



## **A STUDY ON PSYCHOLOGICAL EMPOWERMENT ON WORK-LIFE BALANCE AND RETENTION IN THE ORGANIZATION**

**Athifa Yusuf<sup>1</sup>, Dr B Senthil Kumar<sup>2</sup>**

---

**Article History: Received:** 19.02.2023

**Revised:** 07.04.2023

**Accepted:** 23.05.2023

---

### **Abstract**

Transformations in the business environment have forced organizations to review management systems to remain competitive in today's turbulent economy. "Empowering" employees has become a central theme of related management and leadership practices endorsed to make organizations more competitive. This study examines the impact of psychological Empowerment on work-life balance in their intention to stay in the organization. The study aims to understand the various factors involved in the psychological Empowerment of employees. The study is conducted on 206 samples to explore the various factors related to work-life balance and retention of employees. The objectives of the proposed research are to study the relationship between the age of the respondents and the psychological Empowerment and work-life balance of the employees. Chi-square tests and ANOVA tests were performed to analyze the data.

**Keywords:** psychological Empowerment, work-life balance, retention.

---

<sup>1</sup>II-Year MBA School of Management Hindustan Institute of Technology and Science

<sup>1</sup>athifayusuf04@gmail.com

<sup>2</sup>Associate Professor School of Management Hindustan Institute of Technology and Science

<sup>2</sup>senthilkumarb1971@gmail.com

**DOI: 10.31838/ecb/2023.12.s2.309**

## 1. INTRODUCTION

Research on employee empowerment is becoming more popular as a way to paper for competition. Employee empowerment creates career opportunities for individuals by utilizing all experience, knowledge, and motivation to provide the best results. Focusing on how employees perceive Empowerment at work, the psychological perspective on Empowerment defines it as the individual views people hold about their place within the business. Early research on employee alienation and quality of life laid the foundation for psychological Empowerment. The grease that keeps learning exercises moving is psychological Empowerment. Talented people capital with psychological clout is fast emerging as the key to organizational success. Successful teams must possess considerable psychological Empowerment or the ability to make decisions, especially in knowledge-based businesses

Giving staff members the freedom to make judgments about their work without seeking approval from managers is referred to as psychological Empowerment. Encouragement, instruction, guidance, and counsel from good managers are supposed to help staff members improve their performance on the job. Employee motivation, job satisfaction, and company loyalty can all be increased through psychological Empowerment. Because psychological Empowerment is one of the factors that might assist businesses in keeping talented workers, this topic was chosen as the focus of the study. The reason for selecting this research topic is because psychological Empowerment is one component that can assist organizations in keeping good personnel. Because psychological Empowerment develops from inside individuals, employers must understand the components that contribute to psychological empowerment development.

Information Technology (IT) has experienced rapid growth among other industries due to its relative youth. Employees and organizations are under much pressure to introduce new technology, as the new technology demands immediate and direct changes across all functional areas. Due to the quicker processing and transformation of information, IT professionals are exposed to an ever-increasing flow of information (Raitoharju, 2005). It is constantly challenging for IT and ITES professionals to deliver services as efficiently and cost-effectively as possible. Changing client expectations force these professionals to update/adapt quickly to keep up with their demands regarding skills required for processing jobs. In times of high uncertainty and high risk, IT/ITES professionals are forced to change entire paradigms. Due to the volatile nature of this sector, there is little job security, and skills must be

constantly upgraded to remain competitive. It is becoming increasingly stressful to work in the Information Systems profession (Thong & Yap, 2000).

## OBJECTIVES OF THE STUDY

- To study the demographic of the responses.
- To investigate the relationship between the age of the respondents and the psychological Empowerment of the employees.
- To study the difference between the age of the respondents and their work-life balance.

## 2. REVIEW OF LITERATURE

Psychological Empowerment, when viewed in this light, is not a stable and generalizable personality trait but rather a cognitive state created by a set of malleable cognitions that are shaped on an ongoing basis by one's work environment (Thomas & Velthouse, 1990). Furthermore, these dimensions combine in an additive manner so that a person lacking one dimension will experience fewer empowerment cognitions rather than no empowerment cognitions (Spreitzer, 1995). In other words, psychological Empowerment is a continuous variable that measures how much power a person feels, not whether they have it or not (Spreitzer, 1995). Last, psychological Empowerment encourages an active rather than passive approach to work, encouraging people to aspire to and believe they can influence their work roles and environments (Spreitzer, 1995).

Previous studies have looked at work-life balance to increase the intention to stay. Job autonomy and supervisor support are essential to work-life balance (Suifan et al., 2016). Rehman and Roomi (2012) state that work autonomy is essential in achieving a work-family balance. According to Handayani et al. (2018), work autonomy gives employees the freedom and flexibility to manage workloads to reduce pressure, fatigue, and conflict. This analysis investigated the influence of supervisor support and job freedom on the intent to stay. The outcome of psychological Empowerment in the choice to stay is also investigated in this study. All hospitals in the Sragen Regency hospitals provided samples of female nurses using non-probability sampling. The analysis used the Structural Equation Model (SEM) Software with AMOS 22. The SEM analysis of 187 respondents revealed that psychological Empowerment significantly affected supervisor support and intention to stay. However, psychological Empowerment is ineffective in bridging the gap between job autonomy and intention to stay. Furthermore, this study found that, compared to job autonomy, the variable of supervisor support

has the most significant impact on psychological Empowerment. Thus, increasing supervisor support and psychological Empowerment is the best strategy for increasing employees' desire to stay with the company.

Talented and motivated employees are critical to any organization's survival. Employee engagement is a source of competitive advantage in a turbulent and competitive environment. The paper investigated the relationship between employee engagement and organizational survival, with organizational culture as a moderating variable. The paper is a theoretical review of existing literature on organizational culture, employee engagement, and organizational survival. The paper chose teamwork, Empowerment, and participation as dimensions of employee engagement to achieve its goals, while innovativeness, adaptability, and situation awareness were chosen as measures of organizational survival.

The paper's findings demonstrated that when employees are given the ability to participate in decision-making, they feel valued and trusted, and they will go above and beyond the demands of the job to ensure that organizational goals are met. However, the paper discovered that effective leadership, communication, reward, recognition, and a fair environment, among other things, are the drivers of engagement. According to the paper, employee engagement predicts organizational survival, and culture influences both variables.

A structural equation modeling approach was used in this study to assess the relationship between employee work-life policies, psychological Empowerment, and academic staff job commitment in universities in Cross River State, Nigeria. Following a descriptive survey research design, three null hypotheses were developed to guide the study. A multistage sample method was used to select 315 academic staff members from two universities in the study area. The "Work-Life Policies, Psychological Empowerment, and Job Commitment Questionnaire (WPPEJCQ)" was used to collect data. With the support of a Principal Component Analysis (PCA) and an Exploratory Factor Analysis (EFA), the test's construct validity was assessed. The Kaiser-Meyer-Ohlin coefficient was .894, and the Bartlett coefficient was 7795.820. RMSEA=.031, TLI=.969, CFI=.971, and other Confirmatory Factor Analysis fit indices were used to accept the model. Path analysis was used to test all of the null hypotheses. Findings revealed, among other things, that work-life policies have a significant effect on the affective (= .774,  $t=21.636, p.05$ ), continuance

(=.450,  $t=8.932, p.05$ ), and normative (= .490,  $t=9.967, p.05$ ) dimensions of academic staff commitment; and psychological Empowerment has a significant effect on the affective (= .795,  $t=23.199, p.05$ ), continuance (= .501,  $t$  Based on these findings, conclusions and recommendations were made.

### **Methodology Research Design**

Descriptive research was used in this study. A population, circumstance, or phenomenon is intended to be correctly and methodically described through the descriptive study of what, where, when, and how inquiries can be answered but why questions cannot. A descriptive research strategy can study one or more variables using various research techniques.

### **Data Collection**

- The quantitative research design was utilized in this study, where a survey was allotted by sending the questionnaire to the employees working in various IT firms in Chennai.
- Primary data was collected through an online structured questionnaire which contained closed-ended questions, prepared with the help of Google Forms.
- Secondary data was collected from various articles and books.
- Convenience sampling techniques for data collection were also employed for various reasons.

### **TOOLS USED FOR ANALYSIS**

#### **Chi-Square Test**

Chi-square tests are often used to experiment with hypotheses. The chi-square statistic corresponds to the size of any discrepancies between the expected and actual results, given the size of the sample and the number of variables in the relationship.

#### **ANOVA**

Analysis of variances (ANOVA) is a statistical method used to test for discrepancies or correlations in the impacts of independent variables on a dependent variable.

### **3. RESULTS AND DISCUSSIONS CHI-SQUARE TEST**

#### **Hypothesis**

**H0:** There is no significant relationship between the age of the employees and the psychological Empowerment of the employees.

**H1:** There is a significant relationship between the age of the employees and psychological Empowerment of the employees.

Table 1: Chi-Square test

	Pearson Chi-square value	df	Sig. (2-sided)
Work importance	14.915	6	0.021
Meaningful job	10.840	6	0.093
Confidence in job	2.273	6	0.893
Mastered skills	6.369	6	0.383
Determining job	14.915	6	0.021
Freedom	8.570	6	0.199
Control over job	15.135	6	0.019

The table shows the chi-square values for the seven factors that contribute to the psychological Empowerment of the employees. It can also be noted that the significance, p-value for the factors of work importance and determining job is 0.021, which is less than 0.05. The null hypothesis is accepted since the p-value is less than 0.05 for these two factors. Therefore, there is no significant relationship between the age of the employees and those two factors. However, the other factors have a p-value of more than 0.05, which indicates that

the null hypothesis is rejected. Therefore, there is a significant relationship between the age of the employees and the remaining five factors.

**ANOVA**

**H0:** There is no significant difference between the age of the respondents and their work-life balance.

**H1:** There is a significant difference between the age of the respondents and their work-life balance.

Table 2: Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Interference of Work Into Family Life	2.532	3	202	.058
Job Time With Difficulties to Fulfill Family Responsibilities	1.786	3	202	.151
Lack of Personal Life Due to Work	1.105	3	202	.348
Job Stress in Fulfilling Family Duties	.233	3	202	.874
Alterations in Family Time Due to Job	2.532	3	202	.058

Table 3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
--	----------------	----	-------------	---	------

Interference of Work Into Family Life	Between Groups	2.443	3	.814		
	Within Groups	84.081	202	.416	1.956	.122
	Total	86.524	205			
Job Time with Difficulties to Fulfill Family Responsibilities	Between Groups	1.670	3	.557		
	Within Groups	97.204	202	.481	1.157	.327
	Total	98.874	205			
Lack of Personal Life Due to Work	Between Groups	.991	3	.330		
	Within Groups	127.869	202	.633	.522	.668
	Total	128.859	205			
Job Stress in Fulfilling Family Duties	Between Groups	2.024	3	.675		
	Within Groups	124.738	202	.618	1.093	.353
	Total	126.762	205			
Alterations in Family Time Due to Job	Between Groups	2.443	3	.814		
	Within Groups	84.081	202	.416	1.956	.122
	Total	86.524	205			

The table shows the significant values for the five factors- Interference of Work into Family Life, Job Time with Difficulties to Fulfill Family Responsibilities, Lack of Personal Life Due to Work, Job Stress in Fulfilling Family Duties, Alterations in Family Time Due to Job as 0.058, 0.151, 0.348, 0.874 and 0.058 respectively. Since all the p values are more significant than 0.05, there have not been any violations, so that ANOVA can be performed.

It can be commented from the table that the p-values for all the factors are more significant than 0.05, which indicates that the null hypothesis is accepted. Hence, there is no significant difference between the age of the respondents and their work-life balance.

#### 4. CONCLUSION

The study on the relationship between psychological Empowerment and work-life balance and retention, in particular, emphasizes the importance of psychological Empowerment as a critical component in creating an environment at work that promotes employee well-being, job satisfaction, and retention. Understanding the factors that influence psychological Empowerment allows organizations to implement interventions and policies that promote employee empowerment,

improve work-life balance, and increase employee retention.

The findings suggest that psychological Empowerment positively affects work-life balance and retention. This relationship may be mediated by job satisfaction, organizational commitment, and perceived organizational support. The study also emphasizes the importance of creating a positive workplace culture that values and recognizes employees' contributions while providing opportunities for professional development. Overall, the study emphasizes the importance of businesses prioritizing employee empowerment and well-being because these factors can significantly impact retention rates, output, and overall effectiveness. By implementing strategies that support psychological Empowerment, organizations can create a productive work environment that supports employee well-being, job satisfaction, and retention and contributes to a stable and productive workforce.

#### 5. REFERENCES

1. Biriowu, C. S., & Ofurum, U. A. (2020). Employee engagement and organizational survival. *World Journal of Innovative Research*, 9(5), 79-92.
2. Dewettinck, K., & Van Amejide, M. (2011). Linking leadership empowerment

behavior to employee attitudes and behavioral intentions: Testing the mediating role of psychological

Empowerment.

*Personnel*

*Review.*

3. Houghton, J. D., & Yoho, S. K. (2005). Toward a contingency model of leadership and psychological Empowerment: When should self-leadership be encouraged? *Journal of Leadership & Organizational Studies*, 11(4), 65–83.
4. Islam, M. A., Hack-Polay, D., Haque, A., Rahman, M., & Hossain, M. S. (2022). The moderating role of psychological Empowerment on the relationship between green HRM practices and millennial employee retention in the hotel industry of Bangladesh. *Business Strategy & Development*, 5(1), 17-29.
5. Jaiswal, S., & Joge, P. (2018). A study on the psychological Empowerment's impact on employee retention in Technical Institutes of Durg and Bhilai. *International Journal of Research-Granthaalayah*, 6(1), 479-479.
6. Laschinger, H. K. S., Finegan, J., Shamian, J., & Wilk, P. (2001). Impact of structural and psychological Empowerment on job strain in nursing work settings: expanding Kanter's model. *JONA: The Journal of Nursing Administration*, 31(5), 260–272.
7. Ma, L., Zhou, F., & Liu, H. (2021). Relationship between psychological Empowerment and the retention intention of kindergarten teachers: an intermediary chain effect analysis. *Frontiers in Psychology*, p. 12, 601992.
8. Owan, V. J., Bassey, B. A., Friday Mbon, U., Okon, A. E., Ene, E. O., Ekaette, S. O., ... & Ekpe, M. B. (2020). Validation of an instrument and measurement of employee work-life policies, psychological Empowerment, and job commitment of University academic staff. *Mediterranean Journal of Social Sciences*, 11(2).
9. Panda, A., & Sahoo, C. K. (2021). Work-life balance, retention of professionals and psychological Empowerment: an empirical validation. *European Journal of Management Studies*, 26(2/3), 103-123.
10. Siegal, M., & Gardner, S. (2000). Contextual Psychological Empowerment factors *Personnel Review*. Sofia, I. N., & Walyoto, W. (2021). The effect of work-life balance on intention to stay mediated by psychological Empowerment. *Journal of Management and Islamic Finance*, (1), 110–124.
11. Spreitzer, G. M., Kizilos, M. A., & Nason, S. W. (1997). A dimensional analysis of the relationship between psychological Empowerment and effectiveness satisfaction and strain. *Journal of Management*, 23(5), 679-704.
12. Wadhwa, D. S., Verghese, M., Kowar, M. K., Sharma, S., & Wadhwa, D. S. (2011).

Impact of Psychological Empowerment on Job Satisfaction and Employee Retention - A study on Technical institutes of Chhattisgarh. © PRI Publication.

13. Wang, G., & Lee, P. D. (2009). Psychological Empowerment and job satisfaction: An analysis of interactive effects. *Group & organization management*, 34(3), 271-296.