employee performance, loyalty, and overall organisational success. Employee empowerment is the distribution of power, responsibility, and decision-making roles to workers, which allows them to accept responsibility for their job, make informed choices, and participate in the accomplishment of organisational goals (Saleem et al., 2019). Employees who are empowered are typically more creative, innovative, and dedicated to what they do, resulting in greater job satisfaction and organisational performance (Baird et al. (2018). Also, Choi et al. (2019) found that employee empowerment is favourably linked to job fulfilment and other positive outcomes, including increased productivity, improved job performance, and greater employee engagement. Employees who feel respected and valued by their employer and have a feeling of responsibility over their job results are also more inclined to take an active role in their job and the business (Zaraket et al., 2019). To empower workers, firms may apply a variety of techniques, including providing learning and development programs, promoting employee involvement in decision-making, fostering a friendly work environment, and rewarding and recognising good performance. By empowering workers, firms may encourage a culture of trust, openness, and accountability, therefore promoting staff development, development, and happiness. Consequently, the purpose of this study is to investigate, from an HRM view, the influence of employee empowerment on job satisfaction.

Significance of the Research

The research on employee empowerment and job happiness is significant in many ways. First, the study will aid firms in comprehending the significance of employee empowerment in boosting job satisfaction and overall organisational success (Yakut et al., 2022). It will also throw light on the many techniques firms may utilise to empower their people, therefore contributing to the creation of a pleasant and supportive work environment. The study will also add to the current literature on employee empowerment and work happiness, therefore advancing our knowledge of the problem. The study will also have practical consequences for human resource managers, who can utilise the results to create and execute employee empowerment methods that increase work satisfaction and overall organisational performance.

Research Aim and Objectives

The research aims to explore the impact of employee empowerment on job performance from an HRM perspective.

Objectives of this research are as follows-

- ✓ To discover the factors influencing the empowerment of employees in the workplace.
- ✓ To investigate the relationship between employee empowerment and job performance.
- ✓ To evaluate the effect of HRM practises on employee empowerment and job performance.
- ✓ To provide HR managers with strategies for improving employee empowerment and job performance in the workplace.

Research Questions

- ✓ What are the key factors that contribute to employee empowerment in the workplace?
- ✓ What are employees' experiences and perceptions regarding the relationship between empowerment and job performance in the workplace?
- ✓ To what extent do HRM practices affect employee empowerment and job performance?
- ✓ What strategies can HR managers implement to improve employee empowerment and job performance in the workplace?

Chapter 2 - Literature Review

Different Background Aspects of the Concept

Employee empowerment and job performance are two fundamental tenets of human resource management (HRM). According to Hanaysha (2016), employee empowerment is the process of empowering workers with greater autonomy and control over their job and to have a bigger role in decision-making inside the firm. In addition, Choi et al. (2019) defined employee empowerment as giving people the tools, knowledge, and power to make decisions as well as take steps to improve their job and the business.

Judge and Zhand (2020) described job performance as a person's overall attitude about their job, which is affected by a variety of elements including the nature of the work, the boss, coworkers, compensation, and other organisational aspects. Moreover, Saputra and Mahaputra (2022) described job performance as a pleasant emotional state that results from the evaluation of one's position or work experiences and is impacted by a person's beliefs, expectations, and requirements.

Theoretical Frameworks

The job demands-resources model and the social exchange theory are the two most prevalent theoretical frameworks for this research. According to the job demands-resources model, as mentioned by Bilotta et al. (2021), employee empowerment is favourably associated with job resources such as freedom, decision-making power, and access to information, while job demands such as workload and time pressure are adversely related to employee empowerment. Moreover, Qureshi et al. (2023) stated that according to the concept, employee empowerment mediates the link between work resources and job performance, and job demands have a detrimental impact on both employee empowerment and work performance.

Also, Huang et al. (2016) stated that the nature of the relationship between employees and their company, according to social exchange theory, is what mediates the connection between employee empowerment and job performance. According to the theory, workers who believe they have decision-making power and are backed by their company are more prone to feeling empowered and content with their positions. The social exchange theory has some support from research, Jiang et al. (2018) demonstrated a favourable relationship between employee empowerment and job performance and perceptions of organisational support.

Previous Studies and Lessons Learnt

Factors that influence employee empowerment

According to Appelbaum et al. (2015), leadership, job design, organisational culture, and the development of employees are just a few of the elements that have been recognised as impacting employee empowerment. Baird et al. (2018) supported this and added that effective leadership, defined by distributing responsibility, giving support and advice, and building a cooperative workplace, may encourage employee empowerment and enhance job performance, according to research. Similarly, Islam et al. (2018) found that work design variables such as freedom, decision-making authority, and task relevance are positively correlated with employee empowerment. They stated that a crucial aspect in developing employee empowerment has been identified as organisational culture, which is defined by a positive work atmosphere, clear channels of communication, and chances for involvement in decision-making processes. Also, Zaraket et al. (2019) added that giving chances for staff growth and training increases employee empowerment and work satisfaction.

Relationship between employee engagement and job performance

Also, there has been extensive research on the relationship between employee empowerment and job performance. Jordan et al. (2017) found a favourable relationship between employee empowerment and work performance, demonstrating that empowered people are more content with their employment. This implies that empowerment may boost work performance by influencing job resources such as independence, decision-making power, and skill diversity. Saleem et al. (2019) also emphasised the importance of psychological empowerment, which relates to workers' views of control, competence, and significance in their job. Moreover, Yakut et al. (2022) stated that psychological empowerment has been shown to be positively associated with job performance, indicating that workers who feel empowered are more prone to find their work satisfying and rewarding. Mathew and Nair (2022) argued that the association between employee empowerment and work performance may, however, be tempered by several circumstances, similar to the connection between employee engagement and job performance.

HRM practices promoting employee engagement and job performance

Employee empowerment and job performance may be increased by implementing HRM practices, which have been highlighted as crucial. According to Oluwatayo and Adetoro (2020), HRM activities like employee participation, training and development, talent management, and remuneration may all contribute to employee empowerment and work performance. In support of this, Alsafadi and Altahat (2021) stated that employee participation strategies such as participative decision and delegation of responsibility may increase employees' feelings of freedom and control over their work, resulting in increased job performance. Furthermore, Prentice (2022) stated that training and development programmes may provide workers with the skills and information necessary to successfully do their jobs, so boosting their esteem and job performance. Besides that, Singh (2022) stated that performance management strategies such as frequent feedback and recognition may assist workers in comprehending their roles and contributions to the firm, hence enhancing their engagement and happiness.

Chapter 3 - Research Methods and Methodology

Research Philosophy

This study's selected research philosophy is interpretivism, which stresses the subjective comprehension of social processes. This philosophy acknowledges that human behaviour and experiences are complicated and cannot be limited to numbers (Goddard and Melville, 2016). Hence, the research will investigate the attitudes and experiences of employees about empowerment and job performance. Interpretivism permits an in-depth examination of individual experiences, making it a suitable methodology for this qualitative study.

Research Paradigm

Constructivism is the research paradigm that correlates with interpretivism. This paradigm suggests that people develop their realities according to their lived experiences and experiences with the outside world (Goddard and Melville, 2016). In this research, employee empowerment and job performance are socially created notions dependent on the experiences and perceptions of the employees. In light of this, the study will investigate how employees conceptualise empowerment and job performance.

Research Approach

In this study, the researcher will follow a deductive approach. The deductive approach includes validating a theory through data collecting (Daniel and Sam, 2019). In this research, the researcher will test various existing theories to find out the relationship between employee empowerment and job performance. In addition, the researcher lacks the necessary skills and experience to develop his theories, hence he cannot employ an inductive approach in this instance.

Research Methodology

This study employs a qualitative research method as its methodology. This method is suitable for investigating the subjective observations and opinions of individuals about employee empowerment and job performance (Daniel and Sam, 2019). This research will give a better knowledge of the HRM viewpoint on employee empowerment and job performance.

Research Strategy

This study's research strategy is comprised of in-depth interviews. This strategy entails conducting in-depth interviews with participants to acquire rich and thorough data on their observations and opinions of employee empowerment and job performance. Employees from different companies that have adopted employee empowerment strategies will be interviewed. The data will be acquired via in-depth interviews with the participants, and the analysis will consist of finding themes and patterns in the data to get insight into the HRM-related effect of employee empowerment on work performance (Goddard and Melville, 2016).

Sampling Methods

This research will use purposive sampling as its sample technique. This strategy entails choosing participants were chosen based on their relevance to the phenomena under investigation. In this research, participants will be chosen based on their prior involvement with employee empowerment and job performance in a variety of firms. To guarantee a representative cross-section of personnel, the sample will be drawn from various departments and job functions.

Data Collection

The data for this research will be gathered via in-depth interviews with employees from a variety of organisations. Depending on the participants' preferences and availability, the interviews will be performed face-to-face or through video conferencing platforms. As this research is based on a qualitative research method, collecting data in this way provides more relevant data ((Ketchen et al., 2017).

Data Interpretation

Using theme analysis, the interview data will be evaluated. The study will consist of detecting patterns and themes within the data about employee empowerment and job performance (Daniel and Sam, 2019). The topics will be organised into categories and subcategories, allowing for a more in-depth assessment of the HRM-related effect of employee empowerment on job performance.

Gantt Chart

Tasks	2023			
	April	May	June	July
Submission of Research Proposal				
Conducting Detailed Literature Review				
Collecting Qualitative Data for the Research				
Analysing the Data				
Preparing Results and Discussion Part				
Finalising the Research and Submission				

Figure 1: Timeline for the Research

Ethical Considerations

Ethical considerations for this study include obtaining the participants' informed consent, ensuring the privacy of the information, and minimising any potential negative effects on the participants (Goddard and Melville, 2016). The participants will be given details about the research, including its purpose, data collection procedure, risks and benefits. They will be permitted to discontinue their participation at any time with no repercussions. To ensure confidentiality, the collected data will be anonymised, and the identities of the participants will not be released to the public in any articles published or presentations.

Chapter 4 – Conclusion

In conclusion, the purpose of this study is to examine the relationship between employee empowerment and job performance in the retail industry. This study's findings will give retail firms useful insights into the significance of empowering their people to boost job performance, and ultimately, their effectiveness and competitiveness. The research methodology, which consists of an interpretivism research philosophy, deductive research approach, and qualitative research methodology, has been meticulously selected to assure the study's rigour and reliability. The use of an interview strategy and thematic analysis of the data will give a more in-depth knowledge of the perspectives and experiences of retail employees about employee empowerment and job performance. It is anticipated that the study will add to the current literature on employee empowerment and job performance in the retail industry. The researcher believes that the outcomes of this study will help retail firms build successful HRM strategies that foster employee empowerment and job satisfaction.

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