

**A STUDY ON EMPLOYEE EMPOWERMENT AND ITS IMPACT ON EMPLOYEE OF PUBLIC SECTOR: REVIEW PAPER WITH BIBLIOMETRIC ANALYSIS**

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**Abstract-** The word ‘Employee Empowerment’ is not a new term that has emerged in the Industrial world, but certainly, it has been very crucial in creating a bridge between the employer and the employee. This holistic approach has made a space for the advancement and the growth of the employees to transform themselves into the position of leadership, which isn’t only beneficial to employee, but also have good influence on public sector.

The review or research paper examines how employer empowerment affects employees in the public sector by analyzing the data from a survey of government agencies in a specific country. Specifically, it investigates the relationship between organizational culture, job satisfaction, commitment, and turnover intention. In addition to those mentioned above, the paper discusses implications for policy and practice, such as the need of the leadership to create supportive work environment that foster autonomy and decision-making authority for employees.

The researcher has used data from the Scopus database and combined it to bibliometric techniques, such as bibliographic coupling to present an overview of the enter topic. Vos viewer software has been utilized to analyze the Scopus data. The review has been penned with an aim to determine the importance of relation building between employee and the employer. In fact, the study also enhances to a boost that enable to build public sector a strong platform of success because the fruition in relation provides an opportunity to develop independently, under the shadow of each other. The data and resources accumulation has been done from various website, published journals, articles, magazines etc.

**Keywords-** Employee empowerment, Bibliometric, Vos Viewer, public sector, job satisfaction, Organization, Relationship.

**Introduction-** Employee empowerment is a new term in today's world, as human resources have become the basic concern for any employer. It plays a significant role in withholding employees from leaving jobs, and this can be done by ensuring them to be responsible for decision-making regarding their organizational tasks, as well as providing them facilities, so they keep continuity in the work. In the present context, the word employee empowerment may sound unique, but certainly it provides the opportunity to develop independence, which increases their commitment to the organization, thus leading them to enhance performance.

Employees are the backbone of any organization, whether it be a private or public, and therefore their satisfaction is crucial for the success of any business or any of the work. In the case of government organizations or public sector enterprises, it becomes even more important as they have a greater responsibility towards serving the citizens and providing them with quality services. Employee empowerment refers to giving employees the authority and resources required to make decisions that directly affect their work environment, which can lead to increased job satisfaction and improved productivity. These virtues empowerment can lead toward improved job satisfaction, and thereby this would result into increased productivity and better quality of service delivery. Thus, bringing significant impact on individual employee as well as on the overall organization's performance of the enterprise.

**How an employee of the public sector feels the empowerment?** Indeed, he needs an atmosphere where he/she feels to be valued, respected and heard on the issues, in nutshell, now the employee isn't just a spectator, but also plays an important role in the decision-making. It was the stories of the past when employee was meant to only hear orders, now the philosophy of relationship between the two has taken a revolutionary turn. One of the researchers of the field, Avolio et al. addressed the importance of developing mechanisms acting as bridge that connect leadership to organizational and individual outcomes.

However, the impact of public sector reforms on employees can be studied in terms of their job security, wages and benefits, working conditions, promotions prospects, training and development opportunities, and work-life balance. It is possible that employees in the public sector may have a greater choice to enjoy job security than those working with the private sector. This could take place due to the government's ability to provide more stable funding and less vulnerability to market fluctuations. However, it is also possible that they may face constraints of limited pay raises, strict hiring procedures and flexible work rules. It is quite true that public sector employees often rejoice better benefit packages in the form healthcare, pensions, and other retirement plans compared to private sector workers.

**Definition of Employer empowerment and its scope-** Employer empowerment refers to the process of granting authority and providing support to employers in order to make informed decisions and take meaningful actions regarding their employees. Empowerment involves by providing employers with the tools, resources, and autonomy to create a positive work

environment, develop effective policies, and make decisions that benefit both the organization and its employees.

In the public sector, employer empowerment can have a significant impact on various aspects related to the organization and its workforce. Some of the examples are given below-

- **Employee development and training-** In the public sector, the empowered employers have the platform to focus on providing relevant and effective training opportunities to enhance the skills and knowledge of the employee. They are in position to identify proper training programs, allocate resources, and encourage employees' professionalism, which finally benefits both the employees and the organization.
- **Workforce planning and management-** It is employer empowerment that allows public sector employers to participate actively in workforce planning and management. For the purpose, they can develop strategies to attract and retain talented individuals, allocated resources efficiently, and create a work environment that fosters productivity and job satisfaction.
- **Creating policy and implementation-** Another important role of employers in the public sector is to utilize their empowerment to develop and implement policies that address the needs of their employees. They can establish fair and inclusive practices, ensure compliance with regulatory requirements, and create a supportive work culture.
- **Employee engagement and welfare:** Empowered employers can prioritize employee engagement and well-being within the public sector. They can implement initiatives such as flexible work arrangements, recognition programs, and opportunities for feedback and employee involvement. This fosters a positive work environment and improves employee satisfaction and productivity.

Thus, empowering employers in the public sector, organizations create a supportive and effective workplace that attracts and retains talented individuals. Thereby, it is important to note and understand that the scope and implementation of employer empowerment can vary differently in different public sector organizations and jurisdictions. Indeed, each organization may have their own specific uniqueness in strategies and approaches to empower employers and enhance their roles in decision-making and employee management. The employees who are supposed to be empowered have the guts to ownership of their work which obviously result in transmission of more than one innovative idea, creativity, and accountability. Thereby, resulting in the improved efficiency and effectiveness in delivering services that meet out the needs of the citizens. Besides, it also fosters a positive organizational culture, which undoubtedly attracts creamy layer and retain them, thus helps in reducing staff turnover rates.

It is through the training and growth opportunities also, employee empowerment also plays significant role in promoting employee development, and further enable them to acquire new skills and knowledge, improving their job satisfaction and finally create career advancement prospects.

The employee empowerment also encourages employees to identify their problems and also advise solutions, so that it leads to better decision-making process, creating an environment of collaboration, teamwork and innovation. It also channelizes communication between management and employees, thus resulting in building mutual trust, transparency and accountability in between the employers and employees. Due to the implication of modest relation between the two, it helps in increase productivity, reduced errors, and cost saving for the organization.

Overall, employee empowerment is just beneficial for public sector enterprises because it leads to better productivity, improved morale, increase in job satisfaction, and finally better services to citizens.

**Literature Review-** Many literatures of the researchers have valued to know about the importance of empowerment in leading towards the transformational leadership of the employees. **Ghosh, (2013)**, stated that employee empowerment is the most influential practice that facilitates those employees who are accomplished in creating additional value in product and service that leads toward a great contribution in the transformation of the employee to shape themselves into leaders. **Robins, Decenzo and Coulter (2011)**, describes three significant reasons that are helpful in empowering employees.

**Rana and Singh (2016)**, expressed their intention about employee empowerment. They urged empowerment of all employees with a positive and significant relationship in context to their job satisfaction in the industry. While **Heather (2015)** concluded that deployment of authentic plays a crucial role in creating an empowering professional practice environment at the work place, which fosters high-quality care and job satisfaction on behalf of the employers. While researchers like, **Ford and Fottle (1995)** urge more and more sharing of information and knowledge, at the same time, **Karakoc (2009)** is of the opinion that employee empowerment is a vital concept of management that improves knowledge, skills, and talent at the highest level.

Indian authors such as **Radhakrishnan Pillai and Vijayan Kannanth** have written extensively on employee empowerment in the public sector. They have highlighted its importance in improving governance and accountability. They argued in their journals that empowered employees are more likely to take ownership of their work and be responsible for delivering high-quality service, leading to increased citizen satisfaction with government programs and reduced corruption.

Other sources like the **report of the world bank** suggest that employee empowerment can lead to improve productivity gains of up to 10%-25%, which is significant in the context of the public sector where resources are limited. Addition to these, empowered employees can be more innovative and indeed look for alternate ways to solve the problems, thus leading to better outcomes for citizens.

**Chaturvedi** while discussing about the empowerment expressed it as one of the most effective ways of enabling employees to use their capabilities to improve the performance of the

organization for which work for, and further also put the efforts to improve the quality of their growing working life. He further adds that employee empowerment is a kind of the risk where a culture of empowerment develops information in the form of a shared vision, clear goals, boundaries for decision-making, and the results of efforts and their impact on the whole.

**Challenges or limitation-** The pendulum swing swings two way, and so do every study goes through pros and cons. Here, I am to discuss about hurdles that shadows in the empowerment of employees in public sectors.

1. **Lack of adequate funding and resources-** Lacking in funding and resources is one of the major challenges that is faced over and over by HR managers in public sector enterprises. This happens to shutdown the opportunity of implementing various HR initiatives, like training programs, employee welfare schemes, and also other kinds of development activities. Due to lackness, it can go down in productivity and efficiency of employees.
2. **Bureautic Process-** This processes that is followed in public sectors mostly found to be time-consuming and complex, lead to delays in decision-making. These phenomenon affect in the implementation of HR policies and procedures.
3. **Political Interference-** Several times it has been noted that mounting the politicians or political pressure group often try to influence HR decisions. Thus leading toward favoritism and corruption in hiring, promotions, transfers, etc., which often demolarize employees.
4. **Outdated Systems and Technology-** It has been often seen that public sector often have outdated IT infrastructure and HR management systems that sre poorly automated, this often delays in processing employee data maintenance, payroll procesising, and other administrative tasks. As a result, this leads to error and increase workload on HR managers.
5. **Resistance to Change-** Employees aren't keen interest in any sought of changes in policies and reforms, many times it has been noted that employees resist any kind of changes introduced by the organization. this is mainly due to the fear of either losing job security or benefits. Lack of trust in the leadership's intention is also been observed.
6. **Poor Communication-** Another vital problem that has been foreseen is the communication gap between senior management and employees which results in misinterpretations of policies, misunderstandings, and dissatisfaction among the workers. It also effect the productivity and overall organizational culture.

**Major impacts of employer empowerment on the employee of public sector-** It's noteworthy that the actual impact of employer empowerment can vary according to the organization's culture, management practices, and the extent to which empowerment initiatives are implemented.

Some of the significant impact has been discussed below-

1. Employer empowerment has been remained a source which develop a sense of ownership and responsibility among the employees for their work. Indeed, employees feel more valued and engaged when they have the burden of authority and autonomy to make decisions and take initiatives. This leads toward job satisfaction, motivation, and a sense of purpose in their roles within the public sector.
2. Empowered employees are more likely to be proactive and innovative in their approach to work. As a result, they harness more freedom to explore creative solutions, and contribute their ideas to the organization's goals, which finally result in increased productivity and efficiency.
3. Further, employer empowerment can provide employees with broader professional development opportunities. With this employees have chance to take on the new challenges, develop new skills, and expand their knowledge. This eventually leads to their personal and professional growth and making them more valuable assets for the public sector organization.
4. Empowering employee also enhances decision-making and problem solving abilities. Indeed, involving employees in decision-making processes, employers can tap into their diverse perspective and expertise, thus leading for better outcomes and problem solving approaches. Hence fostering a culture of shared responsibility and continuous improvement.
5. Employees require to have feeling of trust, empowered, and valued by their employers. These give them a positive enviornemnt to be energetic in their work. Thus, by investing in employer empowerment initiatives, public sector organizations can build a culture of trust, transparency, and mutual respect. This leads to be in improved employee morale, higher levels of job satisfaction, and increased loyalty towards the organization.
6. Employer empowerment plays significant role in encouraging open communication and collaboration among employees in the public sector. When employees feel empowered, they are more likely to contribute their ideas, share their knowledge, and actively participate in team discussions. This facilitates a sense of camaraderie, teamwork, and mutual support, leading to better collaboration and collective achievement within the organization.

Thus, by promoting employer empowerment, public sector organizations can unlock the full potential of their employees, foster a positive work environment, and ultimately improve overall organizational performance.

**How far Bibliometric Analysis useful** – According to **Imran Ahmed** Bibliometrics Analysis is a comprehensive knowledge system that analyse all type of knowledge by using mathematical and statistical methods. In other words that various documents, including journals and citations, the size of vocabulary etc. are the main source of measurement objects through the tools like VosViewer. In fact, in recent years, bibliometric methods

have gone ahead in conducting bibliometric analysis of journal (Farrukh, M et al., 2020), disciplines (Hassan, 2020), Institutes and Countries (Nawaz, M, 2020).

Bibliometric analyses that are conducted here to analyse the performance and structure of the Marketing Strategies in field of employee empowerment in public sector- includes citation and co-citation analysis, bibliographical coupling and keywords co-occurrence analysis. Citation, co-citation, and bibliographical coupling are the three major components that primarily highlight the significance of the literature and the similarities between its subjects, whereas, keyword co-occurrence analysis primarily examines word similarity.

**Methodology used in conducting analysis-** The researcher stated that the 'Scopus database' is an appropriate accumulation of scientific data to boost bibliometric analysis after reading several research articles for the review paper. These tools are convenient to export data (Nawaz, K, et.at, 2020). The study moves ahead in searching from Scopus for “Employer empowerment and its impact on employee in public sector” in the title, abstract, keyword and text of the article. The research hasn’t been limited itself to time range. Marketing and Management are the areas which has been analysed to give a better view of the subject.

### Result of Vos viewer on the Scopus database -

**Co-authors and Organizations Bibliographic Coupling-** According to idea of co-author and organization, a shared research field is represented as a cluster. There are 102 organization in the database as a whole which meet the requirement after the minimum publication limit of two. The association and connections between the co-authors in the subject employer empowerment and its impact on employee of public sector are depicted in the image. It has been noted that there are nine organization that contain the minimum documents of two each, while two organizations have the link of two, the other two have the links of one whereas, the rest has no link at all.

**Table 1- Co-author & organization relation**

Rank	Organization	Document	TLS
1	Universitates I Stavanger	2	2
2	Western Norway university of applied sciences	2	2
3	Johns’ Hopkins university	2	1
4	University of Texas system	2	1
5	London south bank university	2	0
6	Max Planck society	2	0
7	Medical University of Vienna	2	0
8	Simon Fraser University	2	0
9	University of California system	2	0



Figure 1 Co-author & Organization relation

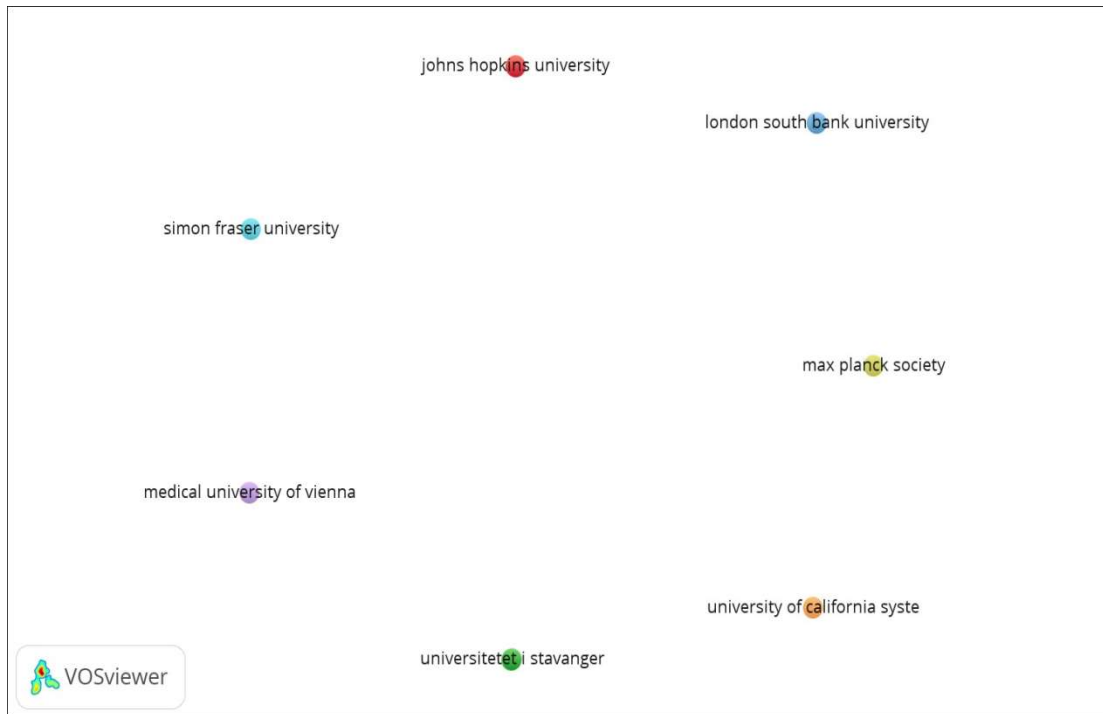


Figure 1 graph is having seven clusters of nine organizations. These clusters are based on the document exhibited on the basis of relation between the co-author and organization. the clusters are as follows-

- Cluster 1- (2 items)- Johns Hopkin University & University of Texas System
- Cluster 2- (2 items)- Universitetet I Stavanger & Western Norway University
- Cluster 3,4,5,6 & 7 contain one organization each.

**Keyword Co-Occurrence-** Similar to this, the researcher must examine the co-occurrence of keywords and topic trends of the themes in order to determine the future study path for employer empowerment and its impact on employee of public sector. Indeed, the most crucial component of an academic work is the keyword. Co-occurrence keywords make it simple for academics to locate research hotspots. In this instance, the researcher used VOS viewer to construct a co-occurrence graph. In this observation, the researcher selected 1729 keywords with at least 10 occurrences, and 15 meet the threshold for analysis. For each of the 15 keywords, a relevance score will be calculated. Based on this score the most relevant terms will be selected.

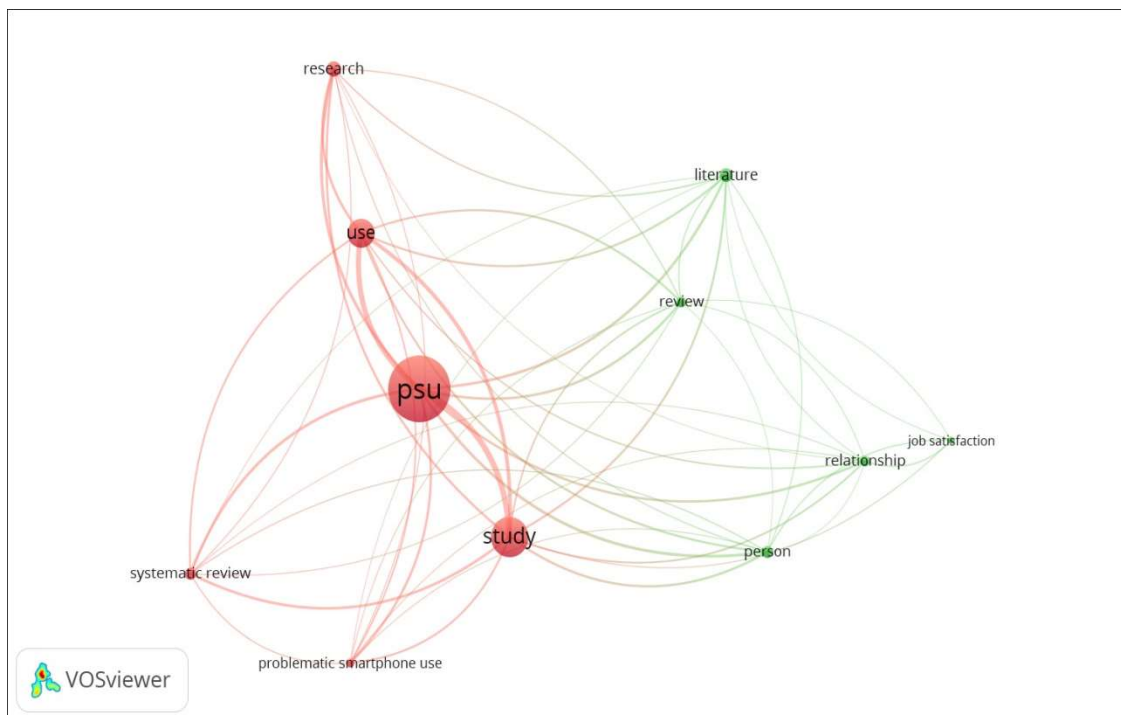
Table 2- Keywords-occurrence

Rank	Keywords	Occurrence	Relevance
1	Job satisfaction	10	2.65
2	Problematic smartphone use	13	0.13
3	Review	16	0.25



4	Relationship	16	0.64
5	Systematic review	19	0.14
6	Person	20	0.33
7	Literature	23	0.15
8	Research	25	0.11
9	Use	57	0.38
10	Study	85	0.38
11	PSU	158	0.99

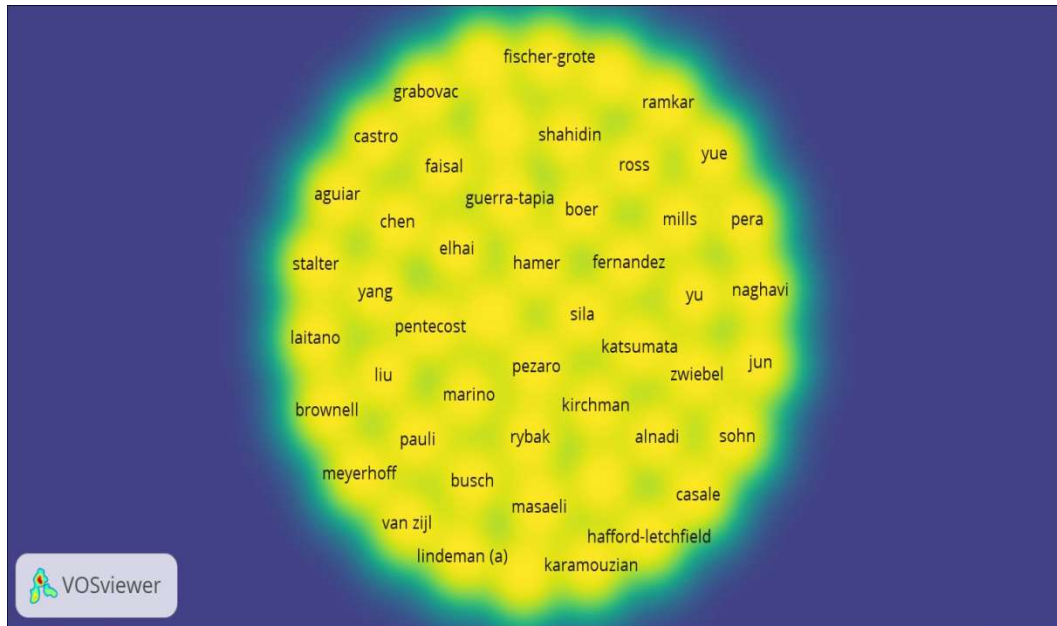
Figure 2 Keywords Occurrences graph



In figure 2, Out of the eleven keywords two clusters have developed in the graph analyzed by the Vosviewer. Cluster 1 comprises of six keywords that include- problematic smartphone use, PSU, research, study and use. While in the cluster 2 the words like job satisfaction, literature, person, relationship and review dominates.

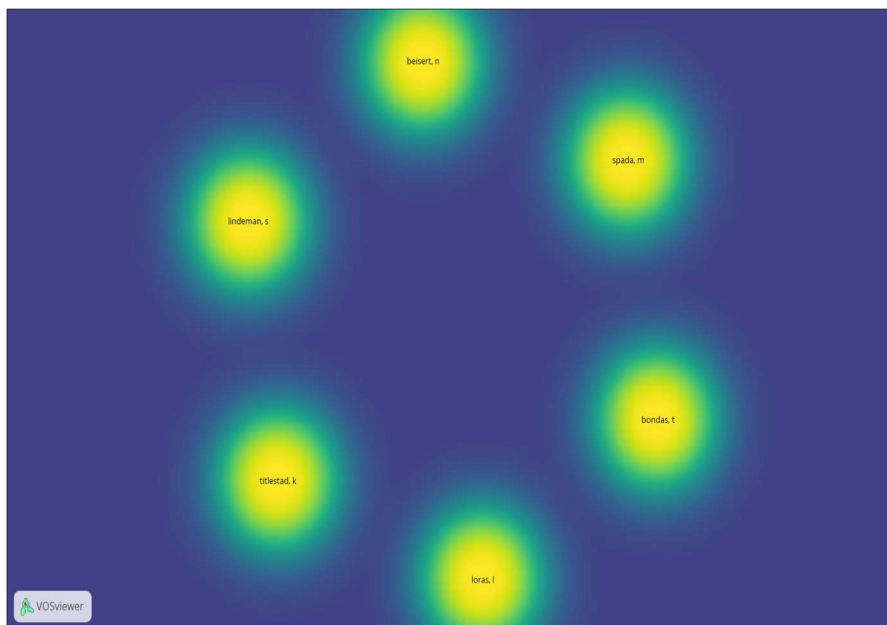
**Relation between the citation and document-** The analysis done after the accumulation of data gathered from Scopus database on the specific topic mentioned above through the VosViewer software. The graph below shows that there is no link between the citation and document. Hence there isn't any connectivity or relation between the two. Neither there is any bibliographic coupling

**Figure 3-Relation between Citation and Document**



**Authors Bibliographic Coupling**-According to the idea of bibliographic coupling, a shared research field is represented as a cluster with the same colour. There were 168 authors that still meet the requirement after the minimum publication limit of three was reached. The association and connections between authors in the subject of marketing tactics used are depicted in the image. It has been noted that there are seventeen clusters that are relatively dispersed from one another. The graph doesn't make any cluster at all, thus every author is independent without any coupling.

*Figure 4 Author Bibliography Coupling*



**Conclusion-**Employee empowerment is the synonymous of transformational leadership which play an expressive and viable role in the outcome of many organizations. The study reveals that in the leap and marketing systems, there is an urgency to advance toward a system that provide opportunity for employees. The study reveals that employee empowerment does have an impact on their performance, and further provides a chance for appraisal by the organization to increase the level of employee performance to a new height. In this article, the researcher emphasizes the argument that provide space for the narratives about the importance of employee empowerment in the success of building a strong organizational structure, which is equipped by loyal and honest, disciplined and decisive in decision-making employees, and also equip with the ability to work in a team or group. But at the same time, it has also been investigated in the studies that the success could be achieved only with the means when the top-level management takes vital steps in a cooperative manner by showing their faith in the employees. Despite all the facts gathered together, several times it has also been noted that employees underestimate their employers, and misuse the power in their own narrow-mindedness and for the sake of their pity benefits.

The bottom line is- presently employer empowerment harnesses all the possibilities to observe the entire process of building leadership in a broader context which necessitates to fulfil the demand of the growing of the market, and further avoid the complexity of the gap of authority and employee. We can say, the empowered employee of today is the leader of tomorrow. And thereby, we must conclude by expressing that empowerment leads toward a dynamic change, an overhauling of employee in support with the employer to develop into a leader, but or requires architectural designing for every individual employee so that one could fit into the frame and take the entire sector or company toward a new legacy. To resolve the purpose, there is a need of several components such as, employee independency, employee inclusion in different organizational activities, training employees to handle problems, involving employees in decision making, etc.

It is true to its word that employees are ready to give their best in activities only when they are motivated. Thus, one can assimilate that employee empowerment takes the whole organization toward success.

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