Impact of Employee Empowerment to Improve Job Satisfaction within Royal London,

UK.

2019

Contents

Abstract

The research pertains to the understanding of the concept of how employee empowerment can impact the level of job satisfaction that an employee has with the organization's job provided. The other factors involved which help influence this relationship through similar means include employee motivation, creativity and innovation, attitude and advocacy along with the organizational commitment.

The organization in this case of discussion is Royal London, UK, which is an insurance company based in the UK. The use of this research question in case of the selected organization helps understand what the strengths and weaknesses of the organization are. The recommendations at the end of the study help in analyzing what steps are essential to be taken, in order to get better results that are more efficient in terms of retaining employees through the mutual benefit of both the employees and the organization.

Keywords: *Employee empowerment, job satisfaction, improvement, employee creativity & innovation, transformational leadership, employee motivation.*

CHAPTER 1: INTRODUCTION

The topic of research is the **"IMPACT OF EMPLOYEE EMPOWERMENT ON JOB SATISFACTION WITHIN ROYAL LONDON, UK".** This is in context with the relationship that is found to exist between these two factors of employee empowerment and job satisfaction and their presence which is shown through the case of the selected company Royal London, UK. The reason for choosing this company is that it is recognized in its field for providing the best insurance and related services to its customer. It currently operates in multiple countries around the world, with the headquarters based in London, UK. The company's primary services include insurance policies, pensions and investments as well, through various proceedings.

Company Overview

The current situation analysis of the company through various secondary data sources reveals that its employees are satisfied with their work, environment and the growth opportunities that they are provided with. They have revealed and highlighted on various platforms and surveys, how the company has managed to retain and make them work efficiently for long periods of time by taking as much care of them as they do for their customers and management. This can be further analyzed through the instilling of how such an environment plays its role in developing the empowerment of the employees by motivating them to work more efficiently and to become satisfied with their respective jobs as well.

Research Question

The research question on which this paper is based can be mentioned as follow:

"To identify whether employee motivation, job satisfaction and creativity can be increased through a leadership and management style that favours employee empowerment".

This question highlights the relation of the critical factors in question, which are employee empowerment and their satisfaction with the jobs that they perform. The research

involves the demonstration of how the supporting factors help employee empowerment influence job satisfaction levels, which include employee attitude and advocacy, employee motivation, organizational commitment, employee creativity and employee innovation. The relationship and link between job satisfaction, employee empowerment and organizational commitment is well-known and proved through studies of analyzing various companies and organizations (Humborstad and Perry, 2011). This link is with respect to the effect that each of these factors has on each other and how they impact the interest of the employee as well as the organization that is involved. The elements of job satisfaction and organizational commitment are one single branch, whereas the employee empowerment, motivation, creativity, innovation, attitude and advocacy are the independent factors that influence them in different ways. These factors are directly linked to each other, but it is essential to know that a change in circumstances or environment can also prove otherwise.

Significance of The Study

        The importance of the study will be highlighted in proving the relationship of the key factors discussed above in both a general perspective along with the proof through the case of Royal London, UK, to show how they are making use of these factors in their organizations to have efficient and motivated employees and how they are able to retain them for more extended periods of time. The study also looks into the aspect of providing recommendations on how this process can be made more efficient through simple strategic changes to benefit the organization's employee retaining and empowering process.

CHAPTER 2: LITERATURE REVIEW

Introduction

The purpose of this study is to determine the factors determining the impact of employee empowerment to improve job satisfaction through the case of Royal London, UK. Royal London is an insurance policy company with the main offices in London, UK. The data collection for this company will be through the secondary database that is available through public reports and documents. The leading case at hand is the determination of how employee empowerment was and can be used in the future to improve job satisfaction of the employees of a company and whether this statement is true and to what extent. Through various cases and research studies, it is a fact proven time to time, that job satisfaction factor of the employees is an essential factor when it comes to deciding whether the employees of the company are essentially content in their current position or not. The question that this research paper will revolve around can be stated as follows;

"To identify whether employee motivation, job satisfaction and creativity can be increased through a leadership and management style that favours employee empowerment".

This question is essential to the study in a way that it highlights the need for focus and work on the factor that is the increase of job satisfaction, employee's motivational levels and the innovation/creativity at work. Through the review of various literature presented from various decades, this research will determine whether this question is practically confirmed to be of the essence in the organizational context or not. The various literature selected for this study help in the determination of whether the main question posed holds a firm ground at providing better employee satisfaction levels through different styles of leadership and attitudes of the managers of an organization.

Contrary to popular belief that such approaches will take the time or are useless and costly, there are much more valuable and reliable sources of data and research that are

available to confirm that the leadership style and employee empowered attitude will be having positive impacts on the job satisfaction levels of employees in an organization. Through time it is becoming more apparent that if an organization wants to gain competitive advantage, it will have to retain its employees, not through any negative but positive means like employee motivation, empowerment and job satisfaction, which will help the organization survive against the harsh competition in the market and industry.

Background

The background of this research revolves around the use and implementation of employee empowerment practices around the world in different organizations and its impact on how satisfied and content the employees are with their jobs and the duties that are assigned to them. Along with employee empowerment, there are a few other complementary factors that combine efforts with it to aid in the increase of job satisfaction and organizational commitment both. These factors that indirectly influence the two dependent factors include employee empowerment, employee innovation & creativity, transformational leadership and employee motivation.

The factor that directly influences the two dependent factors is employee attitude and advocacy towards their jobs and duties. After the passing of many decades, the market and the range of entrepreneurial activities have varied and adapted according to the more increasing demand for better motivational and creativity induced practices for leadership style and employee motivation. Psychological empowerment & creative process engagement have a long-lasting relationship as they both promote the conditions required for intrinsic motivational levels. Scholars have also stressed upon the fact that employee motivation and empowerment levels need to be at a certain ranking so that the employees can feel the need and importance of associating themselves with their organization, even in unfavourable circumstances where they are at a disadvantage (Dewettinck and Van Ameijde, 2011) and it

is a proven fact that engaging in creative activities leads to employee creativity and innovative outcomes that are important for running a business sustainably.

Transformational Leadership

The research begins with the discussion of the types of leadership styles that aid in the development of an employee's positive attitude towards the organization, among which the Transformational leadership style proves to be of most highlighted expression. Transformational leadership is an essential yet developing style of leadership where its four distinct characteristics differentiate it from the other styles and help with its popularity among the younger generation of entrepreneurs. These four characteristics include but are not limited to individualized consideration, intellectual stimulation, inspiration and charismatic leadership style. This way of leadership not only ensures better employee satisfaction and motivational levels but also reduces employee turnover in the long run for the organization (Choi et al., 2016) and these characteristics help the leader communicate in a better way with the employees, which gives way for the ease of understanding of tasks and then achieving them as well. This is done through mutual consent and favours along with hard work and an enthusiastic attitude, which is a pro-point of this style. It is essential to establish the understanding that this style of leadership is usually popular amongst the younger generation of entrepreneurs which have more awareness regarding the necessity of employee happiness and association with the organization as a whole different perspective to consider. Transactional leadership in the workplace is easy to implement an approach for the leader that adapts it as well. This is because this style gives way for the leaders to get to know their employees more personally, and through which communication is not stiff or broken in terms of the level of conveying the important messages. To adopt this leadership style, entrepreneurs must have a knack for better communication purposes and a keen eye that locates and identifies an area where there are communication barriers present at all. It is not

necessary that all leaders adopt only this style, but they can also avail the option of creating hybrid or new styles through the combination of two or more, as this depends upon their own style and what their beliefs are when leading their organization towards a united goal. Different types of leadership styles have different outcomes and change the behaviour of the employees in a different manner each time. When it comes to this certain type of leadership, the key is to keep employees motivated and invested in the organization's operations by motivating them and being understanding of their needs as well (Men and Stacks, 2013). The adoption of a transformational style of leadership is proved to have a positive relationship with the perceived organizational reputation in the minds of the employees that work with that leader/manager.

Employee Motivation

The motivational levels of an employee or any worker of the sort are necessary to be maintained so that the job satisfaction levels can increase, and employees be able and willing to serve their organizations in a better and more efficient manner, rather than just dragging themselves to do their jobs like a primary task for which they will receive payments. Employee motivation is also associated with an employee's levels of commitment, energy and innovation that they bring forward into their jobs and duties for the organization. Various factors within an organization affect the levels of motivation that an employee has in both positive and negative aspects both. These factors present in an organization include the cultural terms, teamwork, training and development and links to rewards and remunerations (Baird and Wang, 2010). The most basic and essential link that employee motivation has is with the employee empowerment in the workplace, which holds importance in its own manner.

Employee motivation levels are a tricky part to be managed as they can fluctuate at the slightest favourable or non-favourable conditions. An employee must be motivated

enough to choose whether they will perform to their optimal levels for better and efficient task achievement or drag themselves to the targets of the organization to achieve their own personal endeavours. A manager that focuses on task achievement through efficient means will always focus on and try to improve the working conditions of their employees or team members so that they can stay motivated throughout their tenure at the organization. For any organization to progress and become sustainable, it needs to retain its employees, for which employee motivation plays an important role.

The base relationship of an employee's motivation with his/her job satisfaction can be highlighted through the understanding that employees should be considered as internal customers by the organizational management. When they are treated as the customers of the organization, they will be more researched upon for their preferences in different aspects. These will provide the opportunity to get to know the employees of the company more personally and providing for them on such a level that will make them satisfied that their well-being is considered as a priority by the organization and that they are not only treated as workers or mere labour that will achieve company tasks through hard work (Van Scheers and Botha, 2014). This is a more humane approach to leading and increasing both employee motivation and job satisfaction levels at the same time.

Employee Innovation & Creativity

Creativity and innovation are required in any and every walk and industry of occupation. It is the essential part that determines what ideas inspire companies and organizations to come up with better ways to manufacture, market and innovate their products, all the while focusing on growth and representation of better research and skill of various departments. There have been many cases where the company owners failed to realize that high levels of employee creativity and innovation can aid in their processes and hence failed to achieve success through sustainability and resistance. There is an informative

array of journals that demonstrate how the levels of creativity found in the employees within different departments and positions in an organization affect the company's results and have helped achieve targets of the organization through better and more efficient approaches.

Research also confirms that through the application of empowering leadership will positively affect psychological empowerment and in turn, also increase the levels of intrinsic motivation and creative process engagement in the employees. If the leader or manager encourages creative activities in the workplace, it is a proven fact that the employees will feel inclined towards contributing for the greater cause that is the successful target achievements of the organization and also employee empowerment (Zhang and Bartol, 2010). Employee innovation levels are directly impacted through the inculcation of effective employee involvement climates (Wallace et al., 2016). The employee innovation levels are achieved through the link of thriving, which shows how employees directly maintain their innovative standards in a safe and productive environment. Employee creativity process is also associated with four major factors that can be demonstrated through the following chart;
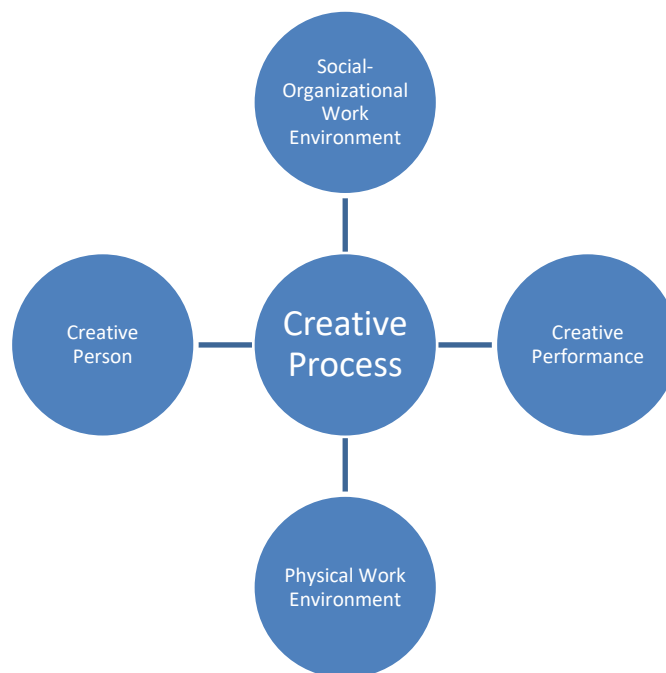
Starting from the first factor, Social-Organizational work environment includes how an employee perceives his/her workplace environment in terms of how important they are

considered when it comes to a decision making the process and the ease of work and communication in the organization. The Physical work environment in the organization refers to the place and factors which determine whether the employees are satisfied and content with what facilities they are provided within the office premises. A creative person is that employee who comes to the workplace with a plethora of innovative ideas of the task and process association in their mind, to favour the organization in terms of decision making (Dul and Ceylan, 2011). Apart from this, associated Creative performance is the task achievement and the level of efficiency that is shown by the employee of that organization.

Employee Empowerment

The employee empowerment factor is related to an employee feeling that he or she is shown respect and is needed in the organization. It is also related to increasing the confidence levels of the organization's employees through appreciation and promotion of their creative ideas that benefit the task achievement process, and it helps the employees register what their true essence at work is. An employee feels the most empowered when their leaders or managers take the time to consider their opinions and ideations on a certain matter related to the organization's progress.

A variety of methods adopted to improve organizational performance also include employee empowerment as a significant factor. The effectiveness of empowerment programs in an organization is easily affected through the failure of encouraging innovation in the workplace through the leadership of various managers, which use different leadership styles and methods to get their work done. But it is not necessary that employee innovation always is ensured through the employee empowerment and employee motivation programs in all cases (Fernandez and Moldogaziev, 2012). Employee empowerment and employee performance are closely related due to the effect that considers the three factors, including delegation, implementation of the management participating and the encouragement

(Meyerson and Dewettinck, 2012). This level of encouragement can be shown through the reward and appreciation basis, which empowers and motivates the employees of an organization. The employees in an organization are well aware of the implications that come if they fail to complete a particular task on time. It is essential to be understanding of their fear and to eradicate it through clever leadership characteristics that put them at ease and help them in empowering themselves for their own and the organization's sake (Seibert et al., 2011). The contextual antecedents and individual characteristics link the employee empowerment factor to that of attitudinal consequences and also the behavioural outcomes. Psychological empowerment of an employee is also notable in this aspect as it beholds the factors of meaning, self-determination, competence and impact on both individual and team levels in the workplace.

Employee Attitude& Advocacy

The attitude of an employee towards their job and the organization, in general, has been researched multiple times and in different scenarios. The most common factors affecting the attitudes of the employees in the workplace include communication between the employees, supervisors and also the management of the organization. The fact to be understood is that there are no reasons to doom these communication-related factors as unnecessary or negative for this cause, which means that are beneficial for maintaining an employee's positive attitude in the company. For better Maintainance of the positive attitude of an employee, the leader, manager or the entrepreneur above them who supervise their actions should take into account what their requirements and demands from the job are. The effectiveness of bilateral communication between these three levels of hierarchy is an essential part when determining how the employees and workers of a particular company behave.

Research proves that the majority of employees were found to be satisfied with their jobs and also considered themselves to ones having positive nature along with the happiness that was truly evident in their work. To promote happiness, job satisfaction and a positive attitude in the workplace, entrepreneurs and managers need to establish a culture that easily supports two-way communication with their employees and team members both. Usually, employees that are front-liners are cheerful and show that they are content with their respective jobs. This gives off a significant and positive impression of the organization itself. If organizations cultivate a fun-oriented culture outside of their work environments where once in a while the employees can relax and let go of their duties and tedious tasks, there will be a change in their behaviour that is guaranteed to be for the best in terms of positivity. There should be no differentiation barriers when it comes to communication in an organization for employees of any position, be it a worker or a manager.

If such barriers exist, the deprived workers or employees usually seek solace and treat their co-workers as a base for communicating about the duties, issues and other work or life-related topics, which ultimately leads to grouping within the organization. Such an attitude is unhealthy and non-productive for the tasks to be achieved effectively (Proctor, 2014). Employee advocacy is related to the employees vouching for or becoming the unofficial marketers of the company who make advertisements and endorsements for the company to improve its brand image in the long run and to gain competitive advantage by decreasing the company's investment in branding and marketing as this is an easier approach for everyone. The benefits of employee advocacy include somewhat immediate results, better prospects for the employees-customers-organization, the organization builds up the employees as its industry thought leaders, the customers and future prospects are provided with real & meaningful interaction (Yeh, 2014). The organization's bottom line is also helped through

this improvement and employees have the power of posting to social media sites on behalf of the organization in a completely different and subtle way.

Job Satisfaction

Through countless studies in the past and present, there has been an established understanding that job satisfaction of an employee will ultimately favour the employee and the organization both. The reason for this is that the employees of an organization when feeling satisfied and content with their specific jobs in terms of work conditions, organizational environment, task achievement, payment methods, raise and rewards of different kinds and the appreciation of their work through growth opportunities, will become the assets of the company. These days, all companies seek to gain a competitive advantage one way or another. This is achieved through innovative technology, change of process and policies, innovative marketing strategies and excellent customer service to keep on the toes for better appreciation and rankings amongst other companies or businesses in the same industry for standing out. Though these practices have their own importance, it would result in a better outcome if companies focused on their employees as well and treated them as if they were their most critical strategic resources for securing a more sustainable future.

Employee empowerment does not entirely mean that the company focus only on keeping the employees happy through any means possible. It also means showing the employees a way forward through independence that they have the freedom to voice their opinions and those might even be considered in the decision making the process of the company if it's of importance and turns out to be beneficial for it. When employees of an organization are empowered, their confidence levels will also rise. This rise in confidence level is particularly suitable for their satisfaction with the job that they do. But sometimes this rise in confidence levels will lead to a drastic change in the behaviour and attitudes of the employees, and they somehow become arrogant and difficult to please or communicate with.

The right balance is required to make sure that the adequate amount of confidence level of the employees is achieved through proper research and evaluation of when to empower a certain employee (Elnaga and Imran, 2014). This right balance is not only a requirement of the service but every other industry that is operating as of now.

For the ultimate feeling of job satisfaction to be instilled in the employees, the managers and entrepreneurs need not overlook the other factors that contribute towards this cause which include employee motivation, transformational leadership, employee attitude and advocacy, employee creativity and innovation along with employee empowerment.

Organizational Commitment

This term relates to the association and inclining behaviour of an employee when it comes to being related to the organization as someone of importance. For Organizational effectiveness, it is important that organizational commitment is the employees is built through motivation and empowerment. Employee empowerment and motivation have a significant positive effect on the organizational commitment of the employees of a company. To gain the upper hand when it comes to market competition and sustainability, entrepreneurs need to treat their employees in a way that will increase their commitment towards the organization and their job both, for optimal and effective results I every part of the process.

An effective way to increase the commitment of an employee is to make everyone work in pairs instead of individually, as this ensures that because of peer pressure and the need to do better, employees tend to perform in a better way than they would usually do on their own as there is a lack of motivation and support when an employee works alone. This will make the employee more associated and at ease with the people and processes/policies of the company and give them more confidence in doing the best that they can. In the current & dynamic business environments, numerous organizations build essential to sacrifice to make sure organizational commitment and job satisfaction among their workers for the aim of

maintaining them and improving their productivity. Structure commitment has been widely accepted to be advantageous for each organization and its workers because it will reinforce the emotions of happiness, the security of the work, career development, improved compensation and better intrinsic rewards in the long run for the organization (Hanaysha, 2016). This is also important in the case of when the organization needs more effort from its employees because the employees that feel committed and associated with the organization will be willing to work even in dire circumstances to favour the organization for when it cared for them.

Theoretical-Framework
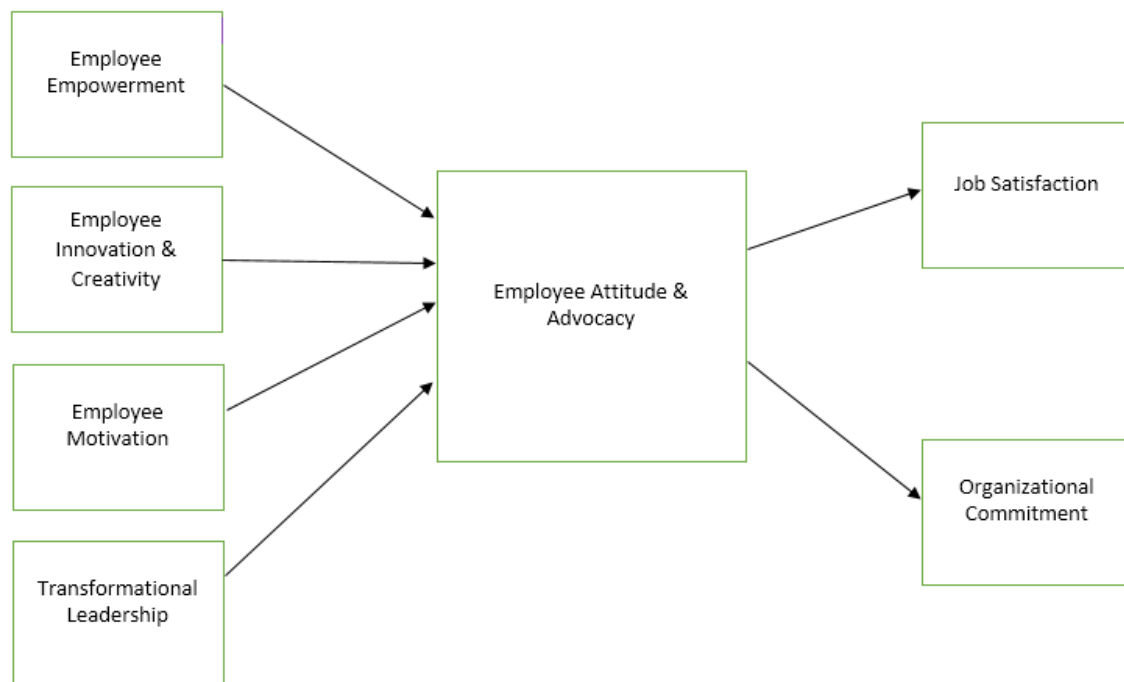
The theoretical framework of any research paper is the most important aspect of its existence as it provides a short but detail specific summary along with the skeleton of what is happening, in this case, the relation of employee empowerment with job satisfaction of that employee in an organization. The framework above describes the relation of every variable included, which demonstrates an indirect or direct link with the dependent factors that are Job Satisfaction and Organizational Commitment. The relationships of each independent factor with both dependent factors can be given as follows;

- Employee empowerment is indirectly linked to job satisfaction and organizational commitment.

- Employee innovation & creativity is indirectly linked to job satisfaction and organizational commitment.

- Employee motivation is indirectly linked to job satisfaction and organizational commitment.

- Transformational leadership style is indirectly linked to job satisfaction and organizational commitment.

- Employee attitude & advocacy are directly linked to job satisfaction and organizational commitment.

These relationships define what role each factor plays in the ultimate role of achieving job satisfaction and organizational commitment in the long run and proving as a successful part for the organization. Even if some variable might not have a direct relationship or effect on each other, they are still linked through other means, maintaining their own importance and presence. Another purpose of this framework is to highlight what major factors need to be focused upon so that the problem areas can be identified within the process/policies and changed according to the better perception of results and forecasting through analysis. The effect of employee empowerment includes two aspects, which are behavioural and psychological, which relate to the general concept of employee empowerment (Pelit et al., 2011). These factors that contribute to the job satisfaction also include the effect of a combination of these behavioural and psychological effects of employee empowerment that make a change together to influence the level of job satisfaction that the employee in an organization has.

CHAPTER 3: RESEARCH APPROACH

Methodology/Approach for Research

The methodology or the approach to catering this research will be based on the secondary data that will available, showing how the company will be providing its testimonials through indirect means regarding how well they treat and empower their employees without using the direct form and modes of information. This type of data has been collected through a variety of articles, surveys, online discussion panels, researches done on the topic and some public documents that show relevant data. The reason for collecting the data in such a form is to gather expertise in dealing with a research mode even without the availability of data that speaks directly. The research will be an analysis of the highlighted company policies and how they resonate with the theme of this research, which is empowering employees and their examples and evidence.

The other aspect of data collection and analysis that will be used in this research on the topic of employee empowerment and its impact on job satisfaction levels of an employee will be to use the qualitative analysis method. It is a mode of data collection and analysis where there is a reference to the words that are spoken or written by people in various contexts regarding a certain situation or topic of interest (Taylor et al., 2015). This mode of study through qualitative methods is not just for data collection or analysis methods but also aids in the understanding of how people approach the world. In this particular case, the base of the research will be to collect data that is taken from the perceptions of the people who have experienced working at Royal, London, UK. It will collect information on what positive and negative attributes those employees have shown, which will pave the way for the recommendations for the organization on how to make their policies and processes even more efficient than before.

It is important to understand that any research done for this case will not involve any numbers or amounts, as there will be no analysis of the direct data available. The processes involved

will provide strategies for the company in how it can further enhance itself and retain and empower employees in a much better way than it is currently doing.

Research Findings through Different Channels Of Information

The various channels of acquiring information on the topic included the following, based on secondary data analysis methods;

1. Employee testimonials & ratings on Indeed website.

The employee-related testimonials on the Indeed website show the average rating of 3.9/5, which is analyzed through the testimonials from over 46 reviews in total (Group, 2019). The major factors associated with this survey and rating include work/life balance, salary/benefits, job security/advancement, along with the management and culture of the company discussed.

2. Employee testimonials on the Glassdoor website.

The employee testimonials on the Glassdoor website can be divided into two perspectives, namely the full time and the part-time employees of the company (Glassdoor.com, 2019). Both combined show a positive 4.2/5 rating for the company which relates to the approximate amount of almost 139 people who attended the survey and gave their own opinions on what the pros and cons of the employment management of the company are.

3. Company efficiency ranking on the CNBC website.

The information that was made available included the ranking of the company when it was ranked 10th among the best places to work for in the UK. This analysis and ranking of the companies are based on the percentages of employee empowerment, employee motivation, and how the company treats its employees (Gibbs, 2019). In short, it deals with the ratio of these factors with how much satisfied an employee is with his/her job currently. The company ranked 10th in this list with which the reason for its ranking showed that it not only focuses on its customers but the employees as well, as it has a four basic rule structure for them, enabling the organization to help them grow in their time spent with them.

4. Employee management related information available on the company's website.

The information available on the website of Royal London, UK, shows that they have four key features that they are focusing on to retain and empower their employees, which they believe are as important as their customers. These four basic principles that help highlight the needs of the organization when it comes to employee empowerment and job satisfaction include being inclusive, responsible, fulfilling and enjoyable at the same time. These factors are implemented to target the satisfaction of the employees and how they will be better retained in the company by helping them in their growth and development process. The following three tabs show how the company is incorporating these four features in its policies and practices for better HR-related results;

1. The Careers Section on the Website

The careers section of the website mainly highlights the reasons why eligible people should feel confident in applying for any relevant position at the organization, as it shows the employees have a promising future when they work there, through both career and personal developments as well (Royal London, 2019 pp: Careers). The website shows how the employees will not only be working there; they will also be invested in the decisions made for the benefit of the organization, which includes the benefit of becoming associated with the company. They show that they incorporate inclusion and diversity in the workplace, along with their people promise, which describes how they guarantee the best experience for their people. They also maintain employee growth by highlighting how they help their people in helping themselves, which is done through effective training and development.

2. The Sustainability Section in The Website

The sustainability section of the website includes the introduction of how important the organization considers the factor and also associates it with the benefit and growth of the employees ((Royal London, 2019 pp: Sustainability). They tend to achieve this by becoming a responsible business as well as investing in the workplace positivity of the organization.

Workplace investment will be made through the benefits that will aid in the improvement of the working life of the employees on various level.

3. Why Work At Royal London, Uk, Section In The Website

This section of the website further elaborates how the organization considers and treats their employees by showing they are different because they have something that other companies don't, in terms of better treatment with their employees ((Royal London, 2019 pp: Why work with us?). This section includes the elaboration of how the organization wishes to achieve this task by incorporating the four elements which include how they are empowered, trustworthy, and collaborative and help in achieving the goals of the organization and the employees both. The organization reflects what they are about, which shows in their policies regarding employee management. They tend to make a difference by investing in the employees and their families, providing additional benefits such as pensions and protection among many. They also believe in investing in the well-being of the employees that they have.

CHAPTER 4: RESEARCH FINDINGS

The positive findings of the research can be visibly highlighted through the analysis results that show that the organization has the following core elements that relate to better employee empowerment practices that lead to job satisfaction;

1. The organization believes in the sharing of knowledge between the manager/leaders and the employees/team members, to enhance the communication between them.

2. The organization's management believes in the establishment of an effective, positive and productive workplace to enhance employee creativity and innovation levels.

3. The company has adopted a transformational style of leadership that allows the managers and employees to have an effective workplace environment that caters to the needs of both parties on an organized and professional level.

The negative findings of the research can be visibly highlighted as follows, which is taken through the data collected from the views and perceptions of the employees that took part in the survey and research analysis;

1. The organization sometimes forgets to include a work/life balance for its employees.

2. The relatively flat structure of the company which hinders other employees from getting promoted to the senior position.

3. Sometimes the workload is too high for a relatively small team.

CHAPTER 5: DISCUSSION ON THE ANALYSIS

Discussion of the Positive Aspects of the Company's Policies

The positive aspects of the company's policies that relate to the situation can be discussed as follows;

1. The organization focuses on an effective and productive environment in the workplace, which is fuelled by positivity. The organization wishes to make this a more practical aspect of helping the employees become more motivated and empowered. It is a fact that a positive workplace environment will help the organization that implements it in, through the inclusion of better workplace layout and task monitoring (Zairi and Jarrar, 2010). The inclusion of an effective workplace will not be in terms of performance only, but also in the aspect of how peaceful and positive the employees feel in it. Another factor that shows the effect of this step is the decision of whether the employees should be allowed to choose their own work hours, as the freedom to do this is better in terms of employee satisfaction.

2. The organization caters to the needs of the employees by motivating them to do their best in various aspects. The management believes in sharing knowledge within the workplace as this leads to more and effective growth and development of its employees and workers (Xue et al., 2011). The employee attitude and satisfaction level can also be highlighted through the implementation of better practices that show a productive team climate, and this is crucial for designing teams that empower relationships through knowledge sharing.

3. The organizational practices for better employee behaviour and empowerment include the understanding of the effect that employee advocacy has on the perceived employee turnover (Akgunduz and Sanli, 2017). When an organization supports the needs and the overall well-being of its employees, they feel protected and invested in, leading to their association with the organization on a more personal and positive level, that benefits them both through a mutual understanding with that of trust.

4. It is evident through the analysis that the style of leadership that has been adopted at the organization is that of Transformational or Servant-Follower based leadership. Servant leadership style relates to the managers that adopt the combination of their motivation to lead with serving the organization and the interests of the employees at the same time (Van Dierendonck, 2011). This type of leadership is especially effective in dealing through the inculcation of a serving and participative workplace/organizational culture. Research and survey also result in showing that this type of leadership also helps in the enhancement of profits through an increase in the organizational trust and decrease in the turnover which comes at the expense of the organization (Jones, 2012).

Employee satisfaction also increases in the organizations where the leaders see themselves as servers first and managers/owners second, as this helps in a better relationship between the leader and his employees/team members. This type of leadership has varying effects on the empowerment and motivational levels of the employees. Servant/transformational type of leadership when adopted by the managers, helps the employees on an individual and group basis both (Liden et al., 2014). This can be achieved through the case of enhanced employee job performance, employee creativity and the customer service behaviours which are directly impacted when such a style of leadership is adopted. Survey researches in the past have also proved that Transformational or servant style of leadership can increase the level of job satisfaction, especially in the servicing industry, where the attitude and better perception of an employee's behaviour are important (Gill et al., 2010).

This is attained through positive relationships between the employees and the workers both. The organization also puts into perspective how the elements of transformational leadership style are capable of enhancing the employee performance levels, which is possible only when the employee feels empowered and is satisfied with his/her jobs (Ismail et al.,

2011). This proves that there is a positive and direct relationship of relevance between the Transformational leadership style and empowerment, and the same relation can be established with organizational commitment.

5. The organization's style of leadership and relevant behaviour resonates through the Insights provided by Hofstede, which shows how the country related aspects influence the decision making and operational strategies of the organization (Hofstede Insights, 2019). This analysis includes the following six aspects of understanding;

    a. **Power Distance,** in which the country scores 35, showing that the country believes in eradicating any inequality in the environment. This is conflicting on some levels within the country where the birth of a person decides whether they will have a successful life and career or not.

    b. **Individualism,** in which the country scores 89, showing that the people of this country are having firm beliefs in individualism and being private as well.

    c. **Masculinity,** in which the country scores 66, showing that the people of this country are highly successful and driven in their motivation to become more efficient.

    d. **Uncertainty Avoidance,** in which the country scores 35, showing that the people of the country are happy and content with not knowing what they will face they meet the minute or day.

    e. **Long Term Orientation,** in which the country scores 51, showing that the country maintains a balance between the challenges of the past and the future.

    f. **Indulgence,** in which the country scores 69, showing that the people of this country are highly indulgent and are having a positive attitude towards life.

Discussion of the Negative Aspects of the Company's Policies

The negative aspects that are shown in the analysis of the company's policies through employee testimonials show that the company's management sometimes ignores the fact that

the employees have a family which is an important aspect of their life as well. The management also fails to understand that the better the employees are empowered through various modes of supportive leadership, the better their performance will be in the long run (Siami and Gorji, 2011). This has been shown in the analysis of how the suggestion system can bring about changes in their methods and can aid them in changing their policies to support their employees better so that they will be more motivated than usual to support the organization in return, through their creative solutions and efficient work.

The organization lacks in the area where they should be promoting their employees based on their level of performance and effort. The flat structure of the organization in this aspect less space for the employees to get promoted, which puts down their motivational levels as they feel that their efforts are not getting acknowledged by the organization even when they are because the actions and appraisal systems of the organization are non-existent. The overall burden on the employees puts their job satisfaction levels behind as well, as they think that the company believes in micro-managing and putting more tasks than one employee can handle effectively, through the focus on quantity rather the quality of work being done in the organization.

CHAPTER 6: RESEARCH LIMITATIONS & CONCLUSIONS

Limitations of the Research

The limitations of the research include the fact that there have been many developments and advancements over time, which are not easy to identify and list down in one research due to the limitations for word count. The other limitations for this research include the barrier which was no permission to access the direct data which is related to the organization's main ideas and policies that show how the organization deals with employee empowerment practices to increase their job satisfaction and reduce the overall turnover of the organization. Limitations for this research also include the selection of qualitative data that does not allow the specifics of the data which can be used in the analysis methods to get better results.

Implications for Future Research

The implications for future research include that the type of data that is to be analyzed should be direct as well, to get more affirmative and proven facts that state the presence of the research question in the situation of the organization. Another part of development in the research type in the future should include the development and analysis through quantitative methods, which include the analysis through the data, which is the numerical or statistical basis. This will help in proving through facts how the changes will impact the current situation of the organization.

Recommendations for Better Results

There are the following recommendations that will make the situation more favourable for the organization in terms of employing employees and increasing their job satisfaction levels;

1. The organization should be more open towards the aspect of involving work and personal life balance of the employees. This is because there is a positive relationship between this balance and employee satisfaction levels. When work and personal life are compromised, there will be havoc on both sides, which will make the employee

unstable and the organization unsure of his/her performance. The organization should offer more flexible work timings and hours for those who wish to spend time with their family and should also try to arrange through small funds and activities the general realization in the employees of the organization, that it cares for their personal needs as well, instead of just exploiting them when they are compelled to come for their jobs. Employees will thrive in such an environment where their family will also feel satisfied, and thus, the organization will better retain its employees by keeping them happy and satisfied.

2. To encourage more employees to perform at their best level, it is important to note that the reward-based motivational system is not an only option. There are more ways to encourage and keep the employees motivated, which include taking care of their families, providing additional benefits, acknowledging the efforts of the employees in front of multiple employees and the whole team among many. The workplace behaviour of the employees is an important factor in this aspect as well. This is because the more effective and supporting the workplace environment of the organization will be, the better its employees will perform as they will be free from oppressing situations that limit creativity and innovation (Sahoo and Das, 2011). When the concept of employee empowerment is discussed, the factors requiring strategic fits comes to mind which effectively link the concepts of technology, people, tasks and informative processes. Increased motivation on an individual level along with commitment when performing a certain task with the inclusion of a company are also polished and established for better result gaining.

3. The employees of the organization should be given some more freedom to express their opinions and take on the matter. To get optimal results, managers should encourage the employees or team members to take part in such activities regularly

that further enhance their creative thinking abilities and help the organization through empowered employees that are more driven to help with the cause of the efficient solutions to the problems. When employees will be better empowered and dealt with in a more psychological manner, they will, in turn, deal with the customers of the organization in an efficient way (Namasivayam et al., 2014). This is even mo9re important for the organizations that function in the service industry, as they need their employees to be more receptive and approachable to tackle the customer responses and queries.

Conclusion

The base of the research was to identify and highlight the importance that the impact of employee empowerment has on job satisfaction and how it can change the course of success for organizations in the service industry, in this case, for Royal London, UK. To better develop and instil the managerial characteristics of a transformational leader will always be in the benefit of the organization as it helps in the establishment of an effective relationship between the employees and the managers/leaders along with the upper management of the organization. The other factors that affect the association of job in relation to employee empowerment also include the employee motivation, employee creativity, employee innovation, employee attitude and advocacy levels, all of which contribute equally towards the cause. When one factor declines, it puts a direct negative impact on the overall job satisfaction of the employee.

Counter establishing certain behavioral tactics helps organizations like Royal London, UK, in creating an effective strategic plan that not only helps them in getting their results faster and more efficiently, but also in the retaining of their employees through the providing of various benefits such as work/life balance, mutual benefits with the organizations, availing of the services that the company provides free of cost and more. But some steps, when lacking in existence but the organization behind in this prospect. Key employees are an asset for the

organization and retaining them is an important liability and investment, for which the recommended measures are necessary to be taken by the organization in question so that they can eradicate the small errors and lacking on the part that gives them some difficulty in attaining their goals completely. These recommendations if followed closely to develop new strategies can help diminish any small or multiple level issues that the employees have with the organization and will also help in retaining them happily for longer periods of time.

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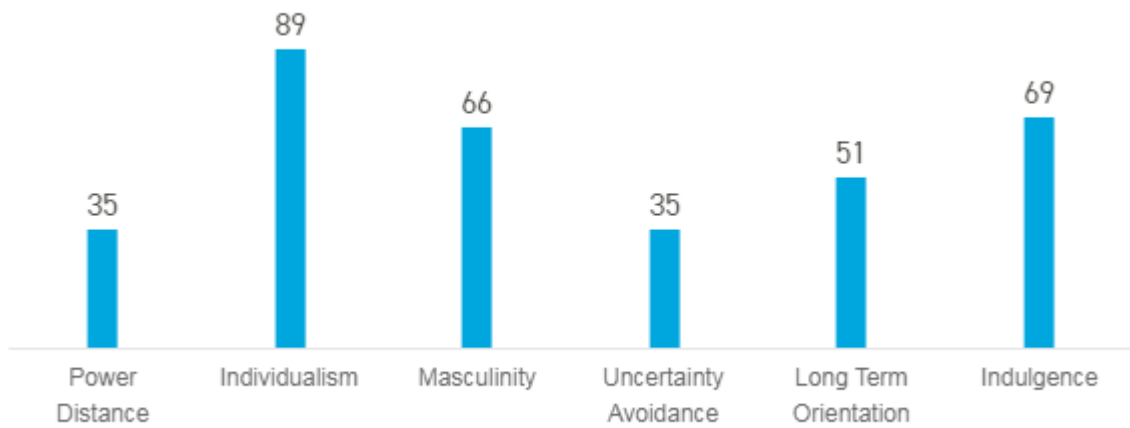
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APPENDICES

Source: (Hofstede Insights, 2019).