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Impact of Employee Empowerment and Job Enrichment on Employee Performance

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ABSTRACT

This work explores the influence of employee empowerment (EE) and job enrichment (JE) on employee performance (EP) in Pakistan's banking sector. A quantitative method was employed to gather data from 250 employees of commercial banks in Khairpur Mir through structured questionnaires. The Reliability analysis established that there is a high degree of internal consistency (Cronbach's $\alpha = .878$). Correlation results showed that EP has very strong positive relationships with EE-EP ($r = .808, p < .001$), JE-EP ($r = .722, p < .001$), and EE-JE ($r = .691, p < .001$). Multiple regression analysis indicated that both EE ($\beta = .592, p < .001$) and JE ($\beta = .313, p < .001$) are significant predictors of EP. Together, they explain 70.4% of its variance (Adj. $R^2 = .701$). The model was statistically significant ($F(2,247) = 293.166, p < .001$). All the hypotheses were accepted, which confirmed EE as the strongest predictor. The results are consistent with Herzberg's two-factor theory, which holds that intrinsic motivators (autonomy, growth) are the most important in performance. Practical implications show that banks should give priority to empowerment (e.g., decentralizing decisions) and at the same time, they should energize this with job enrichment (e.g., cross-functional tasks) so that they can be optimal in their performance. Limitation of the study is that it is sector-specific which means that future research is needed in other sectors as well.



Introduction

With the dynamic changes in the field of organizational behavior and human resource management, employee empowerment and job enrichment are considered as the critical processes for improving employee performance and organizational effectiveness. This treatment of employees refers to employee empowerment, which means giving employees more autonomy, authority, and decision freedom, and is connected to the employees' greater motivation, commitment, and satisfaction of the job (Dwiarto & Dwianto, 2025). At the same time, job enrichment, i.e., improving job design by increasing its variety, complexity, autonomy, and levels of responsibility work, has been reported to contribute to the promotion of intrinsic motivation and the reduction of employee turnover (Wambua & Wambua, 2024).

The contemporary working-age population is in a greater need not only to be offered competitive payment but to be provided with purposeful functioning and subjective development. Giving employees the power will create a feeling of ownership, and this may promote the level of individual and group performance (Nugroho & Mumin, 2025). In like manner, job enrichment also concurs with the two-factor theory by Herzberg who believed in the relevance of intrinsic factors as drivers of high-quality job performance which are mainly achievement and acknowledgment (Wahyudin & Winarto, 2025).

In a recent development, the research has shown that institutions that utilize the techniques of empowerment and enrichment experience an increase in the rate of innovation, flexibility and productivity (Djaelani & Mawardi, 2025). Indeed, adopting a system of systematic job rotation and autonomous information decisions have demonstrated to enhance task performance as well as worker involvement in a significant manner (Ismail et al., 2025). Whilst in technological intensive settings, structure job designs that suit cognitive and developmental concerns have been stated as having a positive correlation with Creative work and pro-active endeavors (Liu & Gao, 2025).

Although the benefits brought by this integration are understood it has not been successfully achieved across cultures and industries. Most organizations maintain the use of the traditional hierarchical management model that do not allow the human capital into full-potential. The study aims at filling that knowledge gap by examining how the two concepts of empowerment and enrichment have a dual effect on the employee work performance, based on the latest empirical evidence. It strives to provide a model in which managers and HR professionals can develop a culture in which the autonomy, improvement, and continued superiority are encouraged.

Research Objectives

1. Examine the impact of employee empowerment on employee performance.
2. Examine the impact of job enrichment on employee performance.
3. Examine the combine impact of employee empowerment and employee enrichment on employee performance.

Research Questions

1. What is the impact of employee empowerment on employee performance.
2. What is the impact of job enrichment on employee performance.
3. What is the combine impact of employee empowerment and employee enrichment on employee performance.

Literature Review

Employee Empowerment and The Performance of Employees

Empowerment of the employees is identified with great certainty as a force of advancing efficiency within an organization and personal job performance. It includes assigning more freedom, duty, and power to make decisions to the employees. More specifically, psychological empowerment has been identified to have direct impact in terms of creating creativity among employees and in terms of task performance particularly in, knowledge-intensive industries. Inspired employees tend to be more meaningful, competent, and effective in doing their job, a fact which makes employees perform better.

Research has revealed that leadership types that address empowering practices including distributed leadership have a great influence on innovation and work engagement amongst employees. Trusting the employees with the decision-making process makes them become more proactive and devoted towards the goals of the organization. Even the studies by the pharmaceutical industry concur with the views on leadership practices that embrace delegation and frequent feedback that result in growth of engagement and retention process, which further supports the performance results.

In addition, resistance to change and organizational citizenship behavior has also been found improved with the help of empowerment practices. Psychological empowerment also serves the purpose of mediating the support of leadership and high performance in multicultural environments by giving the employees confidence and clarity on their jobs.

It has established the fact that employee empowerment is not only an effective motivational practice in business, it is a practical approach towards sustainable employee performance in any sector and any level of organization.

Job Enrichment and Employee Performance

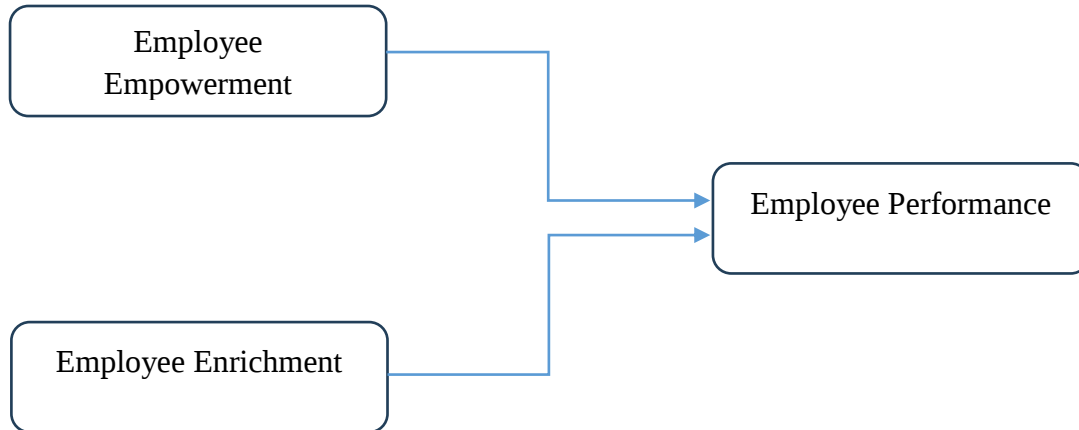
Job enrichment aims at expanding the height and span of job task to make work more satisfying. This involves increasing task diversity, freedom, meaning, and chances of self-development. When job roles are enriched, the results are usually increased intrinsic motivation that subsequently results in improved performances. When employees perform enriched jobs, there are high chances that they will be engaged, satisfied, and committed to their organizations.

Findings in both the public and individual sector have indicated that job enrichment can enhance job satisfaction and it leads to diminished burnout and has a positive impact on some of the main performance tests. By valuing employees on an intrinsic level, a company is likely to get employees who will have a greater sense of ownership within the organization and will be more likely to exercise initiative and produce quality work. Job enrichment in manufacturing sectors has been associated with decline in absenteeism rates, increase in quality of output as well as improved time management.

Systematic reviews also conclude that job enrichment strategies decrease intentions of leaving their jobs and increase loyalty to the organizations. The use of enrichment practices to cover the aspect of constant learning and strengthening of skills operates particularly well in the industry where technology is the driving force and where continuous performance is necessary and the resilience to change requires supporting.

On balance, job enrichment turns out to be an effective instrument of promoting employee results. It motivates, it makes people efficient and it helps in spawning innovation, which are all important factors in high-quality job performance.

Research Model



Research Hypothesis

1. There is positive and significant impact of employee empowerment on employee performance.
2. There is positive and significant impact of job enrichment on employee performance.
3. There is positive and significant combine impact of employee empowerment and employee enrichment on employee performance.

Research Methodology

This research follows a quantitative research design that aims at analyzing the effects of employee empowerment and job enrichment to the performance of employees at the banking industry of Khairpur Mir, Pakistan. The study aims to obtain knowledge of the role played by organizational practice in determining the performance outcomes of employees in terms of a measurable and organized approach. In this research, the sample group was composed of 250 members who were chosen within different commercial banks functioning in Khairpur Mir. Accessibility and representation of employees in various departments and levels were used as bases of determining the sample size. The type of research instrument was the structured questionnaire, with closed-ended questions that were designed based on 5-point Likert scale, which included the variables of empowerment, job enrichment, and performance.

Primary data was also taken directly through the employees of the banks whereby the questionnaire was distributed in person. The responses obtained were coded and statistically analyzed by using Statistical package of the Social Sciences (SPSS). To test the hypotheses and establish the relationships between the independent variables (employee empowerment and job enrichment) and the dependent variable (employee performance), inferential statistics, which do include correlation and regression analyses, were employed; The unification in the use of SPSS guaranteed consistent and proper review of the data, which provides empirical knowledge on the dynamics of the performance of the working environment within the banking industry. This approach of methodology allowed the researchers to make a reasonable conclusion as to the efficiency of such strategies as empowerment and enrichment in enhancing employee outcomes.

Data Analysis

Reliability Analysis

Table 1:

Reliability Statistics	
Cronbach's Alpha	N of Items
.878	15

According to the reliability statistics table, the Cronbachs Alpha value is pointing at .878 as an amount of items used on the scale was 15. This value, .878 indicates that there is great reliability in the internal consistency of the scale or questionnaire under measurement. This value of Cronbachs alpha is very high (significantly higher than the accepted limit of .70 and near the .90 limit of being an excellent value in terms of reliability) and indicates very strongly that the 15 items are all repeatedly measuring the same underlying concept. The scale is reliable as it is producing stable results and respondents are replying to these items almost consistently. That is the reliability is high with 15 items that contribute this high reliability and there is no statistical evidence in this analysis to say that there are items that can be removed to increase the internal consistency of the scale. On the whole, this finding gives substantial arguments that the scale is a reliable indicator of scale it was created to measure.

Correlation analysis

Table 2:

Correlations				
		EP	EE	JE
EP	Pearson Correlation	1	.808**	.722**
	Sig. (2-tailed)		.000	.000
	N	250	250	250
EE	Pearson Correlation	.808**	1	.691**
	Sig. (2-tailed)	.000		.000
	N	250	250	250
JE	Pearson Correlation	.722**	.691**	1
	Sig. (2-tailed)	.000	.000	
	N	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).				

In this correlation matrix, there are three variables namely: EP, EE and JE. Each of the correlation coefficients between each pair is strong and positive and statistically significant at $p < .001$ (2-tailed) level using sample of $N = 250$ pairs. Specifically:

EP and EE: Have the greatest correlation with Pearson $r = .808$. This is a very high positive correlation; as the value of EP increases the value of EE also increases and the other way round (much above the r level suggested by Cohen which is .50 for a large effect).

EP and JE: also have very high and positive relationship and $r = .722$. An increased amount of EP is greatly linked to an increased amount of JE.

EE and JE: They exhibit positive correlation to a great extent with the r value of .691. The increase of EE is strongly related to increased levels of JE.

Regression Analysis

Table 3:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.704	.701	.46165
a. Predictors: (Constant), JE, EE				

The given model summary table shows the outcomes of a multiple linear regression analysis (Model 1) with Employee Performance (EP) as an outcome variable and predicted by Job Enrichment (JE) and Employee Empowerment (EE). The model shows an exceptional predictive power of the market:

On the whole model fit (R): Multiple correlation coefficient ($R = .839$) shows that there is highly strong positive linear association among total predictors (JE & EE) and outcome variable (EP). This implies that combination of the two predictors is very effective in explaining the variance of EP.

Explained Variance (R Square): The R Square of the regression model is equal to .704, this indicates that the interaction between Job Enrichment (JE) and Employee Empowerment (EE) can be deemed to statistically account to about 70.4 percent of the variation in Employee Performance (EP). As it is a very high proportion, it means that the model explains the majority of variations that can be found in EP.

Adjusted R Square: Adjusted R Square (.701) is very much similar to the R Square. This slight correction (controlling the number of predictors by sample size) is a testimony to the fact that the explanatory power of the model (.701 or 70.1%) is not falsely boosted by merely increasing number of predictors. The good value supports the high fit of the model.

Table 4:

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.959	2	62.480	293.166	.000 ^b
	Residual	52.641	247	.213		
	Total	177.600	249			
a. Dependent Variable: EP						
b. Predictors: (Constant), JE, EE						

It is an ANOVA table of the hypothesis that the multiple linear regression model (Model 1) predicts Employee Performance (EP) based on both Job Enrichment (JE) and Employee Empowerment (EE) and it is of the overall statistical significance of that multiple regression model. The results yield incredible pieces of information showing that the model is statistically significant:

To sum up the model relevance (F-test): The F-statistic is highly significant ($F(2, 247) = 293.166$) and the level of $p < 0.001$ (Sig. = 0.000b). That strongly refutes the null hypothesis that the regression model is useless (i.e., that the coefficients to both EE and JE are the same in the population).

Table 5:

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.768	.611		9.441	.000
	EE	.456	.037	.592	12.342	.000
	JE	.258	.040	.313	6.520	.000

a. Dependent Variable: EP

Table 2 shows the statistics of the multiple linear regression model 1, that predicts Employee Performance (EP) based on Employee Empowerment (EE) and Job Enrichment (JE). These findings have statistically significant data to show that both EE and JE are profound predictors of EP even after adjusting each other:

Constant (Intercept): The intercept ($B = 5.768$, $p < .001$) is extremely important. This means that the baseline value given the zero value of Employee Empowerment (EE) and the Job Enrichment (JE) 5.768 units is the predicted level of Employee Performance (EP). This is a value that is statistically different to zero.

Employee Empowerment (EE): B Unstandardized Coefficient: .456. Beta: .592. Significance: $p < .001$

Interpretation: Ceteris paribus (keeping Job Enrichment (JE) constant), every unit increase on Employee Empowerment (EE) would result into an increase on the Employee Performance (EP) by 0.456 units. A beta weight (.592) shows that EE is the most influential relative predictor to EP as compared to the other predictor. This connection is statistically appreciable ($p < .001$).

Job Enrichment (JE): Unstandardized Coefficient (B):.258. Standardized C (beta):.313. Significance: $p < .001$

Interpretation: While Employee Empowerment (EE) is held constant each unit increment in Job Enrichment (JE) will lead to a 0.258 increase in Employee Performance (EP). Beta weight (.313) shows that JE has a significant, albeit less powerful, comparative influence on EP as compared to EE. The relation also shows statistical significance ($p < .001$).

Hypothesis Acceptance and Rejection Table

Table 6:

H1	There is positive and significant impact of employee empowerment on employee performance.	Accepted
H2	There is positive and significant impact of job enrichment on employee performance.	Accepted

H3	There is positive and significant combine impact of employee empowerment and employee enrichment on employee performance.	Accepted
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Conclusion

Following the in-depth examination of the data of 250 employees in Pakistan banking sector, this research clearly establishes that employee empowerment (EE) and job enrichment (JE) have a profound impact on the employee performance (EP) up to a positive side. Employee empowerment, who are identified with giving autonomy, decision-making power, and responsibility, was revealed as the highest variable ($\beta = .592$, $p < .001$), meaning that the regression coefficient is if 1 unit increase in EE then the performance will be 0.456 units when JE is constant. Job enrichment, organizing more different and complex tasks, and giving the possibility of growth greatly improve the performance ($\beta = .313$, $p < .001$), a unit increase in JE will add 0.258 units to EP. The primary importance is that the combined impact of EE and JE makes a big part of the 70.4% of the variances in employee performance (Adjusted $R^2 = .701$) thus proving their mutual effect. The overall regression model is statistically significant ($F(2,247) = 293.166$, $p < .001$), thus, these results are valid. The findings are consistent with Herzberg's two-factor theory, they emphasize the importance of intrinsic motivation such as autonomy and achievement as the main factors of performance.

The research backs up the three propositions: Employee empowerment (EE) and Job enrichment (JE) both individually and collectively contribute to the employee performance (EP). To put this into practice, banks should focus on the implementation of empowerment projects like decentralizing decision-making and the creation of feedback mechanisms, as these have been found to have a stronger impact based on the research. Besides, job enrichment activities that complement these, such as the assignment of cross-functional tasks and skill-development programs, should be added so as to harvest the best performance outcome. It is also very important that a job culture that supports the individual's autonomy, ownership, and learning continuously be created to be able to enjoy these gains sustainably. One of the limitations refers to the fact that the study was centered on Pakistan's banking sector, thus it leaves room for future research to cross-industry or cross-cultural studies in order to improve the generalizability. Besides, it is suggested that the focus be on leadership styles as a moderating factor so that more in-depth results will emerge. In the nutshell, the present study constitutes robust empirical evidence that strategically intertwining employee empowerment and job enrichment is an ideal combination to capitalize on employee performance, employee engagement, and sustainable competitive advantage in the banking.

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