



THESIS

ON

The Effect of Employee Empowerment on Employee Job Satisfaction: the case of Lutheran World Federation Employees.

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GSE/0021/03

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SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL
OF COMMERCE, GRADUATE STUDIES
IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF
MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT

ADDIS ABABA
ETHIOPIA
May 2016

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
MA- PROGRAM**

**The Effect of Employee Empowerment on Employee
Job Satisfaction: the case of Lutheran World Federation
Employees.**

**The CASE STUDY OF Lutheran World Federation
Ethiopia (LWF)**

**By
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Approved by the Board of Examiners

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Declaration

I hereby declare that this thesis is my original work and has not been presented for a degree in any other university, and all sources of materials used for the thesis have been duly acknowledged.

Declared by

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Confirmation by Advisor

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Acknowledgements

I am highly indebted to all people who helped me to successfully finalize this case study. I am particularly thankful to LWF Project accountants who support me in data collection as my field data coordinators during data collection. They helped me in distributing and collecting the questionnaires from their respective field offices. I am also thankful to my advisor Dr. Abdurezak Mohammed for his valuable comment and support.

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Abstract

The main purpose of this study was to explore the relation and effect of empowerment on employees' job satisfaction. The research has been designed as a case study employing descriptive statistics and spear man correlation. Both primary and secondary data were used in the research. A survey questionnaire with five point Likert scale and open ended question was a main tool for gathering primary data about employee empowerment and job satisfaction. A total of 145 (81% of the population) participants in the Head office and field office participated in filling the questionnaires. These participants were selected using random sampling method. The findings of this study indicated that respondents have medium/moderate job satisfaction and empowered to moderate or medium level. The correlation result indicates there is positive relationship between employee empowerment and employee job satisfaction but not strong or significant. The study also show that the level of empowerment and Job satisfaction varies with respondents demographic characteristics like age, education level, experience and work states. T So in LWF empowering of employees means increasing job satisfaction. So the LWF management should understand this and work on employee empowerment to the higher level to get higher level of job satisfaction by employees. However, some aspects require improvement by the management as low mean rating obtained from their scores. These includes, giving incentives to work hard and pay competitive salary , introduce promotion strategy ,assess and increase benefit packages ,work on job security maintaining mechanism, prepare good working environment where employees can use their ability and skills and develop good employee feedback mechanisms.

CHAPTER ONE-BACK GROUND OF THE STUDY

1.1 Background of the Study

The new world of work is introducing flexible working hours, knowledge workers, working from home, etc. While these patterns emerge, organizations must change the way they deal with their people to achieve maximum benefit. It is firmly believed that the success of an organization lies more in its intellectual and systems capabilities than in physical assets. Without altering human knowledge, skill, and behavior, change in technology, processes, and structures is unlikely to yield long-term benefits. The “process” and “IT” aspects of any organization are continuously changing, subject to daily improvements, and easily replicated by competitors. Thus, it is suggested that the only source of competitive advantage is the organization’s people [committed, educated, and flexible]. In this respect, the role of Human Resource Management [HRM] is moving from the traditional command and control approach to a more strategic one (Oram and Wellins 1995) have highlighted “employee empowerment” as one of its critical success elements.

Employee empowerment scales up employee job satisfaction and motivation which have positive effect to the achievement of the organization in attaining its intended goals for its best advantages. Low productivity, turnover and absenteeism are linked with decreased levels of job satisfaction then it appears to make economic sense for the organization to consider ways of improving job satisfaction in order to enhance work performance (Society for Human Resource Management (SHRM) 2011).

Many studies have been conducted to see the relationship between empowerment and Job satisfaction. Zuvarashe Judith Mushipe (2011) quantitatively studied the relationships between empowerment and job satisfaction based on Zimbabwe employee involvement models that focuses on Decision making, information sharing and power sharing in manufacturing sector and come up with a positive relationship between employee involvement and job satisfaction. Sut I Wong Humborstad, Chad Perry, (2011) study found that perceived empowerment practices do not stimulate or motivate stronger service effort among Chinese service employees and this is due to Chinese high power distance culture.

Employee empowerment, as bundles of HRM activities like authority granting ,information sharing and decision making was positively related to job satisfaction, and affective commitment (Ruta Kazlauskaite, Ilona Buciuniene and Linas Turauskas 2012) .

Almost all previous studies on the relationship of empowerment and job satisfaction were mostly conducted in western and eastern part of the world and the relationship is not uniformly reported. For example in Chinese service industry according to Sut I Wong Humborstad and Chad Perry(2011) ,empowerment is not lead to job satisfaction unless moderated by job attitude but in the rest of the studies empowerment directly related to job satisfaction and leads to high performance. And all the studies were conducted in profit making service or manufacturing industry and what if the relationship, if studied in not for profit organizations? In our country, Ethiopia, with high power distance culture according to Dirk J.van WasBeek (2004) ,as far as I know nothing was studied regarding the relationship of empowerment and job satisfaction in not for profit organizations. Knowledge of the relationship has greater benefit for those organizations

to have management decision regarding their human resource practice that can improve organizational performance through empowerment and job satisfaction.

So it is advisable to current managers to identify and act on factors or HRM practices that have positive relationship with Job satisfaction, commitment and motivation to improve firm performance.

The three constructs decision making, information sharing and responsibility and authority are adapted from Ruta Kazlauskaitė, Ilona Buciuniene and Linas Turauskas (2012) organizational empowerment, as bundles of HRM practices used in their research namely dynamic structural framework, control of workplace decisions, and fluidity in information sharing. The above constructs are identified as empowerment practice by many researchers. I decided to adapt this construct as the models were developed for organizational employee empowerment and is an empowerment model that works with different organizational settings.

So in organizations like LWF which have many project offices under the head office employee empowerment is key to motivate employees working at field far from head office supervision. LWF has 11 field offices where real/actual program implementation takes place. Activities like drilling bore hole for refugees, water trucking, training, purchasing, contraction of irrigation dams, seedling distribution, e t c. requires resource and decision on site. So empowering employees help them to decide on the resource and accomplish planned activities timely as every activity of LWF is time bounded as agreed with the donor. As we learned from the literature empowering staff also increase the level of job satisfaction which in turn increase productivity and reduce turn over.

As an employee of Lutheran World Federation I know the organization is victim of high employee turnover and low performance in budget utilization. This high turnover and low performance may be linked with employee job satisfaction which is the product of employee empowerment. So the finding of this study may help Lutheran world federation to see its current employee empowerment practice and amend/prepare its empowerment policies accordingly to boost employee job satisfaction.

1.2. Statement of the problem

It is human resource, who, manage all the resources of the organization for effective and efficient utilizations and also become competitive advantage for organizations. If low productivity, turnover and absenteeism are linked with decreased levels of job satisfaction then it appears to make economic sense for the organization to consider ways of improving job satisfaction in order to enhance work performance (Society for Human Resource Management (SHRM) 2011). From the above literature we learnt that employee empowerment is the main way of enhancing job satisfaction. So organizations employee empowerment practice should be assessed and revised to improve employee job satisfaction which has strong effect on turnover, productivity and absenteeism.

Lutheran World Federation, which run yearly based budget, all operations or program activities are accomplished at field level. In field, the actual implementation of the program takes place which require deciding on resource to accomplish the planed activity on time. If the programs are not fully done at the end of the year LWF refunds the remaining budget to the donor. So employee empowerment should be there to avoid delays in operations while the field staff waits

head office for decisions as senior management is placed only in head office. Unless the head office empowers field office staffs by giving authority and responsibility, delegation for decision making and timely information, it is difficult for field office to run their operations in smooth manner and this will adversely affect organizational performance which will affect future funding by donors.

As we know firm performance is measured by comparing organizations' plan versus accomplishment. The performance of LWF based on financial accomplishment it is not satisfactory from year to year as LWF forced to refund donor for the unutilized budget amount or deducted from next year budget due to low performance by its employees. All the donors want to see 95-100% plan accomplishment and encourage the partners to expend what they receive for the purpose they receive the fund. LWF in 2013-27%, 2014-30% and in 2015-37% of its budget is not utilized as depicted below. This shows there is something that hinders employees from productivity and this is cost for organization and country as we fail to use a lot of money granted to our poor community.

Let us see the three year LWF financial performance

Year	Budget (EUR)	Accomplishment (EUR)	Remaining in EUR (%)	source
2013	6,407,286.00	4,695,564.00	1,711,722.00(27%)	LWF 2013 Audit report
2014	7,564,941.00	5,295,788.00	2,269,153.00(30%)	LWF 2014 Audit report
2015	6,757,840.00	4,290,148.00	2,467,692.00(37%)	LWF Nov '15 Fin report

Look in this poor country losing this opportunity is very disappointing which is due to lack of good performance which may be caused by poor job satisfaction of employees. So the cause of this poor performance should be assessed and policy designed to avoid such costs.

Generally if employees are not empowered in their jobs they may waste more working hours in waiting decisions from bosses. As a result, according to Doughty (2003) employees moral, productivity and employees' job satisfaction might be deteriorated.

The other point is Lutheran World Federation is suffering from high employee turnover. If we see the turn over for 2014 and 2015 it is 13 %(out of 309 staffs 40) and 24% (out of 326 staffs 78) respectively, LWF HR Officer. This high turnover may be linked with employee job satisfaction which is the product of employee empowerment. So the finding of this study may help Lutheran world federation to see its current employee empowerment practice and amend/prepare its empowerment policies accordingly to boost employee job satisfaction.

Therefore, based on the data collected from the employees of LWF the study will assess LWF's empowerment practice and analyzes the effect of empowerment on employees' job satisfaction.

To this end, the research will attempt to answer the following leading questions:

- o Is there Empowerment practice in Lutheran World Federation?
- o Does Employee empowerment has an effect on employees' job satisfaction?
- o Do Employee empowerment and job satisfaction have strong relationship in case of Lutheran World Federation Ethiopia Employees?
- o What is the level of LWF employee job satisfaction with the current empowerment practice?

1.3. General and Specific Objectives of the Study

The general objective of this study is to see the effect of employee empowerment practice on Lutheran world federation employee's job satisfaction and advise the management based on the output of the research.

The specific objectives of the study are:

- a) To assess the level of employee empowerment in Lutheran World Federation Ethiopia.
- b) To assess the level of employee job satisfaction in Lutheran World Federation Ethiopia.
- c) To see the relationship between employee empowerment and employee job satisfaction in Lutheran World Federation Ethiopia.

1.4. Hypothesis

Employee empowerment scales up employee job satisfaction and motivation which have positive effect to the achievement of the organization in attaining its intended goals for its best advantages. Low productivity, turnover and absenteeism are linked with decreased levels of job satisfaction then it appears to make economic sense for the organization to consider ways of improving job satisfaction in order to enhance work performance (Society for Human Resource Management (SHRM) 2011).

This study will test the following hypotheses based on the above theory:

Hypothesis 1

H0: There is a significant/strong correlation between Employee empowerment and employee job satisfaction in case of Lutheran World Federation Ethiopia

H1: There is no a significant/strong correlation between Employee empowerment and employee job satisfaction in case of Lutheran World Federation Ethiopia

Hypothesis 2

H0: There is high level of employee job satisfaction in Lutheran World Federation Ethiopia

H1: There is low level of employee job satisfaction in Lutheran World Federation Ethiopia

Hypothesis 3

H0: There is high level of employee Empowerment in Lutheran World Federation Ethiopia

H1: There is high level of employee Empowerment in Lutheran World Federation Ethiopia

1.5. Definition of Acronyms

LWF-Lutheran World Federation

NGO- Nongovernmental organization

Empowerment-is how employees feel about themselves regarding their involvement in decision making, access to information and practicing their authority and responsibility.

Job satisfaction-is how employees feel about their work. It can be characterized by employees felling toward the general working condition, pay, promotion, staff relation, job design, feedback mechanism and opportunity to use their ability and skills

1.6. Significance of the Study

This study will contribute to the body of knowledge on employee empowerment in Ethiopia and can be base for future broader studies.

The findings from this study on the impact of empowerment on employee job satisfaction in LWF Ethiopia will help the managers to see their gaps in employee empowerment and help to develop policies and strategies that can foster empowerment and then firm performance.

1.7. Scope of the Study

This research, therefore, tries to determine the empowerment practice and its effect on job satisfaction in Lutheran world federation. The study will present the effect of organizational empowerment practice like employee involvement in decision making, information sharing and authority and responsibility from employee perspective on employee's job satisfaction.

The three constructs decision making, information sharing and responsibility and authority are adapted from Ruta Kazlauskaite, Ilona Buciuniene and Linas Turauskas (2012) organizational empowerment, as bundles of HRM practices used in their research namely dynamic structural framework, control of workplace decisions, and fluidity in information sharing. The above constructs are identified as empowerment practice by many researchers. I decided to adapt this construct as the models were developed for organizational employee empowerment and is an empowerment model that works with different organizational settings.

So in organizations like LWF which have many project offices under the head office employee empowerment is key to motivate employees working at field far from head office supervision.

This research study limited itself to one LWF. It also limited to determine the impact of employee empowerment on Job satisfaction and assessing the empowerment practice in LWF.

1.8. Limitation of Study

Because of resource scarcity (like time and information accessibility) and its corresponding costs, this research confines itself only to LWF from among many other NGOs. Hence, the researcher acknowledges and accepts that there will be a gap of knowledge in the findings of this research and others that might have come up with studying all NGOs in Ethiopia.

1.9. Organization of the Study

The research is divided in five chapters. Chapter one includes the introduction which encompasses the background of the study, statement of the problem, Basic research questions, objectives of the study, Hypothesis, definition of terms, significant of the study and delimitation/scope of the study. Chapter two explores the literature review related to empowerment and job satisfaction. Chapter three explains the research design and methodology employed. In Chapter four the researcher will summarize the results and interpret and discuss the findings. The last chapter embedded the conclusion, findings and recommendations given by the researcher.

1.10. Time table and budget.

If this proposal is approved and accepted by my instructor both data collection and analysis will be accomplished as per the following schedule.

S/n	Activities	December	January	March	April	May	June		
1	Proposal writing (chapter 1)	7							
2	Review of related literature(chapter 2)	31							
3	Methodology & data collection instrument(Chapter 3)		29						
4	Data Collection analysis results, interpretation and discussion			31					
5	Summary conclusion and recommendations				1				
5	Final write up				28				
6	Submission of final Draft					13			

CHAPTER TWO – LTIERATURE REVIEW

2.1 Theory of Empowerment and Job satisfaction

Empowerment in general terms is handing the power of decision and action to the employees and giving them more authority and responsibility to achieve their job and thus customer satisfaction (M.Zairi and Dr. Yasar F.Jarrara 2010).And job satisfaction refers to how employees feel about their compensation, benefits, work environment, career development and relationship with management (Society for Human Resource Management (SHRM) 2011)

Elements of Empowerment

1. Employee Decision Making

There are four levels of decisions making in an organization. According to Bennet (1997), these levels are: strategic decisions, tactical decisions, operational decisions and policies. Strategic decisions are broad decisions about a firm's direction and its relations with the outside world. These decisions establish organizational objectives and impose frameworks for controlling the organizations activities. They include decisions on issues such as what to produce and how the organization will finance its operations. These decisions are usually made by senior level management (Bennet, 1997). Tactical decisions are concerned with implementation of strategic decisions. They include decisions on issues such as the acquisition and deployment of resources, allocation of duties and specification of secondary objectives, monitoring performance and reporting to higher levels of authority (Bennet, 1997).

Operational decisions on the other hand are concerned with minor administrative matters such as lengths of production runs, shift rosters, stock levels and so on (Bennet, 1997). They focus on the

day-to-day activities of the organization. The fourth level of decision making is policies. Bennet (1997) defines policies as a set ground rules and criteria to be applied when taking decisions related to a particular function or activity. Policies therefore exist to restrict the scope and nature of decisions concerning a specific issue, for example, internal promotion. Policies facilitate the co-ordination of diverse operations and ensure that all decisions made are compatible with the overall aims of the organization.

It is the kinds of decisions over which employees potentially rights, the ownership culture report (1998). Making decisions closer to the point at which they are actually carried out has advantages and provide economic motivations (Malone, 1997)

Workers involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Mitchell, 1973). Locke and Schweiger (1979) define it as ‘joint decision making’ between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of Worker’s involvement in a firm’s strategic planning activities. A firm can have a high or low degree of Workers involvement.

A high degree of involvement (deep Workers involvement in decision making) means that all categories of Worker’s are involved in the planning process. Conversely, a low degree of involvement (shallow Workers involvement in decision making) indicates a fairly exclusive planning process (Barringer & Bleudorn, 1999) which involves the top management only. A

deep Workers involvement in decision making allows the influence of the frontline Workers in the planning process. These are the people who are closest to the customer and who can facilitate new product and service recognition, a central element in the entrepreneurial process (Li et al., 2006).

This means that Workers participation in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organisation (Kemelgor, 2002). The attitudes that organisational results come from the top, that effective cultures are derived from the upper echelon, often tend to ignore the power and the contributions of those at lower levels (Woodworth, 1986); Thus ignoring the importance of Workers involvement in decision making

2. Information sharing

It is about sharing information to employees. According to Drita Kruja and Ted Oelfke (2009) managers have traditionally shared only the information with employees that they believed the employees needed to know. This approach rations information. Lower-level employees are not provided all available information. Sharing information helps people understand in clear terms the current organizational situation. This is practically based on trust throughout the organization and breaks traditional hierarchical thinking. This help people to be more responsible, people without information cannot monitor themselves or make sound decisions, people with information can.

Information bonds people to one another. It is an important part of the positive growth and sense of community within an organization. Cutting people off from access to information is unhealthy

for progress. Leadership needs to find ways to make information accessible to everyone(Jody Urquhart 2011).

Internal communication is an internal organizational process that provides and shares information to create a sense of community and trust among employees (Rothenberg 2003; Ryyananen, Pekkarinen, and Salminen 2012). Developing a sense of community and trust through internal communication involves establishing and maintaining relationships between an organization, supervisors, and employees (Hume and Leonard 2013). While employees experience many relationships within their workplace, two essential relationships dominate an employee's professional life: a relationship with their organization (i.e., executive and senior management) and with their direct supervisor; commonly referred to as social exchange relationships (Masterson, Lewis, Goldman, and Taylor 2000; Sluss, Klimchak, and Holmes 2008). Favorable social exchange relationships are essential for achieving organizational and individual goals and objectives as each individual and/or group is interdependent on the other (Hume and Leonard 2013). Social exchange theory is a prominent theoretical paradigm for understanding workplace relationships (Cropanzano and Mitchell 2005) and employee attitudes (DeConinck 2010) and offers a lens to explore social exchange relationships within the organizational environment (Gersick, Dutton, and Bartunek 2000). Sluss et al. (2008) argue that further understanding of the mechanisms that underpin social exchange relationships is required to provide greater insight into the relationship between internal communication and employee engagement.

3 Responsibilities and Authority:

Authority is Power that is delegated formally. It includes a right to command a situation, commit resources, give orders and expect them to be obeyed. It is always accompanied by an equal responsibility for one's actions or a failure to act, DR. MOHAMMED BENAYOUNE (SEP, 2012).

When you give your employees the responsibility to perform tasks and the authority to carry them out, they feel the satisfaction of a job well done . Too much responsibility without the power to fulfill it will create stress and a sense of frustration and purposelessness. A manager must find the correct balance between responsibility and authority to have a healthy, happy, and productive staff. Responsibility comes with every job. It gives developers a feeling of usefulness and pride in their work. But when employees lack the authority to back up their responsibilities, they may feel unable to meet them. This creates stress and dissatisfaction. You can avoid this by giving them responsibility with authority. If your employees aren't satisfied with their jobs, no amount of money will make them happy and cooperative. If you want the kind of staff that stays late to make a deadline because they're dedicated and not because you made them, you need to speak to the one thing every employee desires—the ability to make a difference. Responsibility is the anchor of any satisfying job. Being held accountable for work performed gives the employee a sense of trust and reward. Without it, a job is merely a list of duties with no bearing on the real business. When accountability is recognized, the employee becomes a part of the company, rather than just a cog in the machine.

Employee empowerment does not mean absolute authority or absolute power. Empowerment is the extent or degree of responsibility and authority given to an employee or to a team. Different people and different teams will have varying degrees of empowerment based upon their level of experience and expertise. Employees who have the trust, respect and confidence of their managers will have a far greater degree of empowerment than employees whose actions are suspect, Mac McIntire 2014. Olshfski and Cunningham, (1998) also point out that empowerment involves the sharing of power, authority or responsibility by those in the organizational structure to those lower levels of the organization.

Job satisfaction

One of the major assets of an organization is the people that it employs. This is because an effective organization aims to involve good work performers (Organ, 1988).

Job satisfaction is of a great importance to an effective organization and its employees as it has a great relevance for human health, considering that most people spend a large part of their working lives at work. Furthermore, apart from its humanitarian value there is also a great interest in seeing whether job satisfaction is related to or not, to job related behaviors such as productivity, turnover and absenteeism. If low productivity, turnover and absenteeism are linked with decreased levels of job satisfaction then it appears to make economic sense for the organization to consider ways of improving job satisfaction in order to enhance work performance (Society for Human Resource Management (SHRM) 2011).

According to Society for Human Resource Management (SHRM) 2011 research determinants of job satisfaction identified are employee opportunity to use skills and ability, training, communication, management recognition of employee performance, autonomy and

independence, work environment and compensation and benefit practices has high impact on employee job satisfaction.

So having satisfied employees help an organization retain its qualified and most experienced workers that can lead the organization to its competitive advantage. So what are the human resource practices that determine employee job satisfaction? Study by Robert D. Mohr and Cindy Zoghid (2008) concluded that high involvement work design, which they define as the use of features like quality circles, feedback, suggestion programs, task teams, self-directed work group and job rotation has strong relation with employee job satisfaction. They use the term “high involvement” because it describes a range of management practices, designed to elicit greater input or involvement from workers in operational problem-solving. So according to this study employee involvement or empowerment practice help organizations to have satisfied employees which can increase productivity of the organization. So it is advisable to current managers to identify and act on factors or HRM practices that have positive relationship with Job satisfaction, commitment and motivation to improve firm performance.

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals’ satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs(Moorman, R.H. 1993).

Factors Affecting Job Satisfaction

There's a massive literature on what satisfies a person and what does not and various theories have been put forward to explain job satisfaction. These are: Maslow's theory, Equity Theory, Value Theory, Discrepancy Theory, Vroom's Expectancy Theory and Herzberg's two factor theory. For this study, Herzberg's two factor theory will be considered. Herzberg's theory identifies two groups of factors that were responsible for satisfaction or dissatisfaction. These were termed as satisfiers (or motivators) and dissatisfiers (or hygiene factors). According to Armstrong (2006), Cole, (2002) and Hunt (1992) motivators are those factors that are seen to be effective in motivating the individual to superior work performance and effort. Motivators are concerned with the content of the job. They include factors such as achievement, recognition, advancement, autonomy, responsibility, challenge and the work itself. Hygiene factors on the other hand essentially describe the environment and primarily serve to prevent job dissatisfaction, while having little effect on positive job attitudes. These are concerned with the context of the job. They include factors such as company policy and administration, job security, supervision, salary and working conditions. Cole, (2002) and Herzberg et al (1957) observe that motivators appeared to produce motivated behavior while hygiene factors produced either dissatisfaction or no response. That is: the effect of motivators was likely to have a much deeper and longer-term effect because they were inherent in individuals and not imposed from outside, while hygiene factors would have an immediate and powerful effect but would not necessarily last long. So from Herzberg two factor theory we can summarize the most important factors that influence job satisfaction as pay, promotion, recognition, working conditions, job design,

feedback ,work relationship, supervision and leadership, skills and abilities, organizational policies and procedures.

Measure of Employee Satisfaction/Dissatisfaction

Herzberg, Mausner and Synderman (1967) claimed that one of the major reasons for measuring job satisfaction is to answer the question, “what does the worker want from his/her job?” and that the answer to this question will assist management in discovering new methods of motivating employees. Employees that have a high job satisfaction care more about the quality of their work and, therefore are more committed to their organization (Scott and Sun, 2003). Job satisfaction is a very important attribute which is frequently measured by organizations. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in organizations. Luthans (2005) argues that since job satisfaction is an attitude, it cannot be directly observed and therefore must rely on the employees’ self-reports. According to him, some of the most common ways of measuring job satisfaction are rating scales, critical incidents, interviews and action tendencies.

The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers.

So in this study employee self-reports about their general working condition, pay and promotion potential, work relationships, use of skills and abilities ,job design and feedback will be measured on rating scale.

Job satisfaction, the dependent variable, was operationalized by asking respondents to indicate on a scale of five points, their level of job satisfaction on various aspects of job satisfaction (pay and promotion potential, work relationships, use of skills and abilities, job design and feedback).

The scale ranged from 1=Not satisfied to 5 = extremely satisfied (from not at all satisfied, somewhat satisfied, satisfied, very satisfied and extremely satisfied).

2.2 Empirical Evidence

Many studies have been conducted to see the relationship between empowerment and Job satisfaction. Zuvarashe Judith Mushipe (2011) quantitatively studied the relationships between empowerment and job satisfaction based on Zimbabwe employee involvement models that focuses on Decision making, information sharing and power sharing in manufacturing sector and come up with a positive relationship between employee involvement and job satisfaction. The study concluded that employee empowerment in decision making and information sharing results in job satisfaction. On the other hand power sharing as employee involvement was found not to be positively linked to job satisfaction. Syed Waqar Akbar, Muhammad Yousaf, Naeem Ul Haq and Ahmed Imran Hunjra (2011) conducted a quantitative research to determine the relationship between employee empowerment in Pakistani service industry the result indicates that employee empowerment has positive and significant impact on job satisfaction. Sut I Wong Humborstad, Chad Perry, (2011) study found that perceived empowerment practices do not stimulate or motivate stronger service effort among Chinese service employees and this is due to Chinese high power distance culture.

In Elbeyi Pelit, Yu`ksel O`ztu`rk and Yalc,ın Arslantu`rk (2010) research's , correlation and regression analyses indicate that psychological and behavioral empowerment has a significant

effect on job satisfaction, and the effect is much greater when psychological and behavioral empowerment are taken as a whole. Organizational empowerment, as bundles of HRM activities like authority granting ,information sharing and decision making was positively related to psychological empowerment, job satisfaction, and affective commitment Ruta Kazlauskaitė, Ilona Buciuniene and Linas Turauskas(2012) .

Empowerment has a broad context and it can be viewed through various dimensions and perspectives. It can be viewed as a set of managerial practices aimed at increasing an employee's autonomy and responsibilities thereby enabling them to discharge their job or tasks more effectively and efficiently as the autonomy and responsibility given to employees increases their job satisfaction (Kok Pool Chen 2011).

Empowerment in general terms is handing the power of decision and action to the employees and giving them more authority and responsibility to achieve their job and thus customer satisfaction (Professor M.Zairi and Dr. Yasar F.Jarrara 2010).

Empowerment is a human resource practice like information sharing, giving autonomy and responsibility, reduction of status differential, which are induced to increase employee job satisfaction which will keep the organization in its competitive age (Pfeffer 1994)

In addition to the above empowerment practices (M.Zairi and Dr. Yasar F.Jarrara 2010) identified several concepts and approaches relating to employee empowerment that leading organizations (and supporting literature) consider being best practices. These practices included employee participation in decision making, and handing more responsibility and authority to employee (coupled with accountability).

Employee empowerment will scale up employee satisfaction and motivation which have positive effect to the achievement of the organization in attaining its intended goals for its best advantages. Not only in achieving organizational goals that a sound empowerment practice plays but psychological values it brings on to the employees and the attitudinal and behavioral change it imparks is the highest end point every organization has to strive hard for.

These and other intended values create a strong bondage, collaboration, transparency, responsiveness and friendship among the societies of the firm as a whole and also belong-ness to the part of individual employee in particular. These aforementioned points, as the researcher believes, are crucial stepping stones on which managers able to communicate their employees for common goals.

Employee empowerment Provides individuals with stimulating and interesting work and gives them the autonomy and flexibility to perform these jobs well. It also enhances job satisfaction and flexibility, which encourages greater performance and productivity. Organizational commitment, motivation and job satisfaction all lead to discretionary behavior, which in turn generates performance outcomes, which in themselves contribute to commitment, motivation and job satisfaction.

Empowerment of employees is to give actual authority to employees for continues improvement and job satisfaction in the function of organizations which cause to produce productions and provide serving to customers as well as creation of competitive benefits (Hamideh Shekari, Ali Rabiee , Mohamad Ali and Mona Ahani 2011) .

The buzzword “empowerment” has become a strategic concern for managers, human resource professionals and consultants alike. Perhaps because of this, much of the literature is highly prescriptive. In their attempts to “empower” workers, therefore, managers have been encouraged to view empowerment in rather simplistic terms, and as a relatively unproblematic solution to a range of strategic management and labor management problems. Further to this, there is also the implication that the process of empowerment will lead to clear and desirable gains for both managers and workers (David Collins 1995).

The new world of work is introducing flexible working hours, knowledge workers, working from home, etc. While these patterns emerge, organizations must change the way they deal with their people to achieve maximum benefit. It is firmly believed that the success of an organization lies more in its intellectual and systems capabilities than in physical assets. Without altering human knowledge, skill, and behavior, change in technology, processes, and structures is unlikely to yield long-term benefits. The “process” and “IT” aspects of any organization are continuously changing, subject to daily improvements, and easily replicated by competitors (M.Zairi and Yasar F.Jarrara 2010).

Studies on empowerment have shown that it has a strong correlation to job satisfaction which again increase employee performance and reduce turn over.

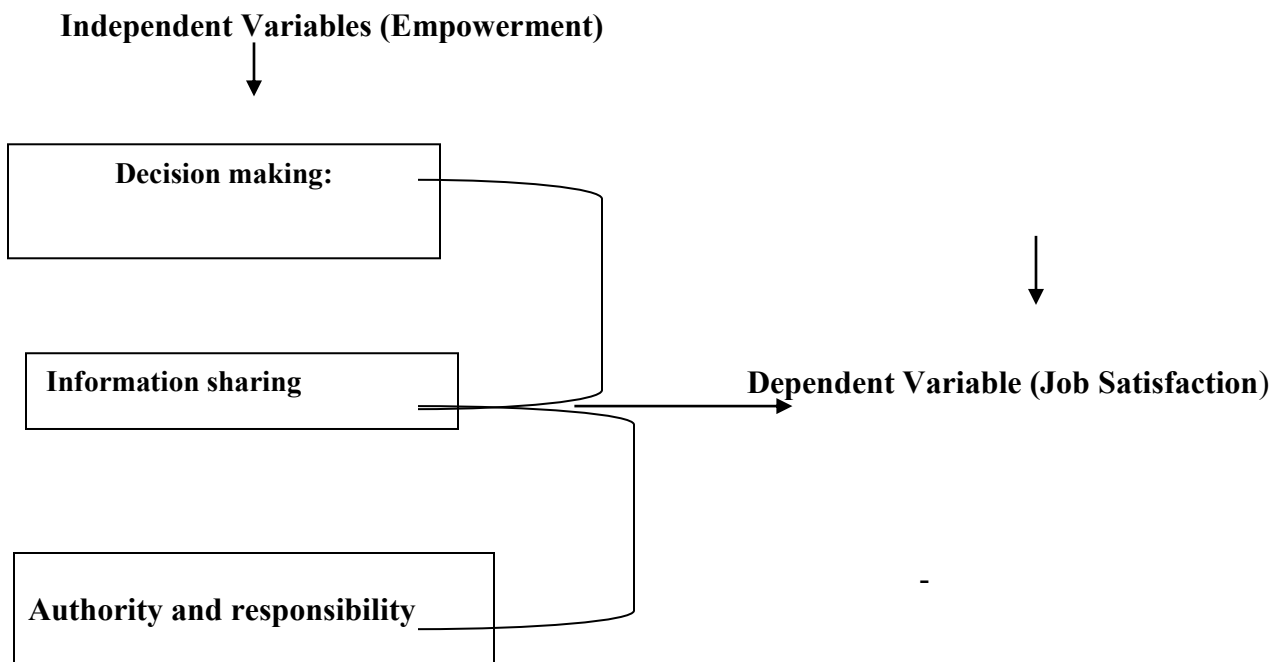
2.4 Conceptual Framework

Organizational empowerment, as bundles of HRM activities like authority granting ,information sharing and decision making is positively related to psychological empowerment, job

satisfaction, and affective commitment (Ruta Kazlauskaitė, Ilona Buciuniene and Linas Turauskas 2012) .

Employee Empowerment can be quantified with the help of its three factors like decision making, information sharing and authority and responsibility (Zuvarashe Judith Mushipe 2011).

Figure2. 1: Conceptual Research Framework-Cause and effect relationship



CHAPTER THREE-RESEARCH DESIGN AND METHODOLOGY

This research is conducted employing survey research method. A descriptive survey research approach is employed to determine the existence of employee empowerment practices in LWF and the Spearman correlation coefficient will be computed to determine the strength and direction of relationship b/n empowerment indices and job satisfaction.

3.1 Sampling size and Sampling Technique

Lutheran World Federation Ethiopia (LWF) is one part of world service international department and has around 8 field offices and head office in Addis Ababa with total 180 staff members as of Jan 2016 (LWF HR update). The no field offices reduced from 11- 8 and the no staffs reduced from 245 to 180 due to project phase out as of Dec 31, 2015. So that the no total population and sample size reduced during actual data collection.

The sample size for the population of 180 is 155. This is using the formula for sampling from small population (Evan Morris 2008)

$$\text{Sample } n = \frac{z^2 * p * q * N}{(E^2 * (N-1) + z^2 * p * q), 1}$$

N (population size)	180
z (confidence level 95%)	1.96
E (+- error)	0.03
P Population proportion	0.5
q Population proportion	0.5

Simple random sampling technique was used in this study to give equal chance to all employees. So out of the total population 180, 155 ought to participate in the study through

questionnaire but actually 145 of 155 responded to the questionnaires, which is 93.5% response rate.

The researcher also believe empowerment is equally important at all employee levels, even at senior management level, in the case of international nongovernmental organizations as there is other management body from Home office who has all information regarding fund, donor requirement and who gives the final decision regarding even employment of senior managers .So top managers in INGO need information, authority and power to manage the local organization in effective manner.

3.2 Sources of Data and tools of data collection

Lutheran World Federation Ethiopia staffs are the primary source of data for this study. The tools used to collect data are closed ended and open ended questionnaires which were mailed to participants.

The study was done based on both secondary and primary data sources. It was begun by analysis of secondary data through the detailed review of related literatures. To effectively accomplish it; books, articles, journals, magazines, bulletins and the audit report have been reviewed.

Primary data about the effect of employee empowerment was collected through questionnaire surveys. The questionnaire comprises three sections. These are; Section I, contains demographical questions about the respondents. It includes sex, age, years of work experience, and level of education (qualification). Section II, items incorporates items that help to measure empowerment and satisfaction level of employees. Finally, section III, incorporates an open

ended question that gives respondents a chance to give their own explanation to the phenomenon.

3.3 Procedure of Data Collection

All participation in this research will be voluntary and participants of the study will be given a full description of the study before deciding to participate through phone and email. After granting consensus for participation the questionnaires will be mailed to individual e-mail address to be filled and returned within fifteen days. The researcher will remind the participant seven days before the final date of submission to have high response rate. Then the questionnaires will be checked for proper filling and those filled improperly will be discarded.

3.4 Method of data Analysis

The responses from the closed-ended questions are systematically coded and analyzed by descriptive statistics using SPSS software. So percentage and mean were computed for collected data and provided further analysis on the data. Especially to see the empowerment practice in LWF, the mean of the respondents response on the 5-point likrate scare about questions related to empowerment practice (decision making, information sharing and authority and responsibility) is computed. The spearman correlation coefficients are computed to determine the strength and direction of relationship b/n empowerment indices and job satisfaction.

3.6. Validity and reliability issue

Before distributing the questionnaire, pilot test is employed to taste the validity and reliability of the instrument. This was done by distributing the designed instrument to small group of respondents who believed to be representative of the real study and the data are analyzed for validity and reliability using SPSS tools and end up with Cronbach's Alpha 78.9%.

In addition feedback was asked about the content, relevance, item length and lay outs and type of questions from the pretest participants for farther improvement before distribution.

3.7. Ethical issues

Ethical considerations in research are critical. Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviors on the part of the researcher. The integrity, reliability and validity of the research findings rely heavily on adherence to ethical principles. The readers and the public want to be assured that researchers followed the appropriate guidelines for issues such as human rights, animal welfare, compliance with the law, conflicts of interest, safety, health standards and so on. The handling of these ethical issues greatly impact the integrity of the research project and can affect whether or not the project receives funding, Dr. Jaap van Harten, the Executive Publisher of Elsevier,

All participation in this research are voluntary and participants of the study are given a full description of the study before deciding to participate through phone and email. So this study addresses ethical issues like voluntary participation and informed consent. These principles are followed to guarantee that all human subjects are choosing to participate of their own free will and that they have been fully informed regarding the procedures of the research project and any potential risks. Potential participants must be competent to make a decision regarding participation and must be free from any coercion. The consent was given in an oral form in this research. Ethical standards also protect the confidentiality and anonymity of the subjects. We don't share information between participants and don't ask name of participants to protect the data and participants.

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The purpose of the study was to see the level of employee empowerment, the level of employee job satisfaction and to see the relationship between empowerment and job satisfaction among LWF staffs. So the study try to see extent to which employees at LWF are allowed make decision affecting their work, allowed to get information and practice authority and responsibility. This chapter presents the findings gathered from the survey. The study achieved a response rate of 80.6% since up to 145 out of the targeted 180 respondents could be reached during the field study.

In this section, the data collected through questionnaires, were presented, analyzed and interpreted as follows.

4.1. Demographic Information of the Respondents

The first part of the questionnaire contained demographic information of the participants. Moreover, the questionnaire includes only limited amount of information related to personal and professional characteristics of the respondents like sex, age, educational back ground , work experience and supervisory role . Consequently, the following variables were summarized and described in the following tables and diagrams.

Table 4.1: Summary of respondents profile by sex

		Gender of respondent			
		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	25	17.2	17.2	17.2
Valid	Male	120	82.8	82.8	100.0
	Total	145	100.0	100.0	

About 83% of the respondents were male and the remaining 17 % of the respondents are female. In Diagram 4.1 When we see the age of the respondents about 44% of the respondents are less than 30 years old, 33% is greater than 35 years old. This shows LWF Ethiopia office is filled with young work force which helps the organization to be effective and productive if used properly.

Figure 4.1 Summary of respondents profile by age

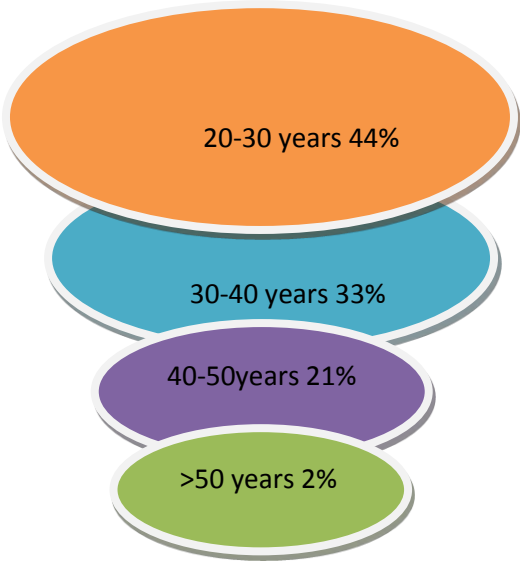


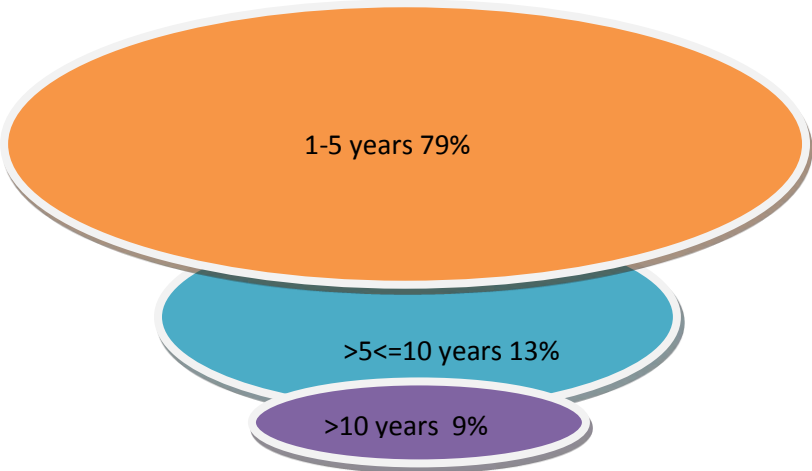
Table 4.2 depicts educational status of the respondents

As we can see from the table about 22% of the respondents are high school level, 29% diploma, 28% degree, 18% masters and 3% didn't describe their educational back ground. 75% of the respondents are graduates of colleges and universities

Educational status of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	32	22.1	22.1	22.1
Diploma	42	29.0	29.0	51.0
Degree	41	28.3	28.3	79.3
Masters	26	17.9	17.9	97.2
98	4	2.8	2.8	100.0
Total	145	100.0	100.0	

Figure 4.2 depicts respondents work Experience in LWF.



As we can see from the above diagram around 79% the respondents work under five year out of this 67% are those work for less than three years. This show large no of work force are new to the organization.

Table 4.3 Summary of Supervisory role of respondents

Supervisory role of respondent

	Frequency	Percent	Valid Percent	Cumulative Per
yes	82	56.6	56.6	56.6
no	61	42.1	42.1	98.6
Valid	98	1.4	1.4	100.0
Total	145	100.0	100.0	

According to the above table about 57% of the respondents play /work as supervisor and 42% don't work as supervisor and the remaining 1% couldn't tell the role. As we can see from the diagram most staffs are working as supervisor and need empowerment to take immediate decision related with their work.

4.2 Analysis of Respondents Job satisfaction and Empowerment by Demography

4.2.1 Level of Employee Job satisfaction and Empowerment by Sex.

Table 4.4

Gender	No	Empowerment factors				Job satisfaction factors						Job satisfaction
		Decision making	Information sharing	authority and resp.	Empowerment	General working condition	salary and promotion opportunity	Worker relationships	skill and ability	Job design	Feedback	
Female	25	3.51	3.69	3.71	3.64	2.59	2.06	3.26	2.33	2.94	2.18	2.56
Male	120	3.51	3.59	3.71	3.60	2.69	2.07	3.41	2.41	3.03	2.56	2.70
Total	145											

The study result shows that both female and male employees are almost equally empowered and also shows almost equal job satisfaction with males a bit higher than that of female in terms of job satisfaction. Both female and male employees of LWF Ethiopia are not happy with LWF salary and promotion opportunity and the opportunity to use skills and ability .Females are also

not happy with the organization feedback mechanism unlike males which are a bit happier than females with feedback mechanisms.

Generally Empowerment and Job satisfaction in LWF Ethiopia don't vary by sex as referred above in table 4.4.

4.2.2 Level of Employee Job satisfaction and Empowerment by Age.

Table 4.5

Respondents Empowerment and Job satisfaction by Age	no	Mean of Decision making	Information sharing	authority and resp.	Empowerment	General working condition	salary and promotion opportunity	Worker relationships	skill and ability	Job design	Feedback	Job satisfaction
Age 20-30	64	3.58	3.63	3.78	3.66	2.55	2.12	3.23	2.22	2.89	2.32	2.55
Age 31-40	50	3.73	3.82	3.87	3.81	2.72	1.98	3.39	2.55	3.25	2.64	2.76
Age 41-50	28	2.97	3.19	3.32	3.16	2.71	1.92	3.61	2.49	2.76	2.48	2.66
Age >50	3	3.46	3.46	3.04	3.32	4.13	3.73	4.67	2.89	4.13	4.00	3.92
Total	145											

From table 4.5 we see that employees at middle age (31-40) are more empowered than the rest and the employees with young age (20-30) are also moderately empowered. Employees with age greater than 41 are not so much empowered as the mean approaches to undecided whether they are feeling empowered or not. When we come to Job satisfaction employees with age greater than 50 are very much satisfied whereas the rest of employees with age 20-50 are

satisfied. The satisfaction level is low for employees at young age which constitute high work force number.

4.2.3 Level of Employee Job satisfaction and Empowerment by Education Level.

Table 4.6

Education Level	No	Decision making	Information sharing	authority and resp.	Empowerment	General working condition	salary and promotion opportunity	Worker relationships	skill and ability	Job design	Feedback	Job satisfaction
Secondary education	32	3.02	3.00	3.19	3.07	3.16	2.33	3.65	2.51	3.12	2.63	2.90
Diploma	42	3.41	3.72	3.83	3.65	2.69	2.23	3.40	2.45	3.03	2.52	2.72
Mean of Degree	41	3.79	3.82	3.82	3.81	2.51	1.89	3.23	2.23	2.90	2.40	2.53
Masters	26	3.87	3.90	4.10	3.95	2.40	1.83	3.42	2.53	3.06	2.56	2.63
Say nothing	4	3.37 5	3.1575	2.9075	3.145	2.1	1.5	2.5	1.915	2.95	1.75	2.12
Total	145											

The study shows that in LWF empowerment increases with education level. Employees with secondary education are not feeling this much empowerment but are satisfied with their jobs and those with masters are highly empowered and also moderately satisfied with their jobs according to table 4.6. Diploma and Degree holders are also empowered and moderately satisfied with their jobs. So the link between empowerment and job satisfaction is weak for employees with low level of education.

4.2.4 Level of Employee Job satisfaction and Empowerment by Work Experience.

Table 4.7

Respondents Work experience	No	Decision making	Information sharing	authority and resp.	Empowerment	General working condition	salary and promotion opportunity	Worker relationships	skill and ability	Job design	Feedback	Job satisfaction
1-5 years	114	3.61	3.71	3.82	3.71	2.67	2.06	3.34	2.27	3.08	2.46	2.65
5-10 years	19	3.35	3.43	3.64	3.47	2.58	1.98	3.38	2.82	2.79	2.42	2.66
p >10 years	12	2.82	2.92	2.77	2.84	2.87	2.23	3.85	2.94	2.78	2.96	2.94
Total	145											

Finding from the study regarding empowerment and job satisfaction with regard to work experience shows staffs with very long work experience are not empowered but are satisfied with their jobs. The study shows that empowerment decreases as service year increases. The opposite is true for satisfaction, as service year increases Job satisfaction also increases in case of LWF Ethiopia employees. Those employees with very long service year are very happy with staff relationship and highly dissatisfied by salary and promotion opportunities.

4.2.5 Level of Employee Job satisfaction and Empowerment by Work states.

Table 4.8

Work as	Empowerment factors				Job satisfaction factors						
	No				Gener	salary and	Work		Job	Feed	Job
Supervisor y	Decis ion maki ng	Informati on sharing	authori ty and resp.	Empo werm ent	al worki ng condit ion	promotio n opportuni ty	er relati onshi ps	skill and ability	desig n	back	satisf actio n
Supervisor	82 3.67	3.75	3.88	3.76	2.57	2.00	3.30	2.47	2.95	2.46	2.62
Non Supervisor Say nothing	61 3.32 2	3.47	3.53	3.44	2.81	2.12	3.49	2.29	3.10	2.53	2.72
Total	145										

Supervisory staffs are empowered whereas non-supervisory are not this much but non-supervisory are happier than the supervisory on their jobs. The non-supervisory are happier in terms of working condition and staff relationships as indicated in table 4.8.

Generally from table 4.4 to table 4.8 we observe that all employees with different demography salary and promotion opportunities.

4.3 Descriptive statistics of Employee Empowerment Level

Table 4.9 -4.15 presents findings on the frequency of occurrence for factors influencing Employee Empowerment in LWF through decision making, information sharing and authority and responsibility. The factors were rated on a five-point Likert scale with the ratings applied as follows: 5 = strongly agreed; 4 =Agreed; 3 = undecided; 2 = Disagreed; 1 = Strongly Disagreed. Items with means above 3.0 were regarded to present aspects that are agreed or strongly agreed observed by the respondents. In addition, the findings indicate items with means below 3.0; indicating aspects that are disagreed or strongly disagreed by the respondents. Please refer the following table for mean distribution among the factors that affect empowerment. The findings show that there is employee empowerment practice at LWF at all levels. Overall mean was found to be 3.606.

4.3.1 Descriptive statistics on staff Decision making

Table 4.9

Table 4. 9 Respondents response regard to Decision making

	N	Min	Maxi	Mean	Std.
I am allowed to take part in departmental decisions in my organization	145	1	5	3.63	1.196
The decisions in my department are made through consultation with members of the department	145	1	5	3.64	1.273
The decisions in my department are made by those individuals in the department who charged with the Task	145	1	5	3.61	1.132
Only senior management teams are involved in the organization decision making.	145	1	5	3.17	1.173
My supervisor makes all the decisions thatn affect my work by himself or herself alone	145	1	5	3.57	1.268
I have regular meetings with my supervisor to discuss how I can improve and develop	145	1	5	3.36	1.347
Am allowed to Plan my daily activities	145	1	5	3.59	1.321
Allowed to use my personal judgement	145	1	5	3.53	1.236
Overall Average				3.513	

As we can see from the table above LWF employees are somewhat agreed that they are allowed to make decision that affects their work. The entire mean for the factors that affect employee decision making are above 3.00 with average mean of 3.513 indicating the respondents are agreed. But attention should be given to some factors like organizational decision making by senior management only, staffs should be part of organizational decision making. And staff

regular meeting with supervisor is rated 3.36 which means the staffs can't decide whether there is regular meeting with their supervisor.

4.3.2 Descriptive statistics On Staff Information Sharing

Table 4.10 Respondents response regard to information sharing

	N	Minimum	Maximum	Mean	Std. Deviation
At work, I exchange ideas and information with my direct supervisor freely and easily	145	1	5	3.78	1.108
Communication from my direct supervisor is accurate	145	1	5	3.61	1.015
At work, communication flows two-way (e.g. from my direct supervisor to me, and from me to my direct supervisor)	145	1	5	3.80	1.116
Communication from my direct supervisor is adequate and complete	145	1	5	3.43	1.053
Discussions with my direct supervisor go beyond mere direction about how to do my work	145	1	5	3.39	1.107
Communication from my direct supervisor is timely	145	1	5	3.51	1.131
At work, an open line of communication between me and my direct supervisor is encouraged	145	1	5	3.68	1.019
I often discuss role-related matters with my direct supervisor	145	1	5	3.62	1.074
Valid N (listwise)	145				
Overall Average				3.603	

As we can see from the table above LWF employees are somewhat agreed that they are allowed to have information that affects their work. The entire mean for the factors that affect employee information sharing are above 3.00 with average mean of 3.603 indicating the respondents are somewhat agreed that they always get information affecting their jobs. But there are some factors that need attention by management like Communication from my direct supervisor is adequate and complete(mean 3.43) and Discussions with my direct supervisor go beyond mere direction about how to do my work (mean 3.39).

4.3.3 Descriptive statistics On Staff Authority and Responsibility

Table 4.11 Respondents response regard to authority and responsibility

	N	Minimum	Maximum	Mean	Std. Deviation
I have authority to take action with in area of my responsibility	145	1	5	3.96	.865
Most of the time I accomplish my work under less or no supervision	145	1	5	3.51	1.197
I know what my job requires of me.	145	1	5	3.97	1.154
I know exactly what I need to do in my work.	145	1	5	4.11	1.074
I know my work related responsibilities.	145	1	5	4.08	1.121
I have involvement in policy development	145	1	5	3.13	1.276
I have involvement in work standard development	145	1	5	3.29	1.252
I independently solve problems in my work area	145	1	5	3.60	1.163
Overall Average				3.703	

As we can see from the table above LWF employees are agreed that they are allowed to use authority and responsibility on issues that affects their work. The entire mean for the factors that affect staff authority and responsibility are above 3.00 with average mean of 3.703 indicating the respondents are agreed that they are allowed to use authority and are responsible for any action they took. But there are some factors that need attention by management like I have involvement in policy development (mean 3.13) and I have involvement in work standard development (mean 3.29).

As we can see from table 4.9 – 4.11 overall mean averages for Empowerment is 3.606. This shows there is good empowerment practice in LWF Ethiopia that should be maintained. Almost all the respondents agree that there is empowerment practice in LWF Ethiopia manifested through decision making, information sharing, and use of authority and responsibility.

4.4 Descriptive statistics of Employee Job Satisfaction Level

The levels of satisfaction were measured in regard to general working conditions, pay and promotion potential, work relationships, uses of skills and abilities, job design, and feedback. The items were scored on a five point Likert scale with 1 = Not satisfied at all; 2 = somewhat satisfied; 3 =satisfied; 4 = Very satisfied; and 5 extremely satisfied. The mean scores were computed for each item. Means below 3.0 indicate low levels of satisfaction among the respondents. The findings are presented and discussed below.

4.4.1 Descriptive statistics of Employee General Working Condition

The findings presented in Table 4.12 indicate the distribution of responses on the level of satisfaction with the general working conditions at LWF Ethiopia staffs. The findings indicate that a mean of 2.97, 2.89 and 2.87 in regard to the number of hours worked, flexibility in scheduling and location of work indicated good level of satisfaction. The respondents expressed low levels of satisfaction in regard to the working environment and the amount paid in vacation time or sick leave offered with mean value of 2.45 and 2.2 respectively. However, the overall mean score in regard to general working conditions was found to be 2.676, indicating fairly good level of satisfaction.

Table 4.12 Respondents response regard to General working condition

	N	Minimum	Maximum	Mean	Std. Deviation
Hours worked each week	145	1	5	2.97	1.261
Flexibility in scheduling	145	1	5	2.89	1.191
Location of work	145	1	5	2.87	1.249
Amount of paid vacation time or sick leave offered	145	1	5	2.20	1.321
Working environment is comfort and attractive	145	1	5	2.45	1.258
Overall Average				2.676	

4.4.2 Descriptive statistics of Employee Pay and Promotion Potential

The findings presented in Table 4.8 indicate the distribution of responses on the level of satisfaction with the pay and promotion potential at LWF Ethiopia staffs. The findings indicate

that the respondents were not satisfied at all with the salary offered and opportunities for promotion with mean value of 1.63, 1.86 respectively. In addition, low levels of satisfaction were noted in regard to benefits, job security and recognition for work accomplished with mean value of 2.02, 2, 25 and 2.57 respectively were respondents seemed somewhat satisfied. However, the overall mean for all items was found to be 2.068, indicating low level of satisfaction in regard to pay and promotion opportunities

Table 4.13 Respondents response regard to Salary and promotion

	N	Minimum	Maximum	Mean	Std. Deviation
Salary	145	1	5	1.63	1.040
Opportunities for promotion	145	1	5	1.86	1.047
Benefits such as medical ,Provident fund and life insurance etc	145	1	5	2.03	1.130
Job Security	145	1	5	2.25	1.352
Recognition for work accomplished	145	1	5	2.57	1.279
Valid N (listwise)	145				
Overall Average				2.068	

4.4.3 Descriptive statistics of Employee Worker Relationships

The findings presented in Table 4.14 indicate the distributions of responses on the level of satisfaction with the work relationships at LWF. The findings indicate that all of the respondents

expressed good levels of satisfaction in regard to relationship with coworkers (mean = 3.37); relationship with the supervisors (Mean=3.38), relationship with sub-ordinates where applicable (mean = 3.38) and Relationships with stakeholders-gov't staffs, customers, donors (mean=3.41). And the overall mean score for all items was found to be 3.385; indicating good level of satisfaction in regard to work relationships where it seemed all respondents are satisfied.

Table 4.14

Table 4.14 Respondents response regard to staff relation

	N	Minimum	Maximum	Mean	Std. Deviation
Relationships with your coworkers	145	1	5	3.37	1.054
Relationship(s) with your supervisor(s)	145	1	5	3.38	1.028
Relationships with your subordinates	145	1	5	3.38	1.055
Relationships with stakeholders-gov't staffs, customers, donors	145	1	5	3.41	1.102
Valid N (listwise)	145				
Overall Average				3.385	

4.4.4 Descriptive statistics of Employee Opportunity to Use Skills and Abilities

The findings presented in Table 4.15 indicate the distribution of responses on the level of satisfaction with the use of skills and abilities at the LWF. The findings indicate that a majority of the respondents expressed average levels of satisfaction in regard to being accorded an opportunity to utilize their skills and talents (mean = 3.74) and opportunities to learn new skills (mean = 2.49).

However, the respondents reported low levels of satisfaction in relation to being accorded support for additional training and education from the management of LWF (mean = 1.97). The overall mean score or all items was found to be 2.40, indicating a fairly low level of satisfaction in regard to the use of skills and abilities where it seemed all respondents are somewhat satisfied.

Table 4.15 Respondents response regard to opportunity to utilize skill and ability

	N	Minimum	Maximum	Mean	Std. Deviation
Opportunity to utilize your skills and talents	145	1	5	2.74	1.177
Opportunity to learn new skills	145	1	5	2.49	1.185
Support for additional training and education	145	1	5	1.97	1.133
Valid N (listwise)	145				
Overall Average				2.40	

4.4.5 Descriptive statistics of Job Design

The findings presented in Table 4.16 indicate the distribution of responses on the level of satisfaction with the job design at the LWF. The findings indicate that all of the respondents expressed high average level of satisfaction in regard to the variety of job responsibilities (mean = 2.68); the degree of independence associated with their work roles (autonomy) (mean = 3.02); the significance of their jobs (i.e. the extent to which their jobs add value to the entire organization) (mean = 3.28); the ability to identify where the job begins and ends (i.e. how well defined the tasks are) (mean = 3.16); and the recognition of the challenging and interesting tasks that make up their jobs (mean = 2.94). And, the overall mean score for all items was found to be 3.016, indicating average level of satisfaction in regard to job design where all respondents seemed satisfied with their job design.

Table 4.16

Respondents response regard to job design

	N	Minimum	Maximum	Mean	Std. Deviation
Variety of job responsibilities	145	1	5	2.68	1.342
Degree of independence associated with your work roles (autonomy)	145	1	5	3.02	1.152
The significance of your job (i.e. the extent to which your job adds value to the entire organization)	145	1	5	3.28	1.133
Ability to identify where your job begins and ends (i.e. how well defined your tasks are)	145	1	5	3.16	1.206
The challenging and interesting tasks that make up your job	145	1	5	2.94	1.192
Valid N (listwise)	145				
Overall Average				3.016	

4.4.6 Descriptive statistics of Feedback Mechanism

Table 4.17 shows the distribution of responses on the level of satisfaction with the aspects of job feedback at the LWF. The findings indicate that the respondents reported low levels of satisfaction in regard to immediacy of the feedback (i.e. how soon the feedback is given) (mean = 2.44); and the manner in which the feedback is given (mean = 2.55).

The overall mean for the items was consequently 2.495 and the respondents seemed that somewhat satisfied with the work feedback which shows low level of satisfaction.

Table 4.17

Table 4.17 Respondents response regard to feed back

	N	Minimum	Maximum	Mean	Std. Deviation
Immediacy of the feedback (i.e. how soon the feedback is given)	145	1	5	2.44	1.285
The manner in which the feedback is given	145	1	5	2.55	1.312
Valid N (listwise)	145				
Overall Average				2.495	

As we can see from Table 4.12-4.17 overall average of Job satisfaction is 2.673 which mean the staffs are somewhat satisfied with LWF in the above five Job satisfaction indicators . But there are areas that need attention to more increase staff job satisfaction. Those are General working condition, salary and opportunity for promotion, opportunity to use skill and ability and feedback mechanisms.

So in Lutheran world federation Ethiopia there is good employee empowerment practice as all the respondents agree the existence of empowerment practice and moderate level of employee job satisfaction is observed from the data analyzed above.

4.5 Spearman's Rho Correlation of Empowerment and Job Satisfaction Indices

The null of the first hypothesis of the study stated that there is a significant correlation between Employee empowerment and employee job satisfaction in case of Lutheran World Federation Ethiopia. To ascertain this, an index for Employee Empowerment was computed for each respondent based on the 24 items specified in the study's question. In addition, an index for job satisfaction was computed. However, the job satisfaction index was broken down into sub-indices based on the indicators applied. These included: general working conditions, pay and promotion potential, work relationships, uses of skills and abilities, job design, and feedback on the job.

Spearman's Rho Correlation Coefficients were computed to determine the strength and direction of the relationship between job satisfaction and job satisfaction indices and the result shows that there is very strong cause and effect relationship between job satisfaction and job satisfaction indices like general working condition with correlation Coefficient of 0.66, worker relationships with correlation coefficient of .64, salary and promotion opportunity (corre. Coffi. of .56), opportunity to use skill and ability (corre. Coffi of .67), job design (corre. Coffi .76), and feedback (corre coffi .77). This shows the factors used to measure employee job satisfaction are to the point and give appropriate measurement.

As we can see from the above table 4.13 the same correlation were computed to determine the strength and direction of the relationship between employee empowerment and job satisfaction indices and overall job satisfaction, and the finding shows very weak relation between salary and

Promotion opportunity and employee empowerment and general working condition has also weak relationship with employee empowerment. The relationships for use of skill and ability (.20) and, job design (.29) are low and there is moderate relationship between employee empowerment and feedback (.34) , worker relationship(.33) and moderate relationship (.37) is observed between employee job satisfaction and employee empowerment.

Over all, in this study moderate relationship (.37) is observed between employee job satisfaction and employee empowerment.

Table 4.18 Spearman's correlation

Spearman's rho		Empowerment	Decision making	Information sharing	Authority \$ Resp.	Job satisfaction	working Condition	Worker relationship	Sal and Promotion	to use Skill and ability	Job design	Feedback
Empowerment	Corr Coeffi	1.000										
	Sig. (2-tailed)	.000										
Decision making	Corr Coeffi	.865*	1.000									
	Sig. (2-tailed)	.000										
Information sharing	Corr Coeffi	.874*	.643**	1.000								
	Sig. (2-tailed)	.000	.000									
Authority and Responsibility	Corr Coeffi	.713*	.485**	.482**	1.000							
	Sig. (2-tailed)	.000	.000	.000								
Job satisfaction	Corr Coeffi	.371*	.349**	.345**	.154	1.000						
	Sig. (2-tailed)	.000	.000	.000	.065							
General working Condition	Corr Coeffi	.223*	.149	.235**	.110	.663**	1.000					
	Sig. (2-tailed)	.007	.074	.004	.188	.000						
Worker relationships	Corr Coeffi	.333*	.225**	.366**	.153	.637**	.287**	1.000				
	Sig. (2-tailed)	.000	.007	.000	.065	.000	.000					
Salary and Promotion opportunity	Corr Coeffi	.097	.068	.136	.012	.562**	.298**	.432**	1.000			
	Sig. (2-tailed)	.248	.419	.103	.882	.000	.000	.000				
Opportunity to use Skill and ability	Corr Coeffi	.197*	.222**	.134	.051	.674**	.397**	.358**	.166*	1.000		
	Sig. (2-tailed)	.018	.007	.108	.542	.000	.000	.000	.046			
Job design	Corr Coeffi	.293*	.342**	.214**	.153	.763**	.452**	.387**	.299**	.484**	1.000	
	Sig. (2-tailed)	.000	.000	.010	.066	.000	.000	.000	.000	.000	.000	
Feedback	Corr Coeffi	.344*	.258**	.394**	.110	.772**	.383**	.465**	.397**	.383**	.535*	1.000
	Sig. (2-tailed)	.000	.002	.000	.188	.000	.000	.000	.000	.000	.000	.000

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

* . Correlation is significant at the 0.05 level (2-tailed).

As we can see from table 4.18 the correlation coefficient is also computed to see the direction and strengths of the relationship between employee empowerment factors used in this study and employee empowerment and there is very strong cause and effect relationship between employee empowerment and employee empowerment indices like decision making (corre. Coffi .87), information sharing (corre.coffi .87) and authority and responsibility (corre. Coffi. .71). This shows the factors used to measure employee empowerment are to the point and give appropriate measurement.

Based on the above analysis of mean and correlation coefficients the study finding rejects the null hypothesis of the entire three hypotheses and accepts the other one as depicted below.

Hypothesis 1

H0: There is a significant/strong correlation between Employee empowerment and employee job satisfaction in case of Lutheran World Federation Ethiopia

H1: There is no a significant/strong correlation between Employee empowerment and employee job satisfaction in case of Lutheran World Federation Ethiopia

Hypothesis 2

H0: There is high level of employee job satisfaction in Lutheran World Federation Ethiopia

H1: There is low level of employee job satisfaction in Lutheran World Federation Ethiopia

Hypothesis 3

H0: There is high level of employee Empowerment in Lutheran World Federation Ethiopia

H1: There is low level of employee Empowerment in Lutheran World Federation Ethiopia

The null hypothesis of the first hypothesis is rejected because the study shows that there is moderate relationship between Employee job satisfaction and employee empowerment in Lutheran World Federation Ethiopia with correlation coefficient of 0.37. So there no significant/strong correlation but moderate relationship observed in this study.

The null hypothesis of the second hypothesis is rejected because the study shows that there is low/moderate level Employee job satisfaction in Lutheran World Federation Ethiopia with mean value 2.673. It shows that the staffs are somewhat satisfied with their Job.

The null hypothesis of the third hypothesis is rejected because the study shows that there is moderate level of Employee Empowerment practice in Lutheran World Federation Ethiopia with mean value 3.606. It shows that the staffs are somewhat agreed that they are empowered with regard to decision making , access to information and practicing authority and responsibility.

Generally staffs in Lutheran World Federation are not empowered to higher level and are also have low level of job satisfaction as reviled by the study. The relationship between empowerment and Employee job satisfaction is moderate according to this study in Lutheran World Federation. So to increase employee job satisfaction the management should focus on intrinsic factors like salary and Promotion opportunities and factors that affect general working conditions on which LWF employees are not satisfied. The study shows that the level of Job

satisfaction is very lower than that of employee empowerment. The staff generally don't have empowerment problem but problem of job satisfaction is there. As I try to triangulate the quantitative finding with qualitative finding from open ended question please find some summarized report for the three open ended questions:-

1. What is it that you like most in your job right now?

The work environment, understanding each other, positive work relationship, independence, recognition , security, location of work, coworkers, learning opportunity, decision making, support ,free involvement on the activities, good working condition, the type of work we deal with is changing lives, training, working with community, timeliness of feedback , reporting ,coworker and customer satisfaction , the service we delivered , team work , better experience

2. What is it that you are not comfortable in your job right now?

Lack of food allowance, absence of house allowance, different benefits, salary, lack of uniform, clear job description, communication is not transparent, organizational structure, delay in decision making, no capacity building, benefit and salary structures, poor capacity building for staffs , decision delays at senior management staffs , job security is fragile , no career development , overtime duty without payment , facilities , bureaucratic system lack of training , experience sharing visit .

3. What do you need to improve your performance and productivity?) ,

Salary increment, house allowance, canteen allowance, uniform provision, training, capacity building training, project management training, adequate transportation /logistics, Well planned project document, on job training, experience sharing , need fair treatment at senior management level, better payment , opportunities for training and additional education, monitoring and evaluation , recognition , follow up , safety and security training , good team spirit , good work atmosphere.

Almost all of them rise about the benefit package of the organization. They say the salary scale is too low, no promotion potential and the amount of different allowance given are not satisfactory. Some are also not happy with the nature of job they say they are tired of routine work no job enlargement. To improve our work performance we need more empowerment, attractive benefits and challenging job. So the findings of the descriptive statistics and from the open ended questions support each other. There is a sort of satisfaction with moderate empowerment but need to consider issues in no 3 above to increase staff empowerment and job satisfaction.

CHAPTER FIVE

5. SUMMARY CONCLUSION AND RECOMANDATIONS

This part presents the summary and description of findings derived from the study. It also details the conclusions and recommendations to the management of Lutheran World Federation Ethiopia regarding ways of improving job satisfaction levels through Empowerment.

5.1 Summary Conclusion

The findings of the study showed that there is a fairly moderate level of satisfaction among respondents on aspects relating to general working condition, salary and promotion opportunity, staff relation, opportunity to utilize their ability and skills, job design and feedback mechanisms at the LWF, although dissatisfaction was evidenced in a number of factors. To list some of the factors that employees are not satisfied about are salary, opportunities for promotion, benefits such as medical, Provident fund and life insurance, job security and support for additional training and education.

Those factors pulls down the satisfaction level of the employees and this should be where the LWF Ethiopia should focus on to boost employee job satisfaction to increase its employee productivity.

As we have observed from the analysis done based on employee demography, empowerment increases with educational level and status of work, and decrease with age and experience but job satisfaction increase with age and also experience. Except gender empowerment and job satisfaction varies for various demographic characteristics. So the management should give

emphasis on employee demographic characteristics during policy development for employee empowerment and job satisfaction purpose.

The study shows that LWF Ethiopia has very good staff relation and also well designed jobs that make its employees satisfied. There are also areas that need attention to increase employee job satisfaction like mechanism of feedback should be improved both in terms of immediacy and manner. In addition the study shows low satisfaction in factors like recognition for work accomplished amount of paid vacation time or sick leave offered ,working environment in terms of comfort and attractive and opportunity to learn new skills which are key areas to motivate employees.

Generally LWF employees are moderately satisfied with their job and the management should work hard to increase the job satisfaction by considering both Job satisfaction factors and empowerment factors, as empowerment has positive relation with job satisfaction in LWF even though the relationship is moderate with spearman coefficient of .37.

The study showed that employees are fairly given freedom to make decision on their daily routines works. The findings revealed that decision making is fairly participatory for all as the mean respondent shows 3.513 that approaches to agree. Above all, the employees agree that their views and opinions are considered in informing decision-making at the LWF.

From the study we can observe that employees are happy at information sharing and practicing authority and responsibility in the LWF. This help employees to carry out their responsibility in due time and make informed decision.

Generally Employees are satisfied with the empowerment factors in this study like decision making, information sharing and authority and responsibility. This shows there is empowerment practice in the LWF but not to the higher level as the mean falls between undecided and agreed more approaching to agree with mean value 3.606. So the management need to work hard on empowerment factors especially decision making and information sharing.

5.2 Recommendations

The study identified a number of aspects relating to empowerment that influence employees level of satisfaction. As observed from spearman correlation there is strong relationship between job satisfaction indices like worker relationship, feedback, job design and use of skill and ability and employee empowerment. And salary and promotion opportunity and general working condition has also weak and positive relationship with empowerment.

So in LWF empowering of employees means increasing job satisfaction. So the LWF management should understand this and work on employee empowerment to the higher level to get higher level of job satisfaction by employees.

However, some aspects require improvement going by the low mean rating obtained from their scores. These include keeping employees updated with what is happening in the organization; giving them credit and praise when they do good work or put in extra effort; support for extra training; regular meetings to discuss personal staff development , giving incentives to work hard and pay competitive salary , introduce promotion strategy , assess and increase benefit packages

,work on job security maintaining mechanism, prepare good working environment where employees can use their ability and skills and develop good employee feedback mechanisms.

5.3 Recommendations for Further Studies

This study targeted employees of the Lutheran World Federation only.

There could be different perceptions about job satisfaction and empowerment among other employees in other NGOs as well.

This is the area which needs to be studied.

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QUESTIONNAIRE FOR Lutheran World Federation Ethiopia Employees

Dear Sir / Madam,

You have been selected to participate in this study because you have invaluable information and knowledge related to the study as a result of your employment in the organization. The information sought is required only for academic purposes. Participation is entirely out of your own volition; and necessary for the success of this work. I request you to respond with truthfulness and honesty for the success of the research. Remember that the information you provide will be treated with maximum confidentiality.

Thank you in advance.

.....

Dechassa Sekata

Section (I) Background

Tick or write where necessary in the space provided the alternative of your choice.

1. Your Gender Male () Female ()

2. Age _____

3. Your highest academic qualification a. Secondary Education () b. Diploma () c.
Bachelors () masters () e. Others (Specify) () _____

4. Years of Work experience in LWF _____

5. Do you perform supervisory tasks? a. Yes () b. No ()

Section (I) responses to the variables

Tick the appropriate column on how you feel about the questions.

A) Key: SD= strongly disagree, D=disagree, U=undecided, A=agree and SA= strongly agree

	Questions	SD	D	U	A	SA
dm1	I am allowed to take part in departmental decisions in my organization					
2	The decisions in my department are made through consultation with members of the department					
3	The decisions in my department are made by those individuals in the department who charged with the Task					
4	Only senior management teams are involved in the organization decision making.					
5	My supervisor makes all the decisions that affect my work by himself or herself alone					
6	I have regular meetings with my supervisor to discuss how I can improve and develop					
7	Am allowed to Plan my daily activities					
8	Allowed to Use my personal judgment					
Is9	At work, I exchange ideas and information with my direct supervisor freely and easily					
10	Communication from my direct supervisor is accurate					
11	At work, communication flows two-way (e.g. from my direct supervisor to me, and from me to my direct supervisor)					
12	Communication from my direct supervisor is adequate and complete					
13	Discussions with my direct supervisor go beyond mere direction about how to do my job					
14	Communication from my direct supervisor is timely					
15	At work, an open line of communication between me and my direct supervisor is encouraged					
16	I often discuss role-related matters with my direct supervisor					

AU17	I have authority to take action with in area of my responsibility					
18	Most of the time I accomplish my work under less or no supervision					
19	I know what my job requires of me.					
20	I know exactly what I need to do in my work.					
21	I know my work related responsibilities.					
22	I have involvement in policy development					
23	I have involvement in work standard development					
24	I independently solve problems in my work area					

Tick the appropriate column on how you feel about the questions.

B) Key NS-Not satisfied, SS- Somewhat satisfied, S-Satisfied, VS-Very satisfied and ES-extremely satisfied

	Questions	NS	SS	S	VS	ES
GW1	Hours worked each week					
2	Flexibility in scheduling					
3	Location of work					
4	Amount of paid vacation time or sick leave offered					
5	Working environment is comfort and attractive					
PP6	Salary					
7	Opportunities for promotion					
8	Benefits such as medical ,Provident fund and life insurance etc					
9	Job Security					

10	Recognition for work accomplished					
RS11	Relationships with your coworkers					
12	Relationship(s) with your supervisor(s)					
13	Relationships with your subordinates					
14	Relationships with stakeholders-gov't staffs, customers, donors					
SA15	Opportunity to utilize your skills and talents					
16	Opportunity to learn new skills					
17	Support for additional training and education					
Jd18	Variety of job responsibilities					
19	Degree of independence associated with your work roles (autonomy)					
20	The significance of your job (i.e. the extent to which your job adds value to the entire organization)					
21	Ability to identify where your job begins and ends (i.e. how well defined your tasks are)					
22	The challenging and interesting tasks that make up your job					
FB23	Immediacy of the feedback (i.e. how soon the feedback is given)					
24	The manner in which the feedback is given					

Section III Open ended Questions

1. What is it that you like most in your job right now? Name at least two aspects.
2. What is it that you are not comfortable in your job right now?
3. What do you need to improve your performance and productivity?

LWF Eth Organogram

