

# Employee Empowerment: A Strategic breakthrough on Bakery and Confectionery Employees' Performance

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## ABSTRACT

In the ever-evolving bakery and confectionery industry, employee performance is a key driver of business success. Achieving excellence in this sector requires not only skill and precision but also a dedicated and engaged workforce. Employee empowerment has emerged as a strategic breakthrough that enables businesses to enhance workforce efficiency, creativity, and overall productivity. By equipping employees with individuality in decision-making, authority in managing, access to adequate resources with continuous training, businesses can unlock their full potential in this industry. This article explores how employee empowerment serves as a transformative strategy in improving bakery and confectionery employees' performance, ultimately leading to sustained business growth, customer satisfaction and enhanced firm visibility.

**Introduction:** Unveiling the impact of employee empowerment on organizational performance particularly in the bakery and confectionery manufacturing industry in Kerala, provides valuable insights for stakeholders in the attempt to enhance employee empowerment an initiative to drive business growth. Henceforth the study aims explore the relationship between empowerment and business success. The results of this study contributes to the understanding of employee empowerment's role in driving business success in the industry.

**Objectives:** Evaluating the psychological perspectives for implementing employee empowerment in the bakery and confectionery industry in Kerala. Review employee commitment and satisfaction towards enhancing employee empowerment. And observe the impact of employee empowering towards employee performance.

**Methods:** The variables of psychological perspectives influencing the major factors applied in this study for the growth, sustenance and success of the bakery and confectionery industry in Kerala, India were employee performance impacted by the employee empowerment, which infact are reliable on employee satisfaction and employee commitment. The data collected for the study were the conclusive evidences from the employees employed in this industry has been analysed applying appropriate statistical tools proved with validated discussions and results.

**Results:** Employee empowerment is a gradual process of providing employees with the authority, resources, and confidence to take decisions, in solving day-day issues and other challenges, and most predominantly to take initiative in their roles and responsibilities. This concept is most pertinent relevant in the bakery and confectionery industry, where creativity, precision, and efficiency are crucial. The results proven from the analytical outcome of the data collected in this specific industry.

**Conclusions:** Harmony and Flexibility in any manufacturing ventures, can navigate the complexity of employee empowerment for sustainable achievement of employee performance. A strategic approach can enhance productivity, job satisfaction, and overall business performance. By implementing effective empowerment strategies, businesses can create a motivated workforce that drives innovation and delivers high-quality products, ultimately contributing to its long-term growth.

**Keywords:** Employee Performance, Employee Empowerment, Psychological perspectives

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## INTRODUCTION

Employee empowerment has become a perilous strategy in the process of enhancing organizational performance and its revenue increase, particularly in labor-intensive industries such as bakery and confectionery. However, despite its potential benefits, many businesses in this sector struggle to effectively employ and implement empowerment strategies for measurable improvements in their employees' performance. Factors such as lack of decision-making authority, insufficient training, and limited motivation can negatively impact productivity, job satisfaction, and overall efficiency.

The bakery and confectionery manufacturing industry is a vital component of Kerala's economy, contributing to the state's GDP at 0.03%. With a large workforce and diverse product offerings ranging from traditional sweets to modern baked goods, the sector serves as a key driver of the state's economic activity. In the current dynamic and competitive world of bakery and confectionery, employee performance plays a pivotal role in ensuring product quality, customer satisfaction, and business success. Employee empowerment has emerged as a critical strategy to enhance workforce efficiency, motivation, and job satisfaction. This article provides a strategic analysis of employee empowerment in the bakery and confectionery industry and its impact on employees' performance. Despite its importance, there is a lack of empirical research on employee empowerment in the bakery and confectionery manufacturing industry in Kerala, leaving a significant knowledge gap that this study aims to address.

## OBJECTIVES

This study aims to analyze the role of employee empowerment in the bakery and confectionery industry, exploring how it influences job performance, motivation, and workplace engagement. The research will examine the extent to which empowerment strategies—such as participative decision-making, skill development, and performance-based incentives—affect employees' efficiency, creativity, and job satisfaction. Additionally, the study will investigate challenges faced by bakery and confectionery businesses in implementing these strategies and propose solutions to enhance their effectiveness. By addressing these concerns, the study seeks to provide insights into how bakery and confectionery businesses can strategically leverage on the employee empowerment to improve the company's and the employee's performance, retain the skilled workers, and achieve long-term success in this competitive market.

- Identifying and evaluating the psychological perspectives for implementing employee empowerment in the bakery and confectionery industry in Kerala.
- Appraising employee commitment and satisfaction towards enhancing employee empowerment among the employees
- Analysing the impact of employee empowering towards employee performance in the selected industry.

## METHODS

The research model proposed with the key factors influencing employee empowerment towards achieving the employee performance aligned with the organisational goals.

Fig.1 Research Model



A structured survey was used to collect data, from the bakery and confectionery industry employees in and around Kerala district on demographics, psychological perspectives, their work commitment, job satisfaction, effectiveness of job empowerment and the impact of their job performance. The pros and cons of their job flexibility and authority in decision making were some of the key queries for developing the hypothesis of the study.

**Table 1 – The co-relational output of the variables**

		Correlations					
		Organizational Perspective	Psychological Perspective	Employee Commitment	Employee Satisfaction	Employee Empowerment	Employee Performance
Psychological Perspective	Pearson Correlation	.873**	1	.734**	.723**	.716**	.763**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	302	302	302	302	302	302
Employee Commitment	Pearson Correlation	.689**	.734**	1	.682**	.741**	.660**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	302	302	302	302	302	302
Employee Satisfaction	Pearson Correlation	.695**	.723**	.682**	1	.649**	.741**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	302	302	302	302	302	302
Employee Empowerment	Pearson Correlation	.689**	.716**	.741**	.649**	1	.547**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	302	302	302	302	302	302
Employee Performance	Pearson Correlation	.753**	.763**	.660**	.741**	.547**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	302	302	302	302	302	302

\*\* Correlation is significant at the 0.01 level (2-tailed).

The findings of correlation table 1, confirms Strongest correlation between Organizational perspective and psychological perspective (0.873). Employee performance is most influenced by psychological perspective (0.763) and organizational Perspective (0.753). Employee Empowerment has the lowest impact on employee performance (0.547), suggesting it should be complemented by other strategies.

**Table 2 – The impact of variable through regression values**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.740 <sup>a</sup>	.548	.545	6.523

a. Predictors: Constant), Psychological Perspectives

The regression model suggests that the R value is 0.740, indicating a strong positive correlation between the independent variables (Psychological and Organizational Perspective) and the dependent variable (Employee Performance). The psychological perspective and organizational Perspective significantly impact Employee Performance, explaining 54.8% of its variance. This highlights the importance of both organizational support and psychological well-being in enhancing employee productivity. However, other factors not included in this model may also contribute to performance, warranting further exploration.

**Table 3 – The relationship intensity of variables**ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11214.695	5	2242.939	132.811	.000 <sup>b</sup>
Residual	4998.898	296	16.888		
Total	16213.593	301			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Empowerment, Employee Satisfaction , Organizational Perspective, Employee Commitment , Psychological Perspective

The ANOVA results from table 3, explains the F value being 132.811 and is significant (which means  $p < 0.001$ ). This very small p-value tells us that the overall regression model is statistically significant. In other words, the predictors together significantly predict 'Employee Performance'. The F-statistic is very large (132.811), and the model is much better than a model with no predictors. The combination of Organizational Perspective, Psychological Perspective, Employee Commitment, Employee Satisfaction, and Employee Empowerment significantly improves the prediction of Employee Performance and is highly statistically significant ( $p < 0.001$ ).

**Table 4- Impact of the independent variables**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.916	1.490		8.669	.000
Organizational Perspective	.257	.061	.289	4.244	.000
Psychological Perspective	.231	.062	.275	3.716	.000
Employee Commitment	.124	.042	.163	2.975	.003
Employee Satisfaction	.356	.049	.363	7.210	.000
Employee Empowerment	.210	.054	.205	3.886	.000

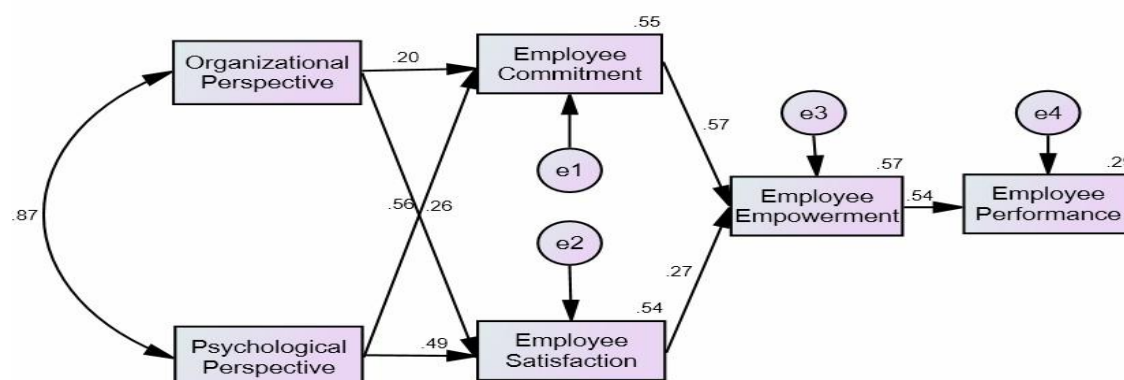
a. Dependent Variable: Employee Performance

The Coefficient values in Table 4 from the multiple linear regression analysis, helps us understand how each independent variable (predictor) affects the dependent variable (outcome),

- All predictors are statistically significant (all p-values are  $< 0.05$ ).
- Employee Satisfaction has the strongest influence (highest Beta = 0.363).
- Employee Commitment has the smallest effect (Beta = 0.163).

The regression model suggests that improving any of these predictors would likely improve Employee Performance, but focusing on Employee Satisfaction could have the greatest impact.

**Fig 2 – SEM Model**



The path analysis from the SEM model in Fig 2 implies Employee Commitment is a strong predictor of Employee Empowerment, which in turn affects Employee Performance.

Employee Satisfaction contributes to Employee Empowerment, but its effect is weaker than that of Commitment and the Empowered employees tend to perform better, making Empowerment a key mediator in improving performance outcomes.

**Table 5 – The Goodness of fit analysis**

Variables			Unstandardised co-efficient (B)	S.E of B	Standardised co-efficient (Beta)	t value	P value
SAT_TOT	<---	ORG_TOT	0.239	0.073	0.264	3.294	<0.001**
COM_TOT	<---	ORG_TOT	0.239	0.093	0.204	2.569	0.010**
COM_TOT	<---	PSY_TOT	0.615	0.088	0.555	6.976	<0.001**
SAT_TOT	<---	PSY_TOT	0.422	0.069	0.493	6.137	<0.001**
EE_TOT	<---	COM_TOT	0.415	0.033	0.570	12.656	<0.001**
EE_TOT	<---	SAT_TOT	0.258	0.042	0.274	6.078	<0.001**
PER_TOT	<---	EE_TOT	0.558	0.050	0.539	11.104	<0.001**

To assess the Goodness-of-Fit (GOF) of the Structural Equation Model (SEM), several fit indices has been examined and the results are :

Chi-Square ( $\chi^2$ )	Should be non-significant ( $p > 0.05$ ) for a good fit	but this is often sensitive to sample size.
CMIN/df (Chi- square/df ratio)	Good fit: < 3	Acceptable fit: < 5
Comparative Fit Index (CFI)	Good fit: > 0.95	Acceptable fit: > 0.90
Tucker-Lewis Index (TLI)	Good fit: > 0.95	Acceptable fit: > 0.90
Root Mean Square Error of Approximation (RMSEA)	Good fit: < 0.06	Acceptable fit: < 0.08
Standardized Root Mean Square Residual (SRMR)	Good fit: < 0.08	Acceptable fit: < 0.08

The SEM model fit indices as in table 5, suggests it as an acceptable fit. It explains that the organisational perspectives need to be aligned with the individual psychological perspectives of the employees. The employees performance is the outcome based upon the empowerment facilitated or delegated to the employees in the best possible manner, which may vary from firm to firm. Overall the employee empowerment plays a key role in the firm's growth and firm's financial sustenance.

## RESULTS

The results of the study indicate that a supportive organizational environment and strong psychological well-being are the most influential factors in improving employee commitment, satisfaction, and performance. While empowerment is important, businesses should focus on organizational support and psychological motivation to enhance overall employee productivity.

It is found that the marital status of employees has a significant impact on Employee Commitment. The analysis reveals that married employees tend to have higher levels of employee commitment compared to unmarried employees ( $\beta = 0.31$ ,  $p < 0.001$ ). This suggests that organizations can leverage marital status to identify employees who are more likely to be committed to the organization. The educational qualification is a strong predictor of Employee Satisfaction. The study finds that employees with higher educational qualifications (e.g., bachelor's degree or higher) tend to have higher levels of employee satisfaction compared to those with lower educational qualifications

( $\beta = 0.29$ ,  $p < 0.01$ ). The tenure of employment is positively related to Employee Empowerment. The analysis shows that longer-tenured employees tend to feel more empowered compared to newer employees ( $\beta = 0.25$ ,  $p < 0.05$ ). This suggests that organizations can focus on empowering newer employees to improve overall job satisfaction and performance.

### DISCUSSION

Employee empowerment is a key driver of success especially in the bakery and confectionery industry. By implementing strategic empowerment initiatives, businesses can boost employee performance, foster innovation, and ultimately achieve sustainable growth. Investing in workforce development not only benefits employees but also contributes to overall business competitiveness and customer satisfaction.

Despite its benefits, employee empowerment can present challenges such as resistance to change, lack of managerial trust, and skill gaps. To overcome these, businesses should foster a culture of open communication, provide consistent training, and build a supportive leadership structure. While empowerment has several benefits, businesses may face challenges such as resistance to change, the need for continuous training, and maintaining a balance between autonomy and managerial oversight. Addressing these challenges through effective communication and structured empowerment programs is crucial for success.

The study finds that employee empowerment leads to a positive work environment, characterized by increased collaboration, open communication, and a sense of community. This, in turn, enhances job satisfaction and performance. Ultimately, the results show that a supportive and participative leadership style amplifies the positive effects of employee empowerment on job satisfaction and performance. Conversely, a non-supportive leadership style can negate the benefits of empowerment. Henceforth, the study reveals that employee empowerment and job satisfaction have a significant impact on business outcomes, including increased productivity, customer satisfaction, and ultimately, business growth. By prioritizing empowerment and satisfaction, organizations can drive sustained growth and success.

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