Impact of Employees Empowerment Practices on Organizational Commitment: A Case Study on Telecommunication Sector in Khyberpaktunkhwa, Pakistan

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Abstract: *The research study examined the impact of employees' empowerment practices on the organizational commitment of full time employees belonging to different telecommunication sectors in Khyber Paktunkhwa. Purpose of the study was to see the relationship between employees' empowerment and their commitment with the organizations. Non-Probability Sampling technique was employed on the basis of convenience. A self-administered questionnaire were distributed among 280 employees working in different companies of the telecommunication sector, from which 250 employees participated to fill the complete questionnaire. Cronbach's α co-efficient was used to estimate the reliability of questionnaire and was found above 0.70.The data was analyzed on the basis of hypotheses through Statistical Package for Social Sciences (SPSS) version 22. Correlation and regression techniques were employed to establish the relationship between the variables. The finding of Pearson's Correlation revealed a significant positive relationship between the variables. Moreover the results of regression analysis indicate a positive and significant impact of empowerment practices on all types of organizational commitments.*

Keywords: Employees Empowerment, Organizational Commitments, Telecommunication, Pearson,s Correlation, Khyber Paktunkhwa

INTRODUCTION

The word "empowerment" refers to a person's faith in his/her capacity to exercise a decision and to decide something (Campion et al., 1993). Empowerment as activity refers both to the procedure of self-strengthening and proficient support of individuals, which empowers them to beat their feeling of powerlessness and lack of influence, and to perceive and utilize their assets. Empowerment includes giving representatives the independence to settle on choices about how they approach their day by day exercises (Carless, 2004). Empowerment is "the way toward picking up impact over occasions and, results of significance to an individual or gathering". (Fawcett et al., 1995).

Employee empowerment is in practice in different firms to enhance benefit quality, development, and increment consumer loyalty (Fernandez & Moldogaziev, 2015). Empowered people will have a more dynamic part in the association, will take initiatives and their investment in the exercises of the association will be upgraded (Pelit, Ozturk, & Arslanturk, 2011).Thomas and Velthouse (1990) highlight that empowerment can't be represented in just a single measurement. Employee empowerment is likewise a period which comprises of taking risks, improvement and change (Quinn & Spreitzer, 1997). Empowerment is the instrument of giving a worker the authority to take steps for the betterment of their organization (Saif & Saleh, 2013).

Organizational commitment is considered to be profitable for both the association and its representatives because it can strengthen the sentiments of belongingness, security of the occupation, career development, improved compensation, and higher intrinsic rewards (Azeem & Akhtar, 2014). The higher the organizational commitment is, the better the job performance and the lower the turnover rate (Meyer, et al., 2002). Committed worker will stay in the organization as compared to non-committed worker.

The three-component model of commitment developed by Meyer and Allen (1987 a) outlined three types of commitment named 'affective', 'continuance' and 'normative' commitment. Affective commitment is portrayed by the presence of emotional attachment to the association to such an extent that the affectively committed individual relates to, is required in and appreciates participation in the association (Allen and Meyer, 1991). The effectively committed workers stay with the association since they need to (Meyer, Allen and Gellatly, 1990).The continuance dimension of commitment is associated to the expenses related with leaving the association. Representatives whose essential connect to the association depends on continuance commitment remain on the grounds that they have to do as such (Meyer and Allen, 1991).The normative dimension of Organizational Commitment

concentrates on sentiments of devotion to a specific association resulting from the internalization of normative pressures applied on an individual (Hackett, Bycio and Hausdorf, 1994).

Research Objectives

- To find out the impact of employees' empowerment practices on organizational commitment of employees in Khyber Paktunkhwa
- To find out the impact of employees' empowerment practices on affective commitment of employees in Khyber Paktunkhwa
- To find out the impact of employees' empowerment practices on normative commitment of employees in Khyber Paktunkhwa
- To find out the impact of employees' empowerment practices on continuance commitment of employees in Khyber Paktunkhwa

LITERATURE REVIEW

Empowerment:

Employees' empowerment is generally comprehended by sharing information, enhancing intellectual ability, and self-governance during decision making (Karim & Rehman, 2012). Wellins, Byham, and Wilson (1991) opined that an association which gives more elevated amounts of empowerment to its representatives would have better qualities to guarantee its long term survival and face any difficulties. So also, Rochon (2014) viewed team-work as a key achievement for worker execution and portrayed it as a gathering of representatives who cooperate keeping in mind the end goal to accomplish a specific objective. Empowerment is a principal and an important viewpoint for fruitful accomplishment, profitability, and development in any business (Hunjra, UlHaq, Akbar, and Yousaf, 2011). It is mainly concerned with creating trust, inspiration, taking an interest in basic leadership, and removing any limits between a worker and top administration (Meyerson and Dewettinck, 2012).

Empowerment was characterized as giving workers with the power to manage matters identified with their everyday work exercises (Huxtable, 1994).Empowerment is an authoritative procedure that gives laborers more prominent duty regarding basic leadership and expanded contribution in controlling work forms (Schreuder and Theron, 1997).

Organizational Commitment:

Organizational commitment was characterized as the relative quality of a person's relationship with and contribution in a specific association and can be portrayed by a solid confidence in and acknowledgment of the association's objectives and qualities, readiness to apply significant exertion for the benefit of the association and a powerful desire to keep up enrollment of the association" (Mowday et al., 1982). Organizational commitment reflects the dependability of a worker towards his or her association (Ghorbanhosseini, 2012).

Organizational commitment is reliability to the association and assembly of all workers in the advancement of its objectives, purposes, and foundation (Lee et al., 2001). Mathieu and Sajac (1990) defined Organizational commitment as a connection to the association. Such a connection might be viewed as an enthusiastic reaction, especially when the individual accepts firmly in the association's objectives and values as well as shows a powerful desire to keep up participation in the association. It was likewise portrayed by Meyer and Allen (1997) as the level of connection to an association and is described by esteeming the common advantages held between a worker and his or her association. In addition, Rae (2013) considered organizational commitment as a desire to keep up the alliance with an association and is reflected through the ability to exert high level of effort to accomplish authoritative objectives.

Overall, organizational commitment can be characterized as how much a representative builds up a sentiment of belongings to his or her association (Wadhwa and Verghese, 2015). Such feeling is made among the representatives through continuous inclusion in various organizational exercises. The continuance support is normally done by searching for important proposals from colleagues, listen to their issues and by expanding their contribution in authoritative basic leadership procedure to a specific degree. By doing so, workers would feel to be participative and acknowledged in the association.

The most normally known types of commitment are full of feeling or passionate responsibility which emphasize on worker connection to an association by tolerating its esteems and wanting to keep the association with it (Dey, Kumar, and Kumar, 2014). There are a few measurements for organizational commitment: loyalty, responsibility, the willingness to continue in the work, and confidence toward the association (Diab and Ajlouni, 2015).

Indeed, even non-organizational variables, for example, the accessibility of choices after making the initial choice to join an organization, will influence resulting responsibility (Luthans & Susan, 2002).

Types of Employee Commitment:

Meyer and Allen (1991) characterized the three constructs of organizational commitment as: Affective commitment refers to the mental connection to the association, continuance commitment refers to the expenses related with leaving the association, and normative commitment refers to an apparent commitment to stay with the association.

Meyer and Allen (1997) proposed that workers with solid commitment regarding the association will be more significant representatives than those with weak commitment.

Affective commitment

Affective Commitment is characterized as the worker's positive enthusiastic connection to the association. A representative who is affectively committed strongly relates to the objectives of the association and desires to remain a piece of the association. Affective commitment is depicted as the affective longing with respect to people used in a firm to keep on working in the organization in view of recognizing themselves with the organization (Yavuz, 2010). Representative's passionate bond to the organization has been viewed as a fundamental determinant of commitment and dependability (Qaisar et al. (2012). Affective commitment depends on specialist's enthusiastic affiliation, cooperation and acknowledgment in the organization (Rafiq & Ahmad, 1998).

The individuals who stay in their organizations with a solid commitment hold their position since they require the occupation, as well as in light of the fact that they need it (Meyer et al., 1993, p. 539). The specialists additionally concentrating on worker's work encounters propose that representatives whose work encounters are reliable with their desires and fulfill their fundamental needs have a tendency to create more grounded affective connection to the organization (Dunham et al., 1994).

Continuance Commitment

Continuance commitment is the degree to which a man needs to remain with the association, because of the expenses of doing without benefits related with a person's interests in the association (Becker, 1960). Theoretically, continuance commitment ought to be identified with turnover and turnover goals, however not to practices (e.g., citizenship) beyond those required to look after participation (Meyer and Allen, 1991; 1997).

The partner to affective organizational commitment is continuance organizational commitment, which studies people don't leave an organization inspired by a paranoid fear of losing their advantages, taking a compensation cut, and not having the capacity to discover another occupation (Murray, Gregoire, and Downey, 1991). At that point, continuance commitment is identified with one's experience and what one has given to an organization. There is in this way trouble in "surrendering it" and the obscure "open door expense" of leaving the organization or having few or no options. What's more, Meyer et al. (1993) expressed that aptitudes and instruction are not effortlessly exchanged to other organization which tends to expand specialists' commitment to their present organization.

Normative Commitment

Normative Commitment is the degree to which a man is committed to remain with the association (Meyer & Allen, 1991; 1997).Normative commitment's definition has changed since its commencement (Allen, 2003). Normative commitment was initially in view of Weiner's (1982) work on the internalization of norms about loyalty to associations. Normative commitment later turned into a commitment to remain with the association, without particular reference to social weights about reliability (Allen & Meyer, 1996; Meyer et al., 1993).

All the more as of late, the commitment has inconspicuously changed, insinuating correspondence for an advantage (Meyer et al., 2002). Normative commitment is characterized as the person's bond with the association because of a commitment with respect to the person.

Normative commitment ponders commitment based saw commitment towards the organization, for occasion established in the standards of correspondence (Jaros, 2007). Normative commitment mirrors a sentiment obligation to keep working with the organization. There are individuals who have an abnormal state of normative commitment feels that they stay in the present organization. M. Rafiei et al. (2014).Normative commitment clarify the workers with solid normative commitment will stay with an organization by righteousness of their conviction that it is the "privilege and good" thing to do (Meyer and Allen, 1991). Wiener and Gechman (1977) contended that normative commitment to the organization creates in view of a gathering of weights that people feel amid their initial socialization from family and society and amid their socialization as newcomers to the organization. Other than that, normative commitment may likewise create in view of the "mental contract" between a representative and the organization (Roussenau, 1992).
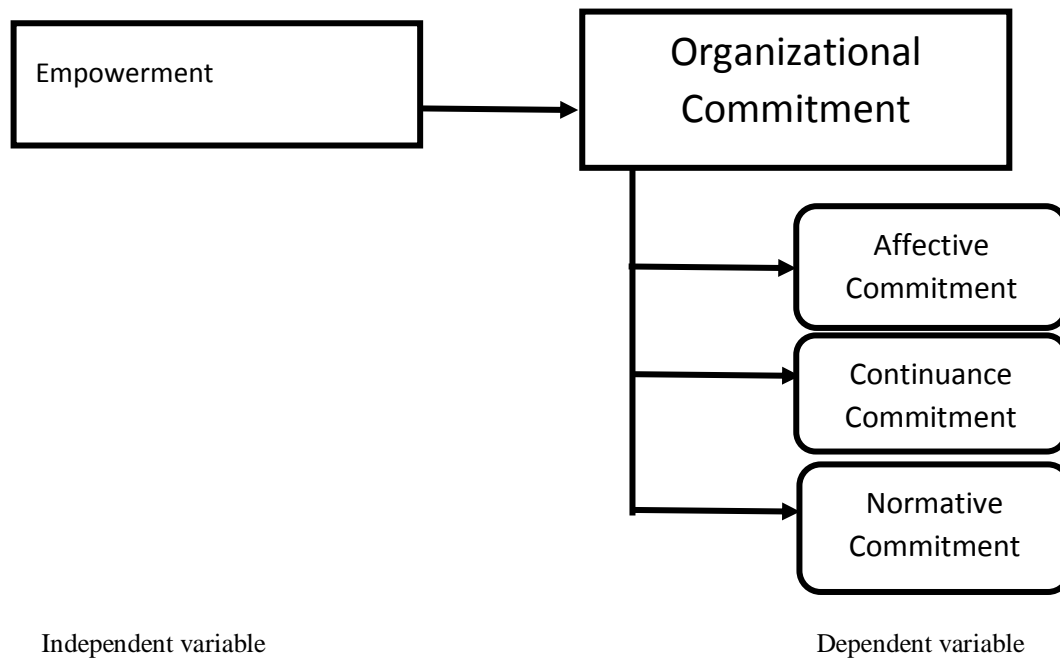
Hypotheses of the study

H_1: Empowerment has a positive effect on Affective Commitment

H_2:. Empowerment has a positive effect on Normative Commitment

H_3: Empowerment has a positive effect on Continuous Commitment.

Conceptual Framework

Independent variable   Dependent variable

RESEARCH METHODOLOGY

All the employees of the different telecommunication sectors of Khyber Paktunkhwa was the population of the study. The respondents selected for this study were full time employees. A sample of 280 employees was selected by using the Non-probability sampling technique was used on the basis of convenience. Total 280 questionnaires were distributed from which only 250 employees fully participated to fill the questionnaire.

Cronbach's Alpha reliability of scales

Table 1

Scales	Items	*A*
Employee Empowerment	12	0.831
Affective Commitment	8	0.652
Continuous Commitment	8	0.667
Normative Commitment	8	0.676
Total	36	0.926

Table 1 indicating Cronbach alpha reliability of scales of Empowerment practices and subscales of Organizational commitment survey questionnaire. Empowerment practices questionnaire's scale reliability coefficient is 0.831. Whereas subscales of Organizational Commitment measurement's reliability for Affective Commitment is 0.652, Continuous Commitment is 0.667 and for Normative Commitment it is 0.676.

Correlation Analysis

Table 2

Variables	Empowerment Practices	Affective Commitment	Continuous Commitment	Normative Commitment
Empowerment Practices	1			
Affective Commitment	0.441[**]	1		
Continuous Commitment	.499[**]	.598[**]	1	
Normative Commitment	.495[**]	.495[**]	.495[**]	1

The above table is showing the degree of relationship between independent variable and dependent variables. The values visibly display that which hypothesis should be accepted and which should be rejected. Table displays that Empowerment Practices will have positive and strong relationship with organizational commitment of the employees.

Hence we can deduct our results from correlation Matrix three hypothesis is proved to be correct .As it assumed their relationship to be positively and significantly related to Organizational commitment of employees. So in Pakistan, Telecom Sectors should give importance to the implication of Organizational commitment of employees.

Table 3: Regression results of empowerment practices and Affective commitment

Variables	Unstandardized Coefficients	SE	Standardized Coefficient	*t*	Sig
(Constant)	2.048	.179		11.455	.000
EmpowermentPractices	.358	.046	0.441	7.739	.000

Table 3 predicts that there is a positive and significant relationship between empowerment practices and Affective commitment

Table 4:Regression results of empowerment practices and Continuous commitment

Variables	Unstandardized Coefficients	SE	Unstandardized Coefficients	T	Sig
(Constant)	1.622	.204		7.959	.000
Empowerment Practices	.479	.053	.499	9.075	.000

Table 4 predicts that there is a positive and significant relationship between empowerment practices and Continuous commitment.

Table 5: Regression results of empowerment practices and Continuous commitment

Variables	Unstandardized Coefficients	SE	Unstandardized Coefficients	T	Sig
(Constant)	1.845	.183		10.090	.000
Empowerment Practices	.424	.047	.495	8.969	.000

The table 5 predicts that there is a positive and significant relationship between empowerment practices and normative commitment

CONCLUSION

Study was designed to investigate the relationship between employees' empowerment practices and Organizational commitment of telecommunication sectors of Khyber Paktunkhwa, Pakistan**.** The results show that there is a high impact of empowerment practices on organizational commitment of employee in telecommunication sectors inferring that employee commitment enhances the organization's performance. Based on correlation matrix analysis, all the dimensions of empowerment practices clearly have significant relationship with organizational commitment of employees. It reflects the need for the organizations to empower their employees as it has a positive effect on their commitment, the individual and the oranization's performance.

RECOMMENDATIONS
Based on the findings, the accompanying suggestions are thus recommended:

This study finds that there is a genuinely high impact of empowerment practices on organizational commitment of employees, the Management of organizations should therefore encourage the employees for empowering their employees in such a way that they have an authority or work independence with equal level of responsibility so as to avoid the mis-use of the authority thus delegated.

Moreover, the organizations should concentrate on employees with affective commitment for their further development and motivation, whereas, they need to worry about the employees with continuance and normative commitment as to retain their commitment with the organizations, as these employees are showing signs of leaving the organizations.

FUTURE RESEARCH IMPLICATIONS
This research study has important implications for future researchers. Further studies can be conducted to find out reasons for the occurrence of affective, continuance and normative commitment with special focus on continuance and normative commitment. The ways may also be searched as how to convert the continuance and normative dimensions of commitment into affective commitment of employees.

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