



A STUDY ON EMPOWERMENT DIMENSION AND ITS IMPACT ON WORK SATISFACTION OF LADY CONDUCTORS OF KERALA TRANSPORT SECTOR

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Abstract

Work place empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level. Empowerment of Women in the Work Place means giving women employees a degree of autonomy and discretion to perform their tasks in a safe working environment with gender equality and non discrimination and generating a feeling of self-efficacy among them in the workplace. The status of women in India has been subject to many great changes over the past few millennia. In ancient times, Indian women used to enjoy equal status with men. Many reformers and social workers protected the rights of women either because of the role of women in the society or their special character as described in Upanishads. But during the medieval period, the rights of women have declined in spite of arguments and support from many reformers. In modern India, women have been holding high level positions in administration, corporate sector and politics. They held high positions such as President of India, Prime Minister of India, Speaker of Loksabha, etc., in Indian Parliament. Despite these facts, women in modern India are exposed to various social problems and issues. According to a global study conducted by Thomson Reuters, India is the "fourth most dangerous country" in the world for women. In the same way, the situation can be seen in Kerala with respect to Kerala Road Transport Corporation KSRTC. The nature of bus conductor's work is entirely different from other occupations. Since it is a mobile work women bus conductor's work by standing, have to bear vibration and sound of the bus and interact with the commuters of multi-personalities. Women find it very difficult to tolerate, however in the case of pregnant women it is a highly difficult task. Even in this situation large numbers of women are entering bus conductor job due to their economic necessity. Apart from these problems, she has to work with male colleagues and has to work in different shifts and return home at late night. The purpose of this study is to determine the relationship between women empowerment and job satisfaction among the lady conductors of KSRTC .A sample of 30 lady conductors are selected on the basis of simple random sampling technique. The questionnaire consisting of 14 statements were used for collection of data and were distributed among lady conductors of KSRTC. Then percentage analysis, descriptive analysis and correlation analysis were applied. The result shows there is a positive and significant correlation between women empowerment and job satisfaction.

Key Words: Women Empowerment, Job Satisfaction, Lady Conductors, KSRTC.

Introduction

Job satisfaction may be defined as a pleasurable and positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976).It is the attitude of an employee towards his job. Job satisfaction creates intangible benefits to the organization which include organizational commitment, reduction in complaints and grievances, absenteeism, turnover and termination... Employee Empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at



a certain level. It is a management practice of sharing information, rewards and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance...It allows women to have more control over their lives. It means giving them the freedom to make their own schedules, learn new skills and gain self-reliance. Empowerment is created when the strengths that women already bring to the company are recognized and utilized. The Women's Empowerment Principles formulated by UN woman offer practical guidance to business and the private sector on how to empower women in the workplace, marketplace and community.. In brief, the Principles are: 1.Establish high-level corporate leadership for gender equality.2.Treat all women and men fairly at work—respect and support human rights and nondiscrimination...3.Ensure the health, safety and well-being of all women workers .4.Promote education, training and professional development for women.5.Measure and publicly report on progress to achieve gender equality.

Literature Review

Leaster(1987) found many factors will affect work job satisfaction such as “advancement, autonomy, colleagues, creativity, pay, recognition, responsibility, policies, security, supervision, work itself, and work conditions”. Role of Employee Empowerment in Organization Performance: A review;Esam M.A. Mustafa and Abdul Talib Bon; The International's Journal-Journal of social science and management; Volume: 02, Number: 06, October-2012;Employee empowerment is showed to be having a positive role on whole organizations performance and functions. The review also showed that empowerment has a diversified role on organizations function and on the other TQM practices. Argyris and Chris, (1998).Empowerment: The emperor's new clothes, Harvard Bus. Rev, 76, 98-108. It is the qualitative aspect of concept empowerment which makes it complex for both managers and individuals working under them to introduce it within their organization. Due to this complexity, number of organizations adopt top down management approach and various empowerment activities.

Handy, M. (1993).Freeing the victims Total Quality Management, 11.Empowerment means encouraging the people to make decisions with least intervention from higher management (Handy, 1993). Marshall Goldsmith, Harward Business Review; April23, 2010; Empowering Your Employees to Empower Themselves suggests1. Give power to those who have demonstrated the capacity to handle the responsibility. 2. Create a favorable environment in which people are encouraged to grow their skills. 3. Don't second-guess others' decisions and ideas unless it's absolutely necessary. This only undermines their confidence and keeps them from sharing future ideas with you. 4. Give people discretion and autonomy over their tasks and resources. Anitta D'Souza ,(2012) in her study entitled ,”A study on employee satisfaction with special reference to APSRTC Sanga Reddy BUS DEPO” ,analysed the significance of employee satisfaction and how companies can successfully implement a program to positively impact both organizational culture and ultimately bottom line profits

Objectives

The objectives of the study are:

1. To study the dimensions of women empowerment in work place.
2. To assess the level of job satisfaction of lady conductors of KSRTC.
3. To find the relationship between women empowerment and job satisfaction among the lady conductors of KSRTC.

Research Methodology

The sample size consists of 30 respondents. The respondents were the lady conductors of KSRTC..The survey was conducted by distributing the questionnaire among the respondents, selected randomly. Due to time and budget constraints, distribution of questionnaire to a large number of respondents was very



difficult; the items were measured on 5 point Liker scale. The various statistical methods used in this study are Percentage analysis and correlation analysis. Pearson correlation is worked out to see whether there is relation between women empowerment and job satisfaction among the lady conductors of KSRTC.

Data Analysis

Reliability Statistics

The consistency and reliability of the instrument is checked by Cronbach’s Alpha.

Table no: 1

| Cronbach’Alpha | N of items |
|----------------|------------|
| .75 | 30 |

Table: 2 Descriptive Analyses

| | Age | Educational Qualification | Monthly Income | Marital Status |
|----------------|------|---------------------------|----------------|----------------|
| Valid | 30 | 30 | 30 | 30 |
| Missing | 0 | 0 | 0 | 0 |
| Mean | 2.8 | 2.1000 | 1.6000 | 1.4000 |
| Median | 3 | 2.0000 | 2.0000 | 1.0000 |
| Mode | 3 | 2.00 | 2.00 | 1.00 |
| Std. Deviation | .764 | .60743 | .49827 | .49827 |

From table 1, descriptive analysis, it is found that most of respondents were married (25-30 yrs old), under graduates, drawing a monthly salary of below 15,000 rupees.

Table 3. Level of Satisfaction

| | | Frequency | Percent |
|-------|--------------|-----------|---------|
| Valid | satisfied | 5 | 16.7 |
| | neutral | 24 | 80.0 |
| | dissatisfied | 1 | 3.3 |
| | Total | 30 | 100.0 |

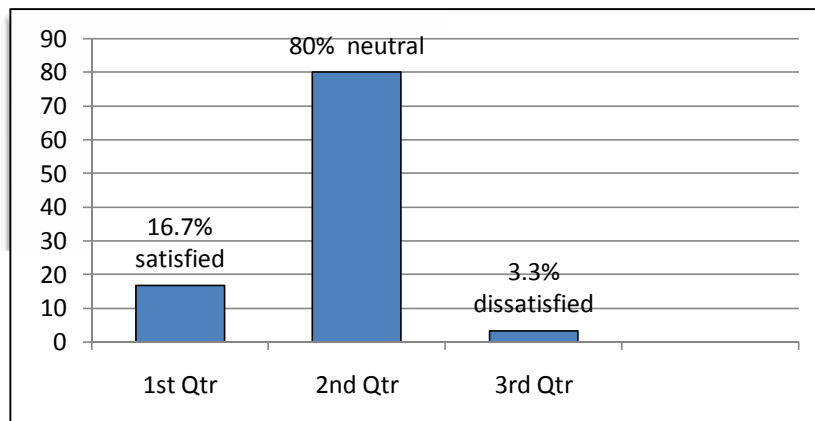




Figure: 1- Level of Job Satisfaction

From the above table 2 and figure 1, it is clear that only 16.7% of the total samples are satisfied with job.80% of them are neither satisfied nor dissatisfied and 3.3% are dissatisfied with the job.

Table No: 4 Analyses of Empowerment Dimensions

| Empowerment Dimensions | Frequency | Percentage Of Response |
|----------------------------------|-----------|------------------------|
| Gender Equality | 10 | 33% |
| Non Discrimination | 15 | 50% |
| Safe Working Environment | 10 | 33% |
| Opportunities To Learn & Develop | 25 | 83% |

From the table-4, it is clear that only 33% of the total samples have experienced gender equality.50% of the total samples responded that they never get discriminated in work place only 33% responded that they work in safe working environment and 83% agreed that they are getting opportunities to learn and develop. So it is clear that lady conductors are not empowered in terms of gender equality and safe working environment.

Table No: 5 Empowerment Level

| Empowerment Level | Frequency | Percentage |
|-------------------|-----------|------------|
| High | 10 | 33% |
| Medium | 15 | 50% |
| Low | 5 | 16% |
| Total | 30 | 100 |

From the table-5, it is clear that 30% of lady conductors are highly empowered in work place, 50% are moderately empowered in work place and 20% are least empowered in work place.

Table No: 6 Correlation Analyses

| Independent Variable : Empowerment Dimension | Dependent Variable | Karl Pearson Coefficient of Correlation | Nature of Correlation |
|--|-------------------------|---|--|
| Gender Equality | Job Satisfaction | +0.4 | Low degree of positive correlation |
| Non Discrimination | Job Satisfaction | +0.13 | Low degree of positive correlation |
| Safe Working Environment | Job Satisfaction | +0.95 | High degree of positive correlation |
| Opportunities To Learn And Broaden Skill & Knowledge | Job Satisfaction | +0.301 | Low degree of positive correlation |
| Empowerment | Job Satisfaction | +0.561 | Moderate degree of positive correlation |



From the table-3, it is clear that correlation between gender equality and job satisfaction is +.4 which is low degree of positive correlation. It indicates that when men and women are treated equally in accessing resources and opportunities in work place, it result in slight increase in the job satisfaction level of women. The correlation between non discrimination and job satisfaction is +.13, which is low degree of positive correlation. If they are not discriminated anywhere in work place, it results in a slightly increased level of satisfaction. The correlation between safe working environment and job satisfaction is +.95, which is high degree of correlation. It indicates, working in a safe environment leads to higher level of satisfaction. The correlation between opportunities to learn and broaden skill and job satisfaction is+.301, which is low degree of positive correlation and the correlation between Women Empowerment and Job Satisfaction is +.561 which indicates that there exists a positive relationship between Women Empowerment and Job Satisfaction.

Conclusion & Recommendations

It is found from the study that women empowerment measures are gender equality, non discrimination, workplace safety, learning opportunities. The various women empowerment measures can enhance the satisfaction level of employees. All the dimensions has positive and significant impact on job satisfaction. This study confirms that women empowerment leads towards higher level of job satisfaction. Thus from the above discussion it is clear that various dimensions of empowerment is related to job satisfaction. Thus to achieve higher productivity and job satisfaction among women, it is recommended that Women Empowerment should be encouraged in all sectors of India. It is suggested that authorities may come up with various measures that empower her.

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