

## PERSONAL EMPOWERMENT AS A PRODUCT OF SUPERIOR LEADERSHIP AND INVOLVEMENT-CULTURE: EVIDENCES FROM COOPERATIVE SOCIETIES IN KERALA

\*Farisa Abdul Azees, \*\*Dr. K Sravana

### Abstract

Leadership which induces sense of involvement and empowerment is proven to keep satisfied work force. This study picks out these two factors i.e.; Leadership (L) and Involvement-Culture (IC) and analyses their impact on followers' Empowerment, specifically Personal Empowerment (PE) dimension with an in-depth view into predictors' impact on two constituent factors of PE, namely- Self-esteem and Self-efficacy. Employees of cooperative societies in Kerala were opted as samples for study picking 210 employees from them. Study on employees cum members of cooperative sector is low sought yet, which necessitated the topic as they play an important role in building up economy of a country. Results showed that both predictor variables have significant impact on the personal empowerment dimension of employees in cooperative societies. However, an in-depth analysis revealed that leadership have little control over self-esteem aspect of employees and involvement-culture does not distinctively promote

**Keywords:-** Leadership, Involvement-Culture, Self-esteem, Self-efficacy, Personal Empowerment.

Leadership is about performance of teams, groups, and organizations. (Hogan & Kaiser, 2005). They provide direction to organizational performances with their ideals, vision, and purpose. (Blau, J.R/ : Alba, 1982). Superior

quality and promptly exercised leadership gets organizations to new heights with well satisfied workforce sided with another factor that have an effect on empowered workforce, namely, involvement-culture of the organization.

---

\*Farisa Abdul Azees, Research Scholar, PG and Research Department of Commerce, Govt. College, Madappally, VadaKara. E-mail: farisaaazees018@gmail.com.

\*\*Dr. K Sravana, Associate Professor and Research Supervisor, Department of Commerce & International Business, Central University of Kerala, Kasargode. E-mail: drksravana@gmail.com

Organizational culture in any institution is perceived and designed to create sense of identity for employees, and make managers to guide their actions, decisions and marketing efforts by organizational values and shared beliefs. Hence idea itself creates context of involvement (I, 2020). This study focuses on the effect of both leadership and involvement-culture of organization on personal empowerment dimensions of employees working in Cooperative Societies in Kerala. Personal empowerment dimension is again split into self-esteem parameter and self-efficacy parameter so as to attain indept knowledge on effect of afore mentioned predictor variables. Employees with high self-esteem perceive themselves as important, meaningful, and worthwhile within their organization and self-efficacy is belief of an employee about probability of successful execution of some future actions or tasks or that employee himself may achieve some results in future (Gardner & Pierce, 1998). Cooperative sector is an under-researched area where many studies have yet to be done so that aim of cooperation can be fully attained. This study has marked cooperative societies which pledges to empower weaker sections of society.

### Literature Review

Leaders are ones who lead institution, makes decisions that are beneficial for institution, and inspires followers to do so. Leadership occurs when organization builds cadre of future leaders who have capacity to shape an organization's culture and create patterns of success (Ulrich & Smallwood, 2015). They impact

organizational effectiveness through their followers and have great impact on engaging employees within organization (Batista-Taran et al., 2009). Organization's strength and weaknesses all depends on how well employees perform in given environment. So, factors which lay foundation for high performance must be analysed. Managers at all levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision or without it so that high performance can be achieved by organization (Abbas & Yaqoob, 2015).

Organizational culture is sometimes defined as our shared values, way we do things around here, or rituals and stories we share when bringing someone new into organization (Marker, 2017). But this sharing does not widely flow between administrative department and lower level of organization which often leads to distrust and resistance from part of employees (Foster-Fishman & Keys, 1997) have great impact or influence on employee performances (Gayatri & Prasilowati, 2024). Ever growing literature indicates that employee empowerment is positively related to performance (Fernandez and Moldogaziev 2011; Kirkman and Rosen 1999; Lawler, Mohrman, and Ledford 1992, 1995; Lee, Cayer, and Lan 2006; Nielsen and Pedersen 2003; Spreitzer 1995, Fernandez 2013).

Thus, it is evident that Leadership, Involvement-Culture and Empowerment, all tends to incline towards employee performance. But little knowledge is available on how leadership

and involvement-culture affect Personal Empowerment of employees in an organization. Studies have shown that leadership promotes organization culture which is again improved by prevalence of psychological empowerment of employees in organizations (Rabindra Kumar et al., 2015). This study tries to find new insight into connection between leadership, involvement-culture and personal empowerment among employees in context of Cooperative Societies of Kerala.

### Statement of the Problem

Success of any organization lays in employee performance, which is result of satisfied workforce, an inspirational and transformational leadership, sense of belongingness in organization and sense of empowerment at workplace. Many studies have proven that leadership and organization culture play major role in employee performance, and that employee empowerment also enhances employee performances. But does leadership and involvement-culture can promote empowerment among employees is vague picture in literatures. Personal empowerment of employees is major milestone most organizations skip and focuses on economic and social empowerment. But here, researcher exclusively considers personal empowerment dimension of employees.

### Scope of the Study

This study is limited to employees of cooperative societies in Kerala. Study further takes into account only personal empowerment aspect of employees that may have relation to Leadership and Involvement-culture in organization and

other dimensions like economic, social, or workplace empowerment dimensions are neglected.

### Significance of the Study

Present study attempts to understand impact of Leadership and involvement-culture in cooperative societies on personal empowerment dimension of employees. Personal empowerment is rarely sought dimension in an organization, but is of greater importance as self-esteem and self-efficacy of employees play greater role in satisfaction factor of employees in any organization. In-depth analysis of personal empowerment dimension will give clear picture on where focus should be so that satisfactory and high performing workforce can be maintained.

### Objectives of the Study

- To assess level of effective leadership and involvement-culture in cooperative Societies in Kerala
- To understand level of Self-efficacy and Self-esteem prevalent among employees of Cooperative Societies in Kerala
- To analyse Effect of Leadership and Involvement-culture on Personal Empowerment dimension of employees of Cooperative Societies in Kerala.

After extensive review of relevant available literatures, hypotheses formulated for study are:

**H01:** Predictor Variable L and IC have significant impact on Personal Empowerment of employees of Cooperative Societies.

**H02:** Predictor Variable L and IC have significant impact on Self-esteem factor of employees of Cooperative Societies.

**H03:** Predictor Variable L and IC have significant impact on Self-efficacy factor of employees of Cooperative Societies.

**Research Methodology**

*Nature of study:* Study is descriptive and analytical in nature.

*Sampling:* From population of employees of Cooperative Sector in Kerala, sampling unit employees working in

cooperative societies. Total of 210 samples were selected according to Krejcie’s and Morgan’s formula.

*Data Collection:* Data were collected through structured questionnaires from respondents.

*Tools for Analysis:* IBM SPSS Statistics 26 software was made use of and tests applied include descriptive statistics and linear regression.

**Analysis**

From Table 1, we can understand that Leadership and Involvement-culture both have high mean value (above 4), which

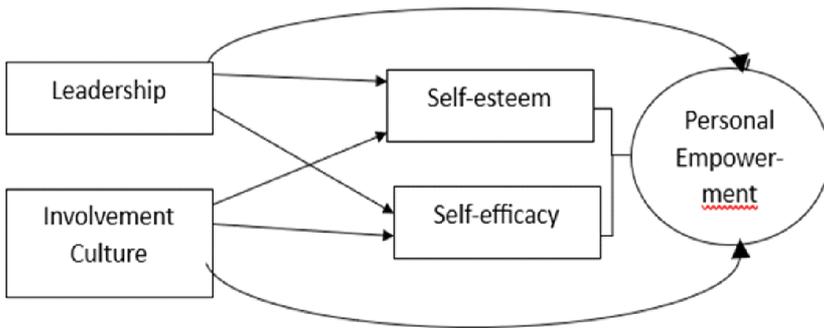


Figure 1: Conceptual framework

Table 1

Descriptive statistics of Independent Variables and Dependent Variable

Independent Variables	Mean	Std. Deviation
	Statistics	Statistics
Leadership	4.5533	2.75956
Involvement-culture	4.5306	2.98229
<b>Dependent Variable (PE)</b>		
Self- Efficacy	3.8607	4.08072
Self-Esteem	4.9638	5.04264

Source: Primary Data

indicates that both prevails at high level in Cooperative societies in Kerala and that all determinants of personal empowerment have high mean value (close to 4 or above 4), from which it is evident that personal empowerment prevails at high level among employees of cooperative societies in Kerala.

**Hypotheses Testing**

From table 2, it is evident that all variables are reliable for study as Cronbach Alpha value for all variables are more than 0.7 or close to 0.7. Alpha values above 0.6 is also considered valid reliability value (Nunnally & Bernstein, 1994). The overall Cronbach Alpha value for study is 0.812.

*H01: Predictor Variable L and IC has significant impact on Personal Empowerment of employees of Cooperative Societies*

Table 3 shows that coefficient of determination (R square) 0.122, which means 12.2 per cent variation in dependent variable (personal empowerment) is explained by independent variable (Leadership and Involvement-culture).

Table 4 test overall goodness of fit of fitted regression model, and concluded that fitted model with predictors- Involvement-culture and Leadership and dependent variable - Personal Empowerment of employees is significant as P-value of F statistics is 0.000 and is less than level of significance level ( $\alpha = 5$  per cent). Hence, model is fit.

Coefficient table (table 5) shows regression equation using coefficient table is  $Y = 67.173 + (0.637 + 0.451) X$ . Also, regression coefficient is significant as p-

**Table 2**  
**Reliability**

Variable	Cronbach Alpha
Leadership	0.755
Involvement-culture	0.692
Self-esteem	0.646
Self-efficacy	0.807

*Source: Primary Data*

**Table 3**  
**Model fit Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 <sup>a</sup>	.131	.122	6.68737
a. Predictors: (Constant), Involvement-culture, Leadership				
b. Dependent Variable: Personal Empowerment (self-esteem and Self Efficacy)				

*Source: Primary Data*

**Table 4**  
**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1389.549	2	694.775	15.536	.000 <sup>b</sup>
	Residual	9257.217	207	44.721	-	-
	Total	10646.767	209	-	-	-
a. Dependent Variable: Personal Empowerment (self-esteem and Self Efficacy)						
b. Predictors: (Constant), Involvement-culture, Leadership						

*Source: Primary Data*

**Table 5**  
**Co-efficient table**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	67.173	5.386	-	12.472	.000
	Leadership	.637	.181	.246	3.529	.001
	Involvement-culture	.451	.167	.188	2.698	.008
a. Dependent Variable: Personal Empowerment (self-esteem and Self Efficacy)						

*Source: Primary Data*

value (0.00) is less than level of significance level ( $\alpha = 5$  per cent) in all cases. Hence, we accept the null hypothesis.

In order to get an in-depth view of situation, researcher splits PE into self-esteem and self- efficacy and regression function is run again. With this procedure, researcher could identify exact contribution of each predictor variables on both personal empowerment dimensions.

*H02: Predictor Variables L and IC has significant impact on Self-esteem factor of employees of Cooperative Societies*

From model fit summary of predictor variable with independent

variable as self-esteem (Table 6), we can infer that only 6 per cent of variation in predictors explains changes in self-esteem among employees of cooperative societies.

Table 7 concluded that fitted model with predictors- Involvement-culture and Leadership and dependent variable as Self-esteem of employees is significant as P-value of F statistics is 0.000 and it is less than level of significance level ( $\alpha = 5$  per cent). So, model is fit.

Regression equation using coefficient table (Table 8) is **Y = 33.532+ (0.232+ 0.341) X**. Regression coefficient is significant as p-value (0.00) is less than

**Table 6**  
**Model fit summary (Self-esteem)**

Model	R	R Square	AdjustedR Square	Std. Error of the Estimate
1	.275 <sup>a</sup>	.076	.067	4.87092
a. Predictors: (Constant), Involvement-culture, Leadership				
b. Dependent Variable: Self-esteem				

Source: Primary Data

**Table 7**  
**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	403.250	2	201.625	8.498	.000 <sup>b</sup>
	Residual	4911.246	207	23.726	-	-
	Total	5314.495	209	-	-	-
a. Dependent Variable: Self-esteem						
b. Predictors: (Constant), Involvement-culture, Leadership						

Source: Primary Data

**Table 8**  
**Coefficient Table**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.532	3.923	-	8.547	.000
	Leadership	.232	.131	.127	1.766	.079
	Involvement-culture	.341	.122	.202	2.804	.006
a. Dependent Variable: Self-esteem						

Source: Primary Data

level of significance level ( $\alpha = 5$  per cent) in all cases except for Leadership (P Value= 0.70). So, null hypothesis is rejected in case of L and accepted in case of IC. This means, Leadership does not have much control or effect on Self-esteem of employees in cooperative societies.

*H03: Predictor Variables L and IC has significant impact on Self-efficacy factor of employees of Cooperative Societies*

Table 9 above shows that only 8.9 per cent of change in dependent variable Self-efficacy is explained by predictor variables Leadership and Involvement-culture.

ANOVA table (Table 10) shows that model with predictors involvement-culture and Leadership and dependent variable Self-efficacy is fit as p-value is less than 0.05 which means significant. Thus, model fit is confirmed.

Regression equation using coefficient table (Table 11) is  $Y = 33.631 + (0.405 + 0.109) X$ . P-value (0.00) of regression coefficient is significant as is less than level of significance level ( $\alpha = 5$  per cent) in all cases except for Involvement-culture (p value = 0.262). So, research hypothesis is rejected in case of IC and accepted in Case of L. This means that Involvement-culture does not have much control or effect on Self-efficacy of employees in cooperative societies.

**Findings**

Co-operative sector thrives to empower its members in all dimensions, whether it may be personal, social or economic. In this study, focusing on personal dimension of empowerment, analysis of data retrieved through questionnaire method revealed that only 12 per cent of dimension personal empowerment among employees of Cooperative Societies is explained by Leadership and Involvement-culture predictors.

An in-dept analysis also shed light into precise extend to which leadership factor and Involvement-culture factor exercise an effect on personal empowerment dimension Leadership does not take part

**Table 9**  
**Model fit Summary (Self-efficacy)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312 <sup>a</sup>	.098	.089	3.89520
a. Predictors: (Constant), Involvement-culture, Leadership				
b. Dependent Variable: Self-efficacy				

Source: Primary Data

**Table 10**  
**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	339.604	2	169.802	11.191	.000 <sup>b</sup>
	Residual	3140.724	207	15.173	-	-
	Total	3480.329	209	-	-	-
a. Dependent Variable: Self-efficacy						
b. Predictors: (Constant), Involvement-culture, Leadership						

Source: Primary Data

**Table 11**  
**Coefficient Table**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.641	3.137	-	10.723	.000
	Leadership	.405	.105	.274	3.850	.000
	Involvement-culture	.109	.097	.080	1.125	.262

a. Dependent Variable: Self-efficacy

*Source: Primary Data*

in shaping self-esteem factor of employees, but, has an impact on self-efficacy factor more than Involvement-culture, whereas, Involvement-culture does not affect or control self-efficacy factor of employees., rather it has an impact of self-esteem factor.

**Suggestions**

In order to uplift and improve cooperative working environment, it is suggested that the leaders must actively initiate programmes to empower employees and motivate them so that they cultivate sense of involvement in organization and also improves their self-efficacy. Motivation provided by Leaders and their charisma can have great impact on self-efficacy of employees. Improvement in Involvement-culture will, as evident from analysis, certainly improve self-esteem of employees in cooperative context.

**Conclusion**

Leadership means having ability to direct, mobilize, and influence employees to continually improve job satisfaction in

carrying out their main tasks and functions in work process (Paais & Pattiruhu, 2020). Hence, if leadership has no significant impact on self-esteem of employees, leadership style chosen by leaders have to be reviewed so that better work force can be maintained for prosperity of organization as cooperative sector mainly depend on its employees whom in most cases are members of those societies. Various studies have provided evidences for link between leadership, organization culture and performances. Some of them have provided connection between empowerment and performances. This study is aimed to new approach by linking leadership and involvement-culture with personal empowerment of employees.

**Scope for Further Research**

This study is limited to Personal Empowerment aspect of employee empowerment. All other aspects such as psychological, economical, workplace empowerment etc., are yet to be researched. Cooperative Societies are main concern of this study. But other cooperative nodes are not studied till date.

## References

1. ABBAS, Q., & Yaqoob, S. (2015). Effect of Leadership Development on Employee Performance in Pakistan. *Pakistan Economic and Social Review*, 47(2), 269-292.
2. Batista-Taran, L., Shuck, M., Gutierrez, C., & Baralt, S. (2009). The Role of Leadership Style in Employee Engagement. *The Role of Leadership Style in Employee*, 15-20. [http://digitalcommons.fiu.edu/cgi/viewcontent.cgi?article=1143&context=sfer%5Cnhttp://coeweb.fiu.edu/research\\_conference/](http://digitalcommons.fiu.edu/cgi/viewcontent.cgi?article=1143&context=sfer%5Cnhttp://coeweb.fiu.edu/research_conference/)
3. Blau, J.R??: Alba, R. . (1982). Leadership as empowering others. *Executive Power:How Executives Influence People and Organizations*, January, 63-77. [https://www.researchgate.net/profile/W-Burke/publication/246661498\\_Leadership\\_as\\_Empowering\\_Others/links/56aa400608aeaeb4cefaj595/Leadership-as-Empowering-Others.pdf](https://www.researchgate.net/profile/W-Burke/publication/246661498_Leadership_as_Empowering_Others/links/56aa400608aeaeb4cefaj595/Leadership-as-Empowering-Others.pdf)
4. Dr. Saroj Kumar Singh. (2016). Problems and Prospects of the Cooperative Movement in India under the Globalization Regime. *International Journal of Indian Psychology*, 3(3). <https://doi.org/10.25215/0304.073>
5. Fernandez, S. (2013). Employee Empowerment, Employee Attitudes, and Performance: Testing a Causal Model. *The American Society for Public Administration*, 73(3), 490. <https://doi.org/10.1111/puar.12049>.
6. Fernandez, S., & Moldogaziev, T. (2011). Empowering public sector employees to improve performance: Does it work?. *The American Review of Public Administration*, 41(1), 23-47.
7. Foster-Fishman, P. G., & Keys, C. B. (1997). The person/environment dynamics of employee empowerment: An organizational culture analysis. *American Journal of Community Psychology*, 25(3), 345-369. <https://doi.org/10.1023/A:1024628711026>
8. Gardner, D. G., & Pierce, J. L. (1998). Self-Esteem and Self-Efficacy Within the Organizational Context: An Empirical Examination. *Group and Organization Management*, 23(1), 48-70. <https://doi.org/10.1177/1059601198231004>
9. Gayatri, T. M., & Prasilonati, S. L. (2024). The influence of organizational climate and organizational culture on the performance of employees of the tourism and creative economy office of DKI Jakarta province with motivation as an intervening variable. *Jurnal Scientia*, 13(01), 481-496.
10. Ghosh, A. K. (2007). Cooperative movement and rural development in India. *Social Change*, 37(3), 14-32. <https://doi.org/10.1177/004908570703700302>
11. Hogan, R., & Kaiser, R. B. (2005). What we know about leadership. *Review of General Psychology*, 9(2), 169-180. <https://doi.org/10.1037/1089-2680.9.2.169>
12. I, K. (2020). JOB INVOLVEMENT: ORGANIZATIONAL CULTURE IDENTITY CORE Khechosvili. *Sciences of Europe*, 50, 3-6.
13. Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management journal*, 42(1), 58-74.
14. Kumar, A., & Sandeep. (2018). Role of Cooperatives in Sustainable Rural Development in India. *European Journal of Business & Social Sciences*, 06(12), 458-465.
15. Lawler III, E. E., Mohrman, S., & Ledford Jr, G. E. (1992). The fortune 1000 and total quality. *The Journal for Quality and Participation*, 15(5), 6.

16. Lee, H., Cayer, N. J., & Lan, G. Z. (2006). *Changing federal government employee attitudes since the Civil Service Reform Act of 1978*. *Review of Public Personnel Administration*, 26(1), 21-51.
17. Marker, A. (2017). *Organizational Culture*. In J. L. M. and J. C. D. K. H. Silber, W. R. Foshay, R. Watkins, D. Leigh (Ed.), *HANDBOOK OF IMPROVING PERFORMANCE IN THE WORKPLACE Corporate*. International Society for Performance Improvement.
18. Nielsen, Jørn Flobr, and Christian Preutbun Pedersen. 2003. *The Consequences and Limits of Empowerment in Financial Services*. *Scandinavian Journal of Management* 19(1): 63-83
19. Nunnally, J.C., & Bernstein, I.H. (1994). *Psychometric theory*. New York: McGraw-Hill.
20. Paais, M., & Pattiruhu, J. R. (2020). *Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance*. *Journal of Asian Finance, Economics and Business*, 7(8), 577-588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
21. Rabindra Kumar, P, Panda, M., & Jena, L. K. (2015). *Transformational leadership and psychological empowerment: Mediating effect of Organizational culture in Indian retail industry Abstract*. *Journal of Enterprise Information Management*, 28(2), 14-39. <http://dx.doi.org/10.1108/JEIM-09-2013-0066%5Cnhttp://dx.doi.org/10.1108/TLO-05-2013-0024%5Cnhttp://dx.doi.org/10.1108/JEIM-01-2014-0003>
22. Spreitzer, G. M. (1995). *Psychological empowerment in the workplace: Dimensions, measurement, and validation*. *Academy of management Journal*, 38(5), 1442-1465.
23. Ulrich, D., & Smallwood, N. (2015). *What is Leadership?* In *Advances in Global Leadership*. [http://dx.doi.org/10.1108/S1535-1203\(2012\)0000007005%0ADownloaded](http://dx.doi.org/10.1108/S1535-1203(2012)0000007005%0ADownloaded)

**Dr. K. Sasikumar & Dr. Sanoop Gopi Krishna**

## **SOLID WASTE MANAGEMENT**

This compact book describes how to avoid, minimize and manage solid waste and discusses models which, if implemented, can solve many of the current solid waste problems. The text discusses the various sources of waste generation, composition of solid waste and the need for designing a strategic plan for solid waste management. The book is intended as a text for MBA, B.Tech (Chemical Engineering) and M.Tech (Civil/Environmental Engineering, Environmental Science). It will be quite handy for consultants in solid waste management, environmental engineers and municipal corporators.

**PHI Learning Private Ltd., Rimjhim House, Delhi - 110 092**

Published in 2014 \* Pages 294 \* Price Rs. 275/- \* Paperback