

To study the Relationship between Teamwork, Employee Empowerment and Training, and Its Effect on Organizational Commitment



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Abstract

Commitment represents the strength of an individual's identification with, and involvement in, an organization. According to Beer et al(1984) commitment is a vital concept of HRM theory because it 'can result not only in more loyalty and better performance for the organization, but also in self-worth, dignity, psychological involvement, and an identity for the individual'. Looking into the previous researches, there is a paucity of research on Organizational Commitment in an Indian government undertaking. So, the objective of the study was to examine the relationship between Teamwork, Employee Empowerment, Training and its effect on Organizational Commitment. Convenience sampling method was used to collect data. Structural equation modeling was used to test the hypothesized relationships. Findings suggest that there is a significant positive relationship between Employee Empowerment and Organizational Commitment. However, training and teamwork had no impact on Organizational Commitment. Findings differ from the earlier studies, and later practical implications of the study are discussed.

Keywords: Team work, Employee Empowerment, Training, Organizational Commitment

Introduction

The business environment is all very dynamic and in order to survive the competition an agile work force is necessary. The employees are the crux of any organization who drive the organization towards success. Talented and committed employees is the new success mantra for organizations today. In various research studies commitment has been repeatedly identified as an important variable in understanding the work behavior of employees in organizations. Broadly, it commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization. According to Mowday (1998) organizational commitment can be manifested as an emotional attachment to one's organization that results from shared values and interests. The three characteristics of organizational commitment identified by Mowday et al(1982) are: A strong desire to remain a member of the organization; a strong belief in and acceptance of the values and goals of the organization; a readiness to exert considerable effort on behalf of the organization. According to Karim &Rehman, (2012) highly committed employees are thought to be more productive, harmonious, have better loyalty towards their work, and possess higher responsibility and job satisfaction. Also Sahoo, Behera, and Tripathy (2010) opine that an employee who is committed to his or her job and career doesn't leave the organization, feels satisfied about the job, and is highly motivated. Azeem & Akhtar, (2014) opine that organizational commitment is highly advantageous for both the

organization and its employees as it can develop the feelings of belongingness, security of the job, career development, lead to improved compensation, and higher intrinsic rewards. (Mowday, Porter, & Steers, 1982) have highlighted the key benefits of organizational commitment in terms of longevity of employee tenure, less employee attrition, low cost of training, higher job satisfaction, attainment of organizational objectives, and optimum product and services quality. According to Sahoo et al (2010) Committed employees can also help in employer branding. With all the above mentioned benefits, it has heightened the attention of HR practitioners towards employee commitment.

Based on the review of literature, it has been established that Organizational commitment can be influenced by various parameters like employee empowerment and teamwork. From a managerial perspective, employee empowerment can be characterized as how those with power in organizations (i.e., managers) share power, information, and resources with those lacking it (i.e., employees) According to Bowen & Lawler, (1992, p. 32), empowerment involves having managers to share with their employees four organizational ingredients: "(1) information about the organization's performance, (2) rewards based on the organization's performance, (3) knowledge that enables employees to understand and contribute to organizational performance, and (4) power to make decisions that influence organizational direction and performance". Wellins, Byham, and Wilson (1991) opine that an organization which provides higher levels of empowerment to its employees has an edge over competitors to ensure its long term survival in the dynamic business environment and face any challenges. Rochon (2014) opines that teamwork is crucial for employee performance and characterized it as a group of employees who work together in order to achieve a certain goal. In other words, teamwork is collaborative in nature which aims organizational goal accomplishments. Previous literature also indicates a positive relationship between organizational commitment and employee training. Buckley & Caple, (2009) have defined training as a systematic process that aims to help employees to enhance their knowledge and skills, and develop positive behaviour through learning experience that is expected to help employees achieve greater performance. According to Jun, Cai, and Shin (2006), the benefits of training are manifold like they help in widening the knowledge of

employees, skills, and abilities, they become more efficient team members, and are instrumental in career development.

The objective of this paper is to examine the effects of employee empowerment, teamwork, and employee training on organizational commitment in an Indian government undertaking. The public enterprises in the country are considered as one of the core areas for national development. Moreover, the literature review on this topic, suggests that majority of past studies were conducted in western countries and none of the scholars have focused on Indian Public enterprises. Therefore, this study aims to make a valuable contribution with regard to the link between the stated variables. It also aims to provide some beneficial suggestions to the management.

Review of Literature

Organizational commitment

Appelbaum et al (2000: 183) defined it as: 'Organizational commitment is a multidimensional construct that reflects a worker's: identification with the organization (loyalty), attachment to the organization (intention to stay), and willingness to expend effort on the organization's behalf (discretionary effort).' According to Mowday, Porter, & Steers, (1982, p. 27) Organizational commitment is 'the relative strength of an individual's identification with and involvement in a particular organization'. Rae (2013) opined organizational commitment as a desire to maintain the affiliation with an organisation which can be noted from his willingness to work hard to achieve organisational goals. Dey, Kumar, & Kumar, (2014) opine that the most basic forms of commitment are affective or emotional commitment which highlight the employee attachment to the organization by accepting its values and desiring a long term relationship with it. Diab & Ajlouni, (2015) suggest that there are several dimensions for organizational commitment like loyalty, responsibility, willingness to continue to work, and faith toward the organization. Porter, Steers, Mowday & Boulian, (1974) opine that higher levels of organizational commitment can be demonstrated through loyalty and productivity at work place. Committed employees feel alignment of their individual goals with organizational goals. Rabinowitz & Hall, (1977); Randall, (1990) demonstrate that positive behavioral outcomes like employee retention, regularity, achievement, quality of work, and the ability to put organizational interest before self-interest are key drives for organizational success. However, to retain these talented and

committed employees in the organization the HR managers need to provide a congenial working conditions and support them.

Employee Empowerment

According to Bowen and Lawler (1992), empowerment can be defined as “sharing with front line employees information about organizational performance, information about rewards, knowledge which helps the employees to understand and meaningfully contribute to Organizational goals and giving them the power to make decisions that influence organizational direction and performance. Zemke and Schaaf(1989), opine that employee empowerment is all about giving a free hand to “front line” employees and later encouraging and rewarding them for their initiativeness and imagination. Meyerson&Dewettinck, 2012 opine that employee empowerment is mainly concerned with developing trust, motivation, participating in decision-making, and bringing transparency between employee and top management.

The advantages of employee empowerment are manifold as mentioned in the literature review. Some of them are : For instance, Jacquiline (2014) opined that empowered employees manifested greater motivation which enabled them to gain authority and control and apply the vital knowledge and skills while dealing with varied customer needs. In this empowerment process the employee stands as a gainer in terms of polishing his skills and later on being favored with career development opportunities. Employee empowerment also extends positivity at workplace encouraging the employees to put their best foot forward (Wadhwa&Verghese, 2015).

Meyerson & Dewettinck, (2012) opines that employee empowerment activity contributes greatly towards organizational success by directly affecting the employee performance, job satisfaction and organizational commitment. Research studies establish a positive relationship with job satisfaction (Raza, Mahmood, Owais, &Raza, 2015; Wadhwa & Verghese, 2015) and organizational commitment (Gholami, Soltanahmadi, Pashavi, &Nekouei, 2013; Insan, Astuti, Raharjo, & Hamid, 2013; Kun, Hai-yan, & Lin-li, 2007). Based on the above discussion, the following hypothesis is can be formed:

H1

Employee empowerment has a significant and positive relationship with organizational commitment.

Teamwork

Teams are “a distinguishable set of two or more people who interact, dynamically, interdependently, and adaptively toward a common and valued goal/objective/mission” (Salas, Dickinson, Converse, &Tannenbaum, 1992, p. 4). Thus, teamwork focuses more on the shared behaviors (i.e., what team members do), attitudes (i.e., what team members feel or believe), and cognitions (i.e., what team members think or know) that are necessary for teams to accomplish these tasks (Morgan, Salas, & Glickman, 1994). According to Jones, Richard, Paul, Sloane & Peter, (2007) working in teams enables employees to cooperate, improve their skills, and provide practical feedback without any conflict between any of the members. Also, according to Jones et al. (2007), an employee who works with others in a team is likely to be more productive as compared to other peers. Both taskwork and teamwork are critical to successful team performance, with the effectiveness of one facilitating the other. Although taskwork often becomes a key focus for teams as they work toward goals, it is teamwork that aids in ensuring taskwork is performed effectively. Thus, it is a widely accepted fact that teamwork is not only important for organizational goal attainment, but is also crucial for improving organizational productivity. Gallie, Zhou, Felstead, and Green (2009) highlighted the role of teamwork to enhance employee productivity leading to greater levels of organizational commitment.

Based on the above mentioned literature review the following hypothesis can be proposed:

H2

Teamwork has a significant and positive relationship with organizational commitment.

Employee Training

The contemporary business times is characterized by cut throat competition amongst organizations, due to globalization and advancement in technology. To survive and sustain in such dynamic scenario, organizations need to attain sustainable competitive advantages. Hereby, the knowledge and skills of employees in an organization's have become imperative for its performance, global competitiveness, and continuous development (Elnaga& Imran, 2013).

One way to develop and improve the quality of employees is to provide them with beneficial training and development programs. According to Becker, Bose, & Freeman, (2006), the key

determinants of competitive advantage in global marketplaces is the capabilities, knowledge, and skills of the talented employees. Meyer & Allen, (1997) opine that well administered time to time training programs hone the knowledge, skills and capabilities of employees which enables him to perform well on the job. Hafeez and Akbar (2015) reported that that the more the employees receive training, the better efficiency they attain. Sabir, Akhtar, Bukhari, Nasir, and Ahmed (2014) propose that training is the acquisition of knowledge, skills, and abilities by professional development. Similarly, Singh and Mohanty (2012) also propose that the investments in employee training is an investment and not a cost to the organization.

Based on literature review, it can be confirmed that training had significant and positive effect on job satisfaction (Chiang, Back, & Canter, 2005; Leppel, Brucker, & Cochran, 2012; Sabir et al., 2014) and organizational commitment (Bulut&Culha, 2010; Lamba&Choudhary, 2013; Roehl &Swerdlow, 1999). Gazioglu and Tansel (2002) also opine that training employees leads to organizational commitment and job satisfaction. Other scholars such as Tarasco and Damato (2006) described training as an ongoing professional development that plays an important role in building organizational commitment. Based on the discussion presented above, the following hypothesis can be postulated:

H3

Employee training has a significant and positive relationship with organizational commitment.

H4

Employee training has a significant and positive relationship with Employee empowerment.

H5

Employee training has a significant and positive relationship with teamwork.

Research Methodology**Instrument Design**

The questionnaire contained demographic measures for gender, age, experience and education. It contained four scales: Employee training scale, Teamwork scale, Employee empowerment scale, and organizational commitment scale which have been adapted and finely modified from earlier researches. The scales selected have been adapted to study across different countries. The organizational commitment scale developed by Mowday, Steers and Porter (1979) consisted of 5 items. For measuring teamwork the scale developed by Shanahan, Best,

Finch and Sutton (2007) containing 6 items was used. Employee Empowerment was measured using a 9 item scale developed by Men (2010). And Employee training was measured using a scale developed by Schmidt (2004). The scales have been extensively used by researchers and their applicability is well established. It was assumed using these scales would ensure reliable results. The responses of respondents were taken on a five-point Likert scale with responses varying on the scale of 5 for strongly agree and 1 for strongly disagree.

Sample

Deciding on the research methodology for data collection is imperative to ensure the validity of any research. In the present study, the main objective of this paper is to examine the effects of employee empowerment, teamwork, and employee training on organizational commitment in an Indian government undertaking. As we all understand, quantitative methodology is considered to be the most commonly accepted methodology for examining causal relationships. The quantitative approach is in fact the most appropriate strategy to understand the direct and indirect link between multiple constructs and examine their relationship with each other. The targeted population comprised of all the employees of the Baroda (Gujarat) based selected public enterprise. Data collection was done over a period of one month. Employees were selected through convenience sampling from across various departments. Respondents were requested to participate in the survey. They were informed about the purpose of the survey and many were hesitant and declined to participate. Out of 150 questionnaires distributed only a total of 126 completed questionnaires were collected back. However, there were some 26 unfilled questionnaires which were illegible and removed. So, finally, 100 complete questionnaires were considered for the analysis.

The sample consisted of 28 percent females and 72 percent males. The sample consisted of a large group of male population as the sample was drawn from mostly from the production and allied departments. The age profile of the respondents was mostly middle aged where 39 percent respondents belonged to the age group of 41 and above, 16 percent of them belonged to the group of 36-40, 12 percent belonged to the age group of 31-35, 19 percent of them belonged to the age group of 26-30 years, and 14 percent belonged to the age group of 20-25 years.. Most of the employees were diploma

holders and comprised of 63 percent of the total respondent base, 25 percent were graduates , 3 percent were post graduates and 8 percent were high school pass.. Majority of the employees possessed an experience of more than 10 years i.e. 38 percent, 14 percent contained an experience of 8 to 10 years and 20 percent respondents had an experience of 5 to 7 years, 16 percent possessed 2 to 4 years' experience and 12 percent of them had 1 or less than one year of experience. (See table I for details)

Analysis of Results

To examine the reliability of the developed instrument, Cronbach's alpha was used. In general, the results showed that all the values of Cronbach's alpha for the selected constructs are acceptable as they range from 0.589 to 0.855; employee empowerment (0.589), teamwork (0.855), employee training (0.638), and organizational commitment (0.769). To further ensure the reliability of all constructs, composite reliability was calculated using Microsoft Excel. Overall, it was found that the values of composite reliability are acceptable (more than 0.69). By looking at these results, it can be said that the reliability assumptions are fulfilled because all values exceeded the minimum cut-off point of 0.70 as recommended by Pallant (2010).

Additionally, in this study, confirmatory factor analysis (CFA) was conducted to confirm construct validity.

Conducting CFA is an important technique to ensure that the set of items which are assumed to measure a certain construct are measuring it without mixing them with the items of other constructs. Also, as we all know CFA supports convergent validity assumptions and helps us in dealing with Multicollinearity issues if any. CFA was calculated AMOS 18 through the measurement model which comprises all items. In short, the findings supported the fact that CFA was achieved because the values of all factor loadings were reported to be above 0.47. This signifies that all the items achieved the absolute cut-off value as suggested by Hair et al. (2010). After the measurement model and achieving satisfactory results of CFA, the next step was to draw the structural model using AMOS. The model presented in Figure 1 reveals that the current structural model which comprises all items achieved a reasonable fit to the data as the Chi-square value is equal to 9.171. Other fit indices were also used to support the Chi-square (df = 1, GFI = 0.958, TLI = 0.692, CFI = 0.949, and RMSEA = 0.287). Generally, it can be said that

model fits the data well. To verify the hypotheses which were presented earlier, regression results were generated from the outputs of structural model.

Causal Relationship Findings

The results shown in Table VI indicate that employee empowerment has a significant positive effect on organizational commitment ($\beta = 0.519$, t-value = 5.605, $p < 0.05$), therefore, **H1 is accepted**. The findings also signified that Employee training negatively influences the relationship between Employee empowerment ($\beta = -0.016$, $p > 0.05$) and Organizational commitment ($\beta = -0.079$, $p > 0.05$). So **Hypothesis H 3 and H4 were rejected**. The findings also revealed that employee training had a positive effect on teamwork ($\beta = 0.559$, $p > 0.05$), but since the relationship is not significant so the hypotheses **H5 is rejected**. Finally, the results indicated that the relationship between organizational commitment and teamwork also was not significant ($\beta = 0.255$, t-value = -2.402, $p > 0.05$), consequently, **H2 is rejected**. These factors explain 17 percent of total variance in organization commitment.

Discussion and Conclusion

The objective of this paper is to examine the effects of employee empowerment, teamwork, and employee training on organizational commitment in an Indian government undertaking. To accomplish this objective, the data was collected from employees at a Baroda based Public enterprise.

The findings indicated that employee empowerment has a significant positive effect on organizational commitment and it is in sync with various previous researches (Gholami et al., 2013; Insan et al., 2013; Kun et al., 2007). Karim and Rehman (2012) who have also confirmed that employee empowerment was one of the key constructs that lead to organizational commitment. Zemke and Schaa (1989), opine that employee empowerment is all about giving a free hand to "front line" employees and later encouraging and rewarding them for their initiativeness and imagination. Meyerson and Dewettinck, 2012 opine that employee empowerment is mainly concerned with developing trust, motivation, participating in decision-making, and bringing transparency between employee and top management. This brings a lot of Organizational commitment. These results indicate that employees should be delegated power and authority because it is through empowerment an organisation will develop a strong work culture which reflects employee

commitment in order to survive, grow, compete, and face any possible challenges that may arise in future.

Benrazavi and Silong (2013) stated that the willingness to work in teams makes an organizational environment more desirable as teamwork culture could lead to favourable commitment. Previous studies on Organizational Commitment suggested a positive and significant relationship among Teamwork and organizational commitment however, in the present study this hypothesis was not significant and supported. This may mean several things to employees, to organizations, and to researchers. Perhaps this signifies that there is lack of sense of camaraderie among respondents. Perhaps, they don't help each other, don't feel close to each other, and do not value each other. In my opinion a training programme on improving work culture and team work can solve the problem.

This study also found that there is no significant positive effect of employee training on organizational commitment which is against the past researches which support this hypotheses. Several previous research works (Bulut, & Culha, 2010; Lamba & Choudhary, 2013; Roehl & Swerdlow, 1999) support the hypotheses that there is a positive significant relationship between employee training and Organizational commitment. Also, the hypotheses that there is a significant and positive relationship between Training and employee empowerment as well as teamwork does not hold true. So this hypotheses is also rejected. Training is a useful technique that many organizations use in order to enhance the skills and knowledge of their employees. Training needs to be fine-tuned to the requirements of the job, and later must be encouraged and rewarded. It must enhance the skills of the employees by satisfying the urge of employees for improvement.

Results of surveys noted in the introduction are a testament to the importance of Organizational commitment in the minds of employees. This study confirms that employees value empowerment and consider it a necessary part of the Organizational commitment.

This study has some limitations which would open avenues for future researches. First, the population is limited to only employees of PSU. Future research can conduct similar studies in different contexts using the variables under consideration for further possibility of generalization. Second, the quantitative methodology was used to conduct this study; therefore, future research may focus on

longitudinal data to make the results more robust. Finally, only three variables were considered to examine their effects on organizational commitment. Hence, future research is suggested to test other variables such as leadership style and work specialization.

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Table I: Sample profile of the study

Variable	Categories	Frequency	%
Gender	Male	72	72
	Female	28	28
Age	20-25 yrs	14	14
	26-30 yrs	19	19
	31-35 yrs	12	12
	36-40 yrs	16	16
	41 and above	39	39
Education	High School	8	8
	Diploma	63	63
	Graduate	25	25
	Post-Graduate	3	3
	Professionally qualified	1	1
Experience	0-1 yrs	12	12
	2-4 yrs	16	16
	5-7 yrs	20	20
	8- 10 yrs	14	14
	More than 10 yrs	38	38

Table II Communalities

Communalities		
	Initial	Extraction
T1	1.000	.645
T2	1.000	.654
T3	1.000	.632
T4	1.000	.647
T5	1.000	.567
TM1	1.000	.664
TM2	1.000	.691
TM3	1.000	.592
TM4	1.000	.661
TM5	1.000	.745
TM6	1.000	.619
EE1	1.000	.679
EE2	1.000	.588
EE3	1.000	.792
EE4	1.000	.597
EE5	1.000	.681
OC1	1.000	.767
OC2	1.000	.516
OC3	1.000	.705
OC4	1.000	.615
OC5	1.000	.754
Extraction Method: Principal Component Analysis.		

Table III Rotated Component Matrix

	1	2	3	4
T1	0.746			
T3	0.561			
T4	0.650			
TM1		0.631		
TM2		0.802		
TM3		0.731		
TM4		0.748		

TM5		0.735		
TM6		0.583		
EE3			0.779	
EE4			0.574	
EE4			0.694	
OC2				0.543
OC3				0.692
OC4				0.750
OC5				0.839

Table IV Reliability of scales

Variable	Item	Corrected Item-to-total correlation	Cronbach's α	λ	AVE	Composite Reliability
Training	T1	0.293	0.638	0.746	0.43	0.69
	T3	0.396		0.561		
	T4	0.352		0.650		
Teamwork	TM1	0.543	0.855	0.631	0.50	0.86
	TM2	0.519		0.802		
	TM3	0.569		0.731		
	TM4	0.671		0.748		
	TM5	0.648		0.735		
	TM6	0.629		0.583		
Employee Empowerment	EE3	0.432	0.589	0.779	0.47	0.73
	EE4	0.409		0.574		
	EE5	0.243		0.694		
Organizational Commitment	OC2	0.442	0.769	0.543	0.51	0.80
	OC3	0.455		0.692		
	OC4	0.326		0.750		
	OC5	0.402		0.839		

Table V

Explanatory power and fit indices of models

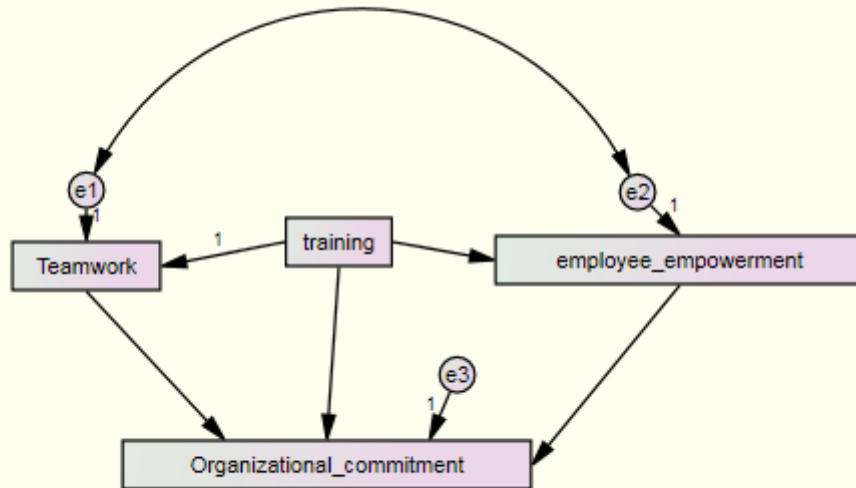
Fit Indices and R2	Recommended Value
χ^2	9.171
df	1
χ^2/df	9.171
GFI	0.958
CFI	0.949
TLI	0.692
RMSEA	0.287
R ²	17

Table VI SEM Results of the Model

Paths	Coefficients (β)	t-Value	Direct Effects	Indirect Effects	Total Effect	Hypothesis Supported
Organization Commitment- Employee Empowerment	0.519	5.605	0.519	-	0.519	S
Organizational Commitment-Teamwork	0.255	-2.402	0.255	-	0.255	NS
Training- Organization Commitment	-0.079	-0.865	-0.079	0.117	0.039	NS
Training-Employee Empowerment	-0.016	-0.196	-0.016	-	-0.016	NS
Training- Teamwork	0.491		0.491	-	0.491	NS

Model of the Relationship between Training at work place and Organizational Commitment

Figure 1: Model showing the relationship between Teamwork, Training, Employee Empowerment and Organizational Commitment



Discriminant Validity

	Training	Team Work	Employee Empowerment	Organizational Commitment
Training	0.655			
Team Work	0.447	0.707		
Employee Empowerment	0.125	0.372	0.68	
Organizational Commitment	0.140	0.349	0.343	0.71