



**PRECEIVED EFFECT OF EMPLOYEE
EMPOWERMENT ON JOB SATISFACTION
IN THE CASE OF BANK OF ABYSSINIA S.C**

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Declaration

I, Tenaye Nurga, declare that this thesis is a result of my research investigations and findings. Sources of information other than my own have been acknowledged and a reference list has been appended. This work has not been previously submitted to any other university for award of any type of academic degree.

Signature.....Date.....

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Abstract

This study was primarily aimed at examining the effect of employee empowerment on job satisfaction of workers in the Ethiopian Private Banking sector. It analyzed and rated the perception of employees of the Bank. To address the purpose of the study, questionnaire was used as an instrument to collect data on the perception of employees depending on employee empowerment situation in the Bank. A total of 115 respondents were targeted to fill the questionnaires. Out of the total, 106 respondents filled Likert scale questionnaires. All respondents thoroughly filled and returned back the questionnaires. The Cronbach's alpha is used to test the internal consistency or reliability of the questionnaire of Likert scale. To analyze the data descriptive and statistical analysis were used. The results show that employee empowerment and job satisfaction of Bank of Abyssinia has positive relationship. Moreover, the relationships of dimensions of employee empowerment have also had positive relationship with job satisfaction. However, the Pearson correlation coefficient indicates that the overall relationship between employee empowerment and job satisfaction is weak and the relationship between each dimension and job satisfaction is weak as well. In recommendations, forwarded for the bank is to enhance employee empowerment dimensions whose ultimate purpose is to raise perceptions of workers toward feelings positively and constructively; such as, they feel they are important workers; doing meaningful works for the Bank; they are feeling capable enough and have skillfully doing works who involve in decision making the bank.

Key words: job satisfaction, employee empowerment, bank, relationship

CHAPTER ONE

1. INTRODUCTION

In this chapter, attempt has been made to give background for the study. It attempted to show the definition of empowerment and its importance for contemporary times in global context. Research question were selected and crafted carefully. The chapter also covers objectives (general & specific) and its significance (contribution) as it was a designed to offer new insights, new understandings of social realities in the areas under discussion. It also considered delimitation and limitation of the study as it cannot incorporate all issues related to employee in a single study.

1.1. Background of the Study

Scholars who are working on the human resource management areas offer various definitions for empowerment. Accordingly, Empowerment is a management technique that makes an employee the sole owner of the work. With this technique, subordinates are empowered and become final decision makers on how and in what way they will do their work. The assumption is that front line employees see many problems and opportunities which enable them to boost the organization productivity. Employees have many ideas which enable increasing productivity and customer service. An organization improvement lies in front line workers which comprises of the largest sum of any organization in including the banking sector (Robinson & Dean 2014)

Organizations are made up of individuals who have exercised only orders, and whose thinking and development abilities are eliminated, can be successful if they are in militaristic system. What it means, organization must have marketing strategy and competitive employees who works in a manner of war plan. In a war plan, the military leaders have a strategy and capability of making at most alliance, offence, defense, and deterrence. Much the same is true for business organizations. Therefore, to make business organization successful, alliance, offence, defense and deterrence are no longer optional. it is possible for enterprises to survive in the brutal competitive environment of the 21st century (Wilkinson, et al., 2017). It is highly likely by including all employees in business processes. Here, empowerment creates a democratic environment for any enterprises, producing employees who make their own decisions and take responsibility for the outcomes of their decisions.

Empowerment means 'to give power to'. Power has a few meanings. Power in the legal sense means authority; and in this case empowerment also meant authorization; getting more and better ideas. It also meant idea systems and innovativeness. On the other hand, power can also be expressed as energy. In this case, empowerment means to energize. Energy transfer is the most plausible statement for motivational use of the concept of empowerment (Timothy, T. A., & Abubakar, H. S., 2013).

In the Oxford English Dictionary (<https://www.oxfordlearnersdictionaries.com>), the word "to empower" is specified as "to give somebody the power or authority to do something". In contrast to the earlier definition of empowerment as delegation of authority and resources; the definition of "enabling" is understood in fact as motivating by increasing personal efficacy (Conger & Kanungo, 1988). Empowerment is more about the use of power. If a conventional definition of empowerment is to be made, it should include those people outside the decision-making process in the decision-making process.

Dew (1997) stated that the fruits of the "empowerment" tree resulted in democratic atmosphere in the workplace. According to Dew, when the people in the organization are empowered and their support systems continue to strengthen, democracy will gradually rise to daylight. Mondros and Wilson (1994) think that there is a significant difference between actual power and feeling of being powerful. Strengthening empowerment according to them refers to a psychological situation that allows one to pursue concrete actions towards the goal of being strong and includes cases of competence, control and entitlement.

Psychological empowerment is defined as a motivational structure that manifests itself through four dimensions (Spreitzer, 1995; Elizabeth G. and Zakkariya K.A., 2018). These are dimensions of meaning, competence, self-determination, and impact. Meaning (significance) refers to the harmony between one's own beliefs, values and ideals, the purpose of engraving, and the business role that one expects. Competence (proficiency) refers to the belief that an individual has the skill to perform his/her jobs in as much the best possible way. Self-determination (autonomy) is that one can make his own self-selection in the stages of starting, sustaining or terminating work, and acting independently in making decisions. Impact is the degree to which an individual can influence his or her own strategic, administrative, or operational outcomes.

Fetterman and Wandersman(2015) have laid down the basic principles of empowerment as follows: Empowerment, community ownership, inclusion, democratic participation, social justice, community knowledge, evidence-based strategies, capacity building, organizational learning and accountability. Wilkinson, A., Redman, T. and Dundon, T. (2017) indicate that environments that enhance the perception of staff empowerment have a lasting positive effect on employees satisfaction.

In general, achieving a positive relationship between empowerment and employee satisfaction is considered the common goal for many organizations (Wilkinson, et al, 2017). According to Pushpakumari (2008), employee's job satisfaction is the gateway to the success of an organization. This is because employees who exhibit a higher level of satisfaction tend to put more effort in their jobs that may as a result lead to better job performance. Hence, for an organization to achieve a higher level of performance, a satisfying working context is required. Armstrong (2006) described job satisfaction as the attitude and feeling employees which they possess and their view towards their job. The feelings and attitudes of employees are fundamentally divided into two categories which are termed to be the positive and negative attitudes (Robbins, S.P. and Judge T.A., 2014).when employees are immersed in pleasant feelings and positive attitudes they have tend to show that employees are satisfied in their duty and working environment while negative and unpleasant feelings exhibit dissatisfaction of employees (Armstrong, 2006). From the aforementioned view one concluded that, job satisfaction refers to how employees feel about the job and to which extent the value of the job is consistent to the employees' needs.

1.2. Statement of the Problem

Over the past several decades numerous technical briefs, analytical reports, policy papers, government reports, journal articles and books have been written which suggests that effect of employee empowerment has positively correlated with job satisfaction(). Since the early 1990s the crucial role played by institutions in the process of economic development , and in explaining global difference in development outcomes , has gained increasing attention in academia , policy makers and financial institutions(Sideras& Kartik, 2006) Earlier, investments in physical capital and infrastructure were seen as the essential stimuli for economic development. In later times(after 1970s) the emphasis shifted to investment to human capital and empowerment as it is

considered to be one of the most fundamental requirement in the achievement of development outcomes. Sideras & Kartik, 2006)

The idea of empowerment arises from the very concept that all over the world, millions of working people see problems and opportunities that their managers do not. With little chance to do anything about them, they are forced to watch helplessly as their organizations waste money, disappoint and lose customers, and miss opportunity after opportunity that to them are all too apparent Schroeder & Robinson, 2004) The result is performance far lower than it should be and employees who do not respect or trust management and who are not fully engaged with their work. At the same time, managers are under constant pressure to do more with less. But with so much of their time consumed by “firefighting” and trying to meet short-term demands, they have little or no time to think about how to build their organizations’ capabilities. They are chronically short of the resources they need to keep performance at current levels, much less improve it.(Schroeder & Robinson,2004)

They wonder how to motivate their employees, who don’t seem as involved in their work as they should be. In short, a great many managers today find their work stressful and unfulfilling. But a quiet revolution is under way—an idea revolution—led by managers and supervisors who, in a small but growing number of companies, have learned how to listen systematically to their employees. With each implemented idea, performance improves in some way. Some time or money is saved, someone’s job becomes a little easier, the customer experience is enhanced, or the organization is improved in some other way. With large numbers of ideas coming in, performance improves dramatically. And as employees see their ideas used, they know they are having an impact on their organization and become engaged in their work.(Schroeder & Robinson,2004)

According to Shields (2016), reduction of employee morale not only de-motivates the employees but also reduces their commitment to the organizations and its effect negatively impacts the performance of the employees. Ameerah (2013) deals with employees’ empowerment; in his view, it increases employees’ fundamental motivation and helps them feel their importance and contribution to the overall performance. Empowerment of employee in the bank is often a misunderstood concept.

Awamley, (2013)., attributed the mediating role of psychological and structural empowerment to some reasons, including the existence of statistical significant link between the empowered leader behavior on the one hand and psychological empowerment on the other hand; and also a statistical significance link with work engagement on the other. Thus, all the previous researchers in other countries, despite their difference due to their environment and areas of work, showed the great significance of employee empowerment toward improving the level of getting engaged employees to leading to improved employee work performance. But, in our Ethiopia case, still there are not yet available literatures and studies were conducted especially in financial or banking sector.

Although few researches have done on the relationship between employee engagement and job performance in Ethiopia, they couldn't address the urgent needs to have engaged and motivated employees in the banking sector. For example, Jamal (2017), studied on the relationship between employee engagement and work performance: the Case of Ethiopian Private Banks aiming onto find out whether there was employee engagement in private banks and to determine the current level of employee engagement at private banks.

Empowerment is a well-studied subject in many counties, but, few researches have been conducted in the Ethiopian private banking industry. So far, studies on employee empowerment in the Ethiopian context have focused on other industries and the Public Banking rather than private Banking as a whole. Most of the studies that have been done in business organization Now the idea is, whether the banking industry in Ethiopia, have implemented a positive correlation between empowerment and job satisfaction and what in practices it means to the institution and lesson given to other firms.

The researcher of this study believes that Abyssinia bank has a good start on employee empowerment practices and the result seem to have been exemplary to be studied in order to take as a benchmark to other business sectors. As a result, this study would put forward a model to link how employee empowerment impacted employee satisfaction. The model employed to show the relationship between Employee Empowerment is (Meaning, Competence, Self-Determination and Impact) and Job Satisfaction (Job Conditions, Reward System, Relationships with superiors and co-workers and HR policies).

Moreover, there was no substantive empirical study that has been conducted to investigate the effect of employees' empowerment on job satisfaction in the Bank of Abyssinia S.C. and this study is a good beginning. This research gap would be addressed to help further build the empirical findings of the effect of employee empowerment on job satisfaction in the organization under current study. Therefore, the current study would aim at investigating the effect of employee empowerment on job satisfaction by focusing specifically on answering the following research questions

1.3. Research Questions

- To what extent does meaningfulness dimension affect job satisfaction in Bank of Abyssinia S.C.?
- To what extent competence Dimension affect job satisfaction in BOA S.C.?
- To what extent self-determination Dimension affect job satisfaction in BOA S.C.?
- To what extent impact dimension affect job satisfaction in BOA S.C.?

1.4. Objectives of the Study

1.4.1. General Objectives

The general objective of this study would be to analyze the effect of employee empowerment on employees' job satisfaction in Bank of Abyssinia S.C., in Ethiopia. The study would also attempt to achieve the following specific objectives.

1.4.2. Specific Objectives

- To examine the effect of meaningfulness dimension on job satisfaction.
- To analyze effect of competence and its relation with job Satisfaction.
- To examine how self-determination dimensions and its relation with Job Satisfaction.
- To analyze impact dimension and its relation with Job Satisfaction,

1.5. Significance of the Study

The finding of this research will benefit the management of Bank of Abyssinia S.C. So it would offer valuable experiences and practices across disciplines and values the employees in

improving their satisfaction and turnover would accordingly be minimized. Management will benefit from addressing the problem of job dissatisfaction among employees. In general, the study would serve the purpose of ensuring quality and efficiency of the Banking industry to retain and attract qualified and committed employees. Finally, the study would serve as a stepping stone for other researches for further investigation in the Banking sector.

1.6. Delimitation of the Study

The study would focus on investigating the relationship between employees' empowerment and job satisfaction at Bank of Abyssinia S.C. Because the banking sector is becoming challenged by the competitiveness of the labor market; hence, the researcher would delimit to the empowerment dimension of employees as a factor for organizational success. The study to some selected Branches of Bank of Abyssinia S.C. as the study area, because of financial and time constraints. There are various independent variables related to employees' empowerment and job satisfaction. The researcher would be delimited to the background of employees i.e. age, qualification, career structure, experience, position level they work.

1.7. Limitation of the Study

This research paper had the following limitations. First, the data was collected from a particular group of people so that it might not be representative for other industries. Finally, there was limited current literature relevant to the study that was focused specifically on job satisfaction especially in the Ethiopian context. Although much effort was done to make this research more inclusive and comprehensive, the aforementioned situation hampered the study to be exhaustive.

1.8. Operational Definition

Employee Empowerment: - is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities (Wilkinson, et al, 2017).

Meaningfulness-Dimension: - is when empowered employees perceive meaning in their work. They care about their work and believe that whatever they do is important. Their job fits their values. This indicates the benefit of a work objective or drive, base in correspondent to one's principles or standards (Spreitzer, G. M., 1995).

Competence-Dimension: – is when empowered employees are confident about their abilities to skillfully perform their jobs. They show tremendous capacity or expertise to complete activities to grow in the face of emerging challenges (Spreitzer, G. M., 1995).

Self-determination-Dimension: – is when empowered employees have a sense of self-determination in that they feel they have freedom, independence, and discretion over their work activities. They have choice in regard to the tasks, methods, and pace of their work (Spreitzer, G. M., 1995).

Impact-Dimension: – is when empowered employees view themselves as active participants in the organization and believe that they have influence over important strategic, administrative, and operating decisions of the organization (Spreitzer, G. M., 1995).

Job Satisfaction: Job satisfaction is defined as positive feelings of employees about physical and psychological factors associated with their job. A positively perceived emotion on the appraisal of his/her **job**. Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place (Robbins and Judge, 2014).

1.9. Organization of the Study

The study would comprise of five chapters. Chapter One incorporated the background of the study & statement problem of the study. A comprehensive review of the related literature had also incorporated, presented and discussed in Chapter Two. Chapter Three would consist of the research design, data collection methods, procedures, instrumentation, and data analysis technique. Discussions of the results of the data collected during this study have been presented in Chapter Four. Chapter Five provided a summary, conclusion and recommendations.

CHAPTER TWO

2. Review of Related Literature

2.1. Theoretical Literature Review

In this chapter attempt has been made to see thorough literature reviews both the theoretical and empirical studies referred. The chapter offers highlights of the conceptual definition, theories, relationships, benefit and importance of employee Empowerment and job satisfaction, determinants of job satisfaction, intrinsic and extrinsic factors, effects and measurement of job satisfaction. It also describes the empirical studies gathered and a conceptual model to guide this research.

2.1.1. Definitions of Key Concept

The key concepts for this study are employee empowerment, empowerment dimensions, i.e. meaning, competence, self-determination and impact, and employee job satisfaction. They will be discussed in the following sections.

2.1.2. Empowerment

The meaning of empowerment has been the subject of great debate and remains, at present, a poorly defined concept. In general terms, empowerment can be defined as a collection of practices that combine information sharing, delegation of authority, and increased employee autonomy (Randolph, 2000).

Neda & Sankar, (2019) found that the empowerment aims to give workers the powers and responsibilities and enhance their self-confidence and give them the freedom to perform the work according to the way they see fit without the intervention of direct management. The performance of employees is the final product sought by all organizations, which is an indicator of the performance of the organization.

Empowerment is the process of enhancing feelings of self-efficiency among organizational members through the identification of conditions that foster powerlessness and through their removal by formal organizational practices and informal techniques of providing effective information (Conger & Kanungo, 1988).

2.1.3. Employee Empowerment

Empowerment has been defined in multiple ways, by multiple researchers, covering multiple dimensions of empowerment (Baird et al., 2018; Dust et al., 2018; Metcalf et al., 2018; Salimi & Abdi, 2018). Majority of authors have agreed that empowerment is the discretion of an employee over his job related activities. According to (Mohammadian & Amirkabiri, 2014), Psychological empowerment is a state of mind. Empowered employees have personal control over their jobs and feel themselves accountable for the actions taken and share responsibility for organizational performance.

Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making about their specific organizational tasks (Dobre, 2013). It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level.

Empowerment in the recent years has become a significant topic in the discipline of management. The management is encouraging their employees to give enough freedom in their work are able to apply the full potential and ability to carry out the overall aims of the organization (Metcalf, Habermann, Fry, & Stoller, 2018). Recently, the usefulness of empowerment has started to become recognized in the different environment of Project Management (Williams, 1997). Bloom, D. (2018) discusses its importance both between companies, leading towards an increase in structures such as partnering (which implies a level of trust between the companies), and, more relevantly to this paper, for people within a firm: he discusses the importance of employee motivation as a differentiating factor between companies.

Empowerment is often defined as the act of giving people the opportunity to make workplace decisions by expanding their autonomy in decision-making. (Baird, K., Su, S., & Munir, R. (2018). As of a service viewpoint, empowerment gives subordinates the authority to give decisions about on customer service issues. Management from industry sector and organizational psychologists, empowerment to them is an enrichment of the autonomy of employees in their work, thus increasing employee involvement in decision making for better and interests of the organization (Elizabeth G. and Zakkariya K.A., 2018).

An empowered and committed workforce is generally claimed to be essential for the effective functioning of modern organizations (Bowen, 1992). Employee empowerment is significant drive in facilitating commitment to the firm. Empowerment is measured through two constructs (Metcalf, et al, 2018). One is psychological empowerment construct, which has received much attention from researchers in many business fields (Salimi, J., & Abdi, A., 2018).

Empowerment in the recent years has become a significant topic in the management. The management is encouraging their employees to give enough freedom in their work are able to apply the full potential and ability to carry out the overall aims of the organization. Empowerment is often defined as the act of giving people the opportunity to make workplace decisions by expanding their autonomy in decision-making (Jemal Abuna, 2017)). Also, empowerment described as the breaking down of traditional hierarchical structures (Blanchard 1997). As of a service viewpoint, empowerment gives subordinates the authority to give decisions about on customer service issues. Management from industry sector and organizational psychologists, empowerment to them is an enrichment of the autonomy of employees in their work, thus increasing employee involvement in decision making for better and interests of the organization (Metcalf, Habermann, Fry, & Stoller, , 2018). They insisted that the organizational perspective empowerment, call for an act of providing employees with the essential guidance and skills for giving autonomous decisions and their accountability and responsibility for those decisions.

2.1.4. Empowerment Dimensions

Empowerment is defined as increased intrinsic task motivation manifested in a set of four cognitions (task assessments) reflecting the individual's orientation to his or her job role: **meaningfulness, impact, competence, and Self-determination/choice** (Spreitzer, 1995).

The **Meaningfulness** concept regarded as the individual's intrinsic helpful on a given task and concerned with the value of the task goal, judged to the individual's own value system, ideas, and/or standards (Jemal Abuna, 2017). In other words, feelings of meaning or purpose, emerges out of a fit between the needs of one's work role and one's beliefs, values, and behaviors. Lack of meaningfulness believed to result in indifference and feelings of lack of involvement that are unfavorable to job motivation and excellence of job performance (Bani, Yasoureini & Mesgarpour, 2014).

Meaningfulness is seen in relation to the need for conceptualizing meaningful work as a fundamental pillar of human need. In a higher industrialized society, work occupies a markedly undecided position – concurrently valued for providing the means for self realization and disvalued for being onerous and obligatory. Shershow (2005) explain work as ‘consisting of ‘a ‘double necessity’, whereby ‘we see ourselves both as working to live and as living to work’. On the one hand, work is a source of meaningful human action, one of ‘the hopes of civilization’ (Morris, 1993 [1890]), fulfilled in a properly controlled society which enables all persons to do decent, humane and noble work. On the other hand, work is a knowledge of domineering squalor, which must be minimized, if not eliminated, since the worker deprived of worthwhile activities ‘generally becomes as unintelligent and unaware as it is possible for a human creature to become’ (Smith, 1999 [1776]), resulting in him or her becoming ‘a crippled monstrosity’ (Marx, 1978 [1867]).

According to (Ciulla, 2000: 226).

Meaningful work, like a meaningful life, is morally worthy work undertaken in a morally worthy organization. Work has meaning because there is some good in it. The most meaningful jobs are those in which people directly help others or create products which make life better for people. Work makes life better if it helps others; alleviates suffering; eliminates difficult, dangerous, or tedious toil; makes someone healthier or happier; or aesthetically or intellectually enriches people and improves the environment in which we live. All work that is worthy does at least some of these things in some small or large way. Still, not all people will find worthy work personally meaningful to them.

Self-determination/Self-efficacy- is helpful emotional strengths emphasize the emerging of helpful psychological capital, it can be improved and encouraged in four ways: job mastery, modeling, persuasion and/or feedback, as well as physiological and/or emotional awakening and wellness (Elizabeth G. & Zakkariya K.A., 2018). In Bandura’s language, competence equated to agency beliefs, individual mastery, or effort-performance anticipation.

Another element is Self Determination theory. It is a theory of human motivation with a possibility of providing a huge amount of knowledge in the areas of organizational psychology. Self-determination theory has emerged steadily over the past 40 years; in due course becomes a major theory of human motivation. Prominent scholars on the field such as Edward L. Deci and Richard M. Ryan and has been detailed and developed the basic The theory was emerged out of the attention to the study of intrinsic motivation, ‘defined as doing something for its own sake,

out of interest and enjoyment'. In this theory what is fundamental for this study the significance of intrinsic motivation. Research has found that one of the fundamental scheme of self-determination theory is that human beings have deeply progressed psychological needs to be proficient, self-directed, and associated to others, such that in circumstances where these desires are fulfilled people verification more volitional, high-quality inspiration and better well-being, and when these psychological needs are disenchanting people show a variety of forms of reduced motivation and more indication of ill-being. The self-determination-theory concept of basic psychological needs be at variance from the needs notions in other psychological and management theories; offers experimental proof for the soundness of the researcher's approach; relates need approval to independent inspiration and controlled motivation; explains how need satisfaction versus thwarting shape commitment and effective performance; look at how social environments, personality characteristics, and people's long-term end affect pleasure versus thwarting of their essential psychological needs; and discusses the relevance of these issues for management.

The **Impact** dimension is understood by the degree to which the person can influence strategic, administrative, or operating outcomes at work, and is the converse of learned helplessness (Martinko, 1982; Elizabeth G. & Zakkariya K.A., 2018). Abstractly, the impact is dissimilar from rim of control; the former determined by the job circumstance, since the latter regarded as a global personality trait that endures across situations. Some favorable consequences of choice documented in the literature; autonomy is positively related to psychological well-being (Bani, M., Yasoureini, M., & Mesgarpour, 2014). The four empowerment dimensions outlined here considered—the essentials for inspiration of empowering behaviors, thus, influences the same necessary for goal achievement. In theory lack of it associated with powerlessness, which will hinder achievement of goals.

The impact dimension reveals that businesses can create significant contributions to our humankind. It can create jobs, expand products and services that meet the requirements of the poor, and join together small and growing businesses into international supply chains. As businesses look for to generate constructive impacts for their employees, customers and communities who diminish poverty the demand for better proof of that impact is increasing. Accordingly, the impact dimensions can be used to develop impact management systems. A vast choice of organizations both organizations and societies, individuals seek to learn and share

experiences with others to continually improve impact. The term impact management system comprises of wider areas such as results measurement, impact measurement, monitoring and evaluation. Improvement is a basic principle underlying the Standard. Any organization strives to bring quality, credibility and practicality of measuring and managing for impact. Through the creation of measurement standards and guidelines for all types of investors, fund managers and enterprises globally' improvement can be planted. (Loveridge, 2019)

Competence is —the degree to which an individual can do a job or activity competently when ones try it. It is regarded as self-efficacy (Bandura, 1986; Jemal Abuna, 2017). This competence should be specific to the individual's job, and distinguished from self-respect as the former dealt to a job role, in contrast to the latter being a global efficacy.

These two terms has to be treated separately to show the link which ultimately lead to At the spirit of any winning activity lies a competence or a skill. In today's competitive world where everything is stiff in competition, it is becoming particularly important to build on the competitive activities of business. There has been much thinking about business strategy over the last three decades, particularly regarding what competencies a business needs to have in order to compete in a given environment. Top management has been identifying corporate core competencies and has been working to establish them throughout the organization. (Sanghi, 2007)

Competence can be best described as the ability to satisfy an amazing need, which arises from the vision of an organization, effectively while completing an assigned job (Bell, 2007). It comprises of employees capability required for the given organization to satisfy the requirements of a specific undertaking or individual tasks. Thus, the structure of capability is gotten from the interest experienced with regards to work and regular day to day existence. (Weinert, 2011). Capability can be attributed to people, social gatherings, or foundations, which have or secure the conditions for accomplishing specific formative objectives, and when they fulfill significant needs introduced by the outside condition. A person is said to be competent if he/she possess the conditions essential for achieving specific objectives that are related to work (Rychen & Salganic, 2002).

There are the realized and the latent aptitude. The realized aptitude refers to the element currently used for the work in a given company. The latent aptitude is used as per the need of an

institution when ever needs arise. (Gutenberg, E. 1983). The model given by (Becker, F., 1991) distinguishes between the existing and the prospect qualification prospective. According to his model the existing prospective consists of the experience at present practiced in the present working position and the existing latent potential, which is present, but is not used. The future prospective is the prospective ability which can be acquired by time through self- or externally initiated training efforts.

Due to the reputation of competence concepts and a wide range of application in business environment, there are alternative terms used in a similar manner hold back a particular understanding of competence. A prominent related term is the concept of qualification. Qualification can be defined as ‘positions of a mechanically demanded performance in test environments in form of knowledge and skill positions’. (Erpenbeck, J. and von Rosenstiel, L., 2003) the major distinction between competence and qualification is environment in which they are assessed. Whilst competence is normally evaluated according to ‘ real-life or real-life simulations, qualifications are assessed in separate and standardized examination environments yielding certified outcomes of the present knowledge’. This illustrates the academic relatedness of qualifications. In turn, competence does not only comprise academically obtained knowledge, but it mirrors mostly practical acquired skills and knowledge.

Rowe proposes that competence manifests itself in two distinct states: competence and non-competence.(Rowe, C., 1995.) However, this study does not support this view. A competence concept as well as the measurement itself can be designed to allow a more detailed assessment. Diverse managerial and organizational studies apply a range of terms for competencies such as ‘management process, roles, skills, attributes, personal characteristics, and demands.’ although a variety of different terms has been used; the term competence is now used more widely to refer to managerial points of view. According to (Boyatzis, R.E., 1982) traits are also part of the competence space. it seems that, character-traits e.g. ‘diligence, persistence, or self-confidence impact the activities of persons or groups and indicate success’ are likely part of it. Consequently, traits are envisioned to be part of competence.

Employ competence has much to do with employs job performance. While employ job performance can be termed as values or general benefits that organizations acquire from workers in a particular timeframe, (Prasetya & kato, 2011). On the other hand (Platt & Sobotka , 2010)

analyze job performance as strategies used by any organization to accomplish set of goals and objectives within a given job. To them, it is a set of complicated and unpredictable activities showing how tasks are carried out and not the results of the acts used to carry out a task. job performance is the completion of activities by employees in a universally accepted standard set by the management that is quantifiable, measurable while making wise use of available resources in a constantly changing environment. (Carlson et al., 2006) At a given point, job performance is used to assess the level at which activities are carried out by workers. (Brown, 2008) Brown added that there is need for frameworks for job performance and they should be established on workers conduct instead of the outcomes of those conducts. He sets that if emphasis is put on outcomes, it is likely to have the employees come up with simpler approaches to accomplish pre-decided results that can be unfavorable to the organization in the long term.

Subsequently, (Campbell, 1990) tends to agree on the fact that a workers' productivity should be looked at as a result of a combination of behavior and that the execution of those activities ought to be looked at as the observable behaviors that workers partake in. (Pritchard, 1995) came up with a theory of performance which stated that for increase productivity in an organization, it ought to either fully utilize its human resources and improve on its innovation. He went ahead and argued that the human Resources are biggest unexplored potential that an organization can use to improve its profitability. Researchers have alluded to the essentialness and pertinence of job performance due to its significance in deciding the achievement and thriving of an entity.

2.1.5. Empowering Practice

A) Training and Development

Training & development categorized under educative efforts which enable employees to construct knowledge, skills, and abilities. The ultimate purpose of training & practice is not only to support employees do their own jobs better but also learn about skills and the economics of the larger organization (Bloom, D., 2018). Employee preparation is focused on the credibility that a flourishing investment is to grow skills internally. Training and development strategies are used by the best rivals who promote empowerment to enhance the workforce's ability to execute their business plan as developing workforce skills is one way to build a competitive edge (Schuler and Werner, 2009).

The basic aim of inspiring workers is to make better use of their workplace knowledge, expertise and abilities and this can be accomplished only by preparation. Learning and development initiatives will boost the morale of the workers to behave more empowered (Awamley, N., 2013). Consequently, the empowerment cycle requires the acquisition of the social skills required to carry out tasks.

B) Decision Making Power

(Neda, A., & Sankar, J. P., 2019) Employee empowerment is giving employees responsibility and authority to make decisions regarding all aspects of product development. Empowerment is a process where employees are improvising decision making, taking part or share in managerial decision making.

Employee empowerment is the mechanism by which employee allowed to think, take action and control work and decision making in autonomy or independent way. Participation in decision making means to provide a chance and give importance to their worker thinking whether they are the unequal hierarchy. Shields, J. (2016) discussed participation in decision making fulfills the need of employee's ego, and employee's behavior will be more cooperative towards organization objectives and goals. We can say that when employee involves as a part of essential information and planning processes, his level job satisfaction will be high and higher motivation, it will lead to higher job satisfaction.

C) Awarding Employees

Employees are grateful for heartfelt, sincere, specific recognition from their managers, senior managers, and coworkers. It makes them feel good and when they feel appreciated, their contribution leads to better results for any business. People who feel appreciated end up experiencing more self-worth and their ability to contribute to their company and increases the product, good and services a result. The companies then experience a happier and more productive employee (Bloom, D., 2018).

Employees have their share in the gains of the organization and are compensated for production increases as a result of their own skills and knowledge. Under normal circumstances the employees need to get the bonus on the basis of their performances and the company's performance. The employees can be more dedicated towards the company as a result of a good

appreciation, engagement with development, recognition, and trust. (Kumar, M.S. & Sajid, S.A., 2019).

2.2. Job Satisfaction

The attitude of job satisfaction has been explained by different theories. These several theories are based on the assumptions that human behavior is made of belief (cognition) and action (physical). As a result most of the theories are emphasizing on cognitive or prioritize action/behavior levels to be important in the employees attitudes of motivation/satisfaction. Furthermore, some theories emphasize on individual and group characteristics, attributes of the work environment, organizational and managerial context and broader social contexts of the organization as the determinants of job satisfaction. Generally, an analysis of all the leading theories suggests that these are neither contradictory nor replace one another rather all are complementary and supplementary in explaining different dimensions of the human motivation leading to job satisfaction. This section is a modest attempt to synthesize the front line theories into a conceptual model wherein the respective contribution of each model can be recognized. (Nawaz, 2010)

Job satisfaction is an affective or emotional reaction to a particular job which results from the actual evaluation of genuine outcomes with those that are intended (Elizabeth G. & Zakkariya K.A., 2018). Job satisfaction is the employee's positive approach or feeling towards individual job. It is a very important motivator for employee to remain with a job, and hence an organization could potentially sustain. Employees will tend to stay with a job when they are satisfied with their job and stop the job when they are dissatisfied with the job. There are various definitions of job satisfaction as it is one of the most well researched dimensions of work attitude within the workplace, and it has its significance in that it has the possible impact and affect in a wide range of behaviors within the workplace (Bloom, D. (2018).

Griffin R. W. and Moorhead G. (2014) define job satisfaction as: "It is the inner fulfillment and the pride emotion of doing a certain job. Job satisfaction is the pleasure that an employee gets when he/she feels better as a result of work accomplishment that is important and appreciated by both parties (employee & employers. " Psychologists have found explicit links between job

satisfaction and goal setting and decision making. Applying pressure in all types of work environments can cause job satisfaction to become weaker among employees (Dukes-Robinson & Esmail, 2014).

Carolina Machado and J. Paulo Davim (2018) stated, “measuring job satisfaction removes a gap and discrepancies between the viewpoints of supervisors, managers and staff about job satisfaction factors in working condition or environment”.

Against satisfaction, there is dissatisfaction. There are many factors for job dissatisfaction such as absenteeism, complaints, demotivation, high turnover, delay etc. Also, there are also numerous factors that determine the level of job satisfaction of employees, financial rewards and benefits, career development and promotion, working environment.

Job satisfaction is identified as job motivation. Motivation refers to the force and attempt to suit a want or goal. Satisfaction refers to the contentment experienced when a want is satisfied. Accordingly, motivation implies a drive toward an outcome, and satisfaction is the outcome already experienced (Wehrich & Koontz, 1999:465). Job satisfaction is termed as a general attitude that is the result of many specific attitudes in areas where job factors, individual or personal characteristics and other social and groups“ relationship outside the job (Shajahan & Shajahan, 2004:116). When people join an organization, they bring with them certain motives and needs which affect their job performance. Sometimes these are immediately apparent, but often they not only are difficult to determine and satisfy but also vary greatly from one person to another. Understanding how needs create tensions which stimulate effort to perform and how effective performance brings the satisfaction of rewards is useful for managers (Newstrom, 2007:123)

2.2.1. Theories of Job Satisfaction

Job satisfaction has been established to be one of the main factors in overall life satisfaction. It is regarded as a determining factor in the individuals (employees) overall life satisfaction. Taking into consideration the aforementioned points it is imperative to explore and identify factors resulting in job satisfaction. Studies in the area of job satisfactions has shown that Job satisfaction is the extent to which employees like their work; as a result, has long been a critical

concept in the study of organizations. Numerous studies have been conducted during the 1930s and 1940s, which examine job satisfaction (Price, and Mueller, 1992). The Western Electric Research, conducted by Roethlisberger and Dickson in the 1930s, revealed job satisfaction was related to productivity. Conventional thought was that a content employee was more productive than a dissatisfied employee.

The several Job satisfaction theories have attempted to explain job satisfaction and the influence job satisfaction has created upon job performance. To elaborate few, the fulfillment theory by (Locke, 1969; Tietjen & Myers, 1998) attempts to explain the issue of job satisfaction. Fulfillment theory describes job satisfaction as needs or attainment of pleasurable outcomes fundamental to make the workers feel satisfied. Workers whose needs are met or obtained a pleasurable outcome are more fulfilled therefore, employees should be more satisfied. This fulfillment theory adds, those workers with a higher income should be more satisfied than those of lower incomes. This also relates to other facets of the job such as interest level in the job and level of security which also contribute to job satisfaction (Locke, 1969). One of the limitations of this theory is it does not consider for certain differences among individuals. Moreover, it does not address what employees want from the job or what they believe they should receive from the job (Lawler, 1973).

Another theory is discrepancy theory. The discrepancy theory, according to (Katzell, 1964; Locke, 1969; Tietjen & Myers, 1998) deals with how individuals feel about what they provided on the job. This theory is based on the worker's sensitivity of benefits. Perception of benefits is measured by the difference between what they receive and what they wish to receive, what they believe they should receive, and what they think they can receive in the current circumstances. Katzell describes satisfaction as: $\text{satisfaction} = 1 - [(X - V) / VJ]$. X equals the actual amount of the outcome and V equals the desired amount of the outcome. However, this theory has several drawbacks. This formula, as described by Muus (1996), leads one to believe the more an individual desires an outcome, the less dissatisfied the employee will be with a given discrepancy. In addition, this formula suggests that receiving more than the desired amount should produce less satisfaction than obtaining the desired quantity.

Another theory related to job satisfaction is the equity theory by (Adams, 1965; Lawler, 1973). He argues that job satisfaction is determined by the perceived ratio of what one considers his/her net cost (input) and the return he/she receives (output). An over-award will result in feelings of guilt. Conversely, under-award will lead to feelings of injustice (Adams, 1965). The equity theory describes how an individual assesses their inputs and outputs to develop a perception of fairness of the input-output balance (Lawler, 1973).

The two factor theory by (Herzberg, Mausner, Perston & Capwell, 1957; Maidani, 1991) explains factors related to job satisfaction and job dissatisfaction as independent variables. According to the two factor theory, satisfaction and dissatisfaction do not exist on a continuum from high satisfaction to high dissatisfaction. Two continua exist, one running from neutral to satisfy and one running from neutral to dissatisfy. Adherents of this theory explain the different facets of the job influence feelings of satisfaction and dissatisfaction; i.e., satisfiers and dissatisfiers. Satisfiers are job characteristics that are hypothesized to directly affect job satisfaction when present but do not contribute to dissatisfaction. Dissatisfiers are described as job aspects that cause dissatisfaction when present, for example, low pay, poor supervision, and low job security. Individuals pay little attention to the work environment when it is adequate (Herzberg et al., 1957).

Another job satisfaction theory is Attribution theory by (Harvey, 1981; Taylor, 1982; Tietjen & Myers, 1998). It is a series of related theories on the cognitive means by which individuals attempt to locate the causes of life events. Adherents of this theory conjure that workers overlook the physical environment as they are accustomed to think that other people, not their environment, are principal sources of influences on their work experience and attitudes. A proponent of this theory suggests that people underestimate the role of individual's character in influencing people's behavior (Harvey, 1981). Individuals may overlook the physical environment for more diverse activities of other workers (Taylor, 1982). The inclination of workers to rate their work environment as insignificant to their work satisfaction could be due to habits or attributes more than actual contribution of the physical climate (Taylor, 1982).

According to Maslow's hierarchy of need theory (Maslow, 1968) the physical environment can satisfy individual's basic needs. This will only become pronounced when the physical environment does not meet the individual's needs. Maslow offers a hierarchal needs model. The

basic, or first, needs are to provide for basic physiological need, such as food, water, and shelter. If these needs are met, individuals focus on another need notably, security and safety. When individuals feel secure and safe, they can then focus on having a sense of belonging and positive social relationships. Once this is satisfied, their focus is on the highest level of need, which leads to fulfilling one's potential and contribution being as human. For Maslow, the environment is a concern only when it fails to meet fundamental requirements. The physical environment is not considered by employees unless it fails to meet a basic need. Research has shown that there is little empirical evidence to support Maslow's theory as it relates to job satisfaction (Wahba & Bridwell, 1975; Sundstrom & Sundstrom, 1986).

Job satisfaction theorists have focused on the working environment as a main factor in determining job satisfaction. An agreeable work environment would contribute to the employee's satisfaction, against this backdrop; unfriendly working environment would detract from the employee's job and result in dissatisfaction (Holland, 1973). Herzberg categorized the physical environment as a dissatisfier. Evidence for this theory was derived from interviews with workers that directed them to describe situations which led to good or bad feelings about their job (Herzberg, Mausner & Snydermand, 1959). Working conditions arose only with incidents of work dissatisfaction and were rarely mentioned in incidents of satisfaction. Herzberg's theory closely resembles that of Maslow. Herzberg contended that workers gave the work environment little thought unless it was related to dissatisfaction. The work environment itself does not generate dissatisfaction.

Herzberg's motivation-hygiene theory (Herzberg et al., 1959; Vanderberg & Lance, 1992), deals that motivation resides on internal/intrinsic and external factors to stimulate work-related behavior. Motivational factors comprise of achievement, recognition, work itself, responsibility, and advancement. Negative factors comprises of guilt, threats, power, and control. Herzberg explains that movement (merely going through the motions of performing one's tasks) occurs when a worker does the job out of fear of punishment or failure to get extrinsic rewards, whereas motivation is a function of growth from getting intrinsic rewards out of interesting and challenging work. While movement and motivation appear similar, their dynamics are different. Movement requires continuous reinforcement and short term results. Motivation functions out of

the need for personal growth. Herzberg argues that two aspects of a job exist and have the potential to contribute to job satisfaction or job dissatisfaction. The first aspect is the work itself. The second is interpersonal relations faced on the job. Herzberg argued the elements associated with job dissatisfaction were feelings of being treated unfairly; lack of respect by supervisors and/or by co-workers, and finding the situation unfriendly or painful (dissatisfying emotionally and interpersonally).

A diverse descriptions and observation of job satisfaction exist. Job satisfaction can be defined in terms of the extent of positive or negative emotions practiced at work. Argyle (1989) described job satisfaction as the absence of 'uneasiness, melancholy, or mental disturbance. Organizational commitment, how committed the employer is to his/her work and how faithful he/she is to the organization, was a concept described by Morrow' (1983). Various scales of job satisfaction have been constructed and used over time. One of the measures of job satisfaction used is the Job Description Index. This is an instrument holds five scales and twenty-two items (Smith, Kendal, & Hulin, 1969). The five scales measure job satisfaction in five areas: work on present job; present pay; opportunities for promotion; supervision on the present job; and people on the present job. A similar scale was used as a reference list in the instrument used to measure job satisfaction of the long term care givers.

2.2.2. Causes of Job Satisfaction

Research has done on the areas of job satisfaction come up with a variety of researcher results describing indicators of job satisfaction. Accordingly, the most satisfying jobs is said to have provide: (1) autonomy and freedom from close supervision (Braude, 1975; Dehn & Asprey; 1995; Muus, 1996), (2) good pay and benefits (Braude, 1975; Baker, Oliver, Donahue & Huckabee, 1989; Muus, 1996), (3) job security (Braude, 1975; Muus, 1996), (4) opportunity for promotion (Braude, 1975; Perry, 1978; Agho, Mueller & Price, 1990; Muus, 1996), (5) use of valued skills and abilities (Baker et al., 1989; Muus, 1996) (6) variety (Braude, 1975; Muus, 1996), (7) interesting work (Braude, 1975), (8) occupation prestige (Braude, 1975; Mortimer, 1979; Sundstrom & Sundstrom, 1986; Muus, 1996) and (9) a positive work environment based on the worker's needs (Holland, 1973; Fumham & Walsh, 1991).

According to Loher, Noe, Mueller and Fitzgerald (1995) describe five distinct characteristics of work which result in job satisfaction are worth mentioning. These include: (1) task identity

(performing a clear and identifiable task), (2) task significance (degree to which the job has an impact on other's lives), (3) skill variety (number of different tasks involved in one's job), (4) autonomy (extent to which the job provides freedom, independence, and discretion), and (5) feedback (extent to which information about effectiveness is available and accessible). Motivational job characteristics from the Job Characteristic Model of Job Design impact job satisfaction and staff retention (Riggs & Rantz, 2001). These job characteristics include (1) task identification, completion of an assignment in its entirety, (2) task significance, the impact of the job on others, (3) skill variety, a variety of activities utilizing different skills and abilities, and (4) autonomy, independence, and discretion allowed the employee in decision-making (Riggs & Rantz, 2001).

Warren (1970) argued that job satisfaction was related to an individual's satisfaction within his/her community. Warren calculated community satisfaction based on social indicators. These include: relationships, community autonomy, viability, power distribution, participation, commitment, heterogeneity, neighborhood control, and conflict. Ludewig and McCann (1980; Muus, 1996) measured community satisfaction using facility/service accessibility, institutional functions, and political efficacy. Occupations and the job satisfaction they provide greatly vary. Some studies found the most satisfied employees are university educators, scientists, clergy and social workers (Sales & House, 1971). These occupations possess challenge, autonomy and skill diversity. The least satisfied employees worked on factory assembly lines. These positions have little variety, minimal autonomy, require a low skill level, employees usually do not see a finished product, and are usually in drab environments (Key, 1994). Hours worked and the flexibility of schedules affect job satisfaction. Employees prefer to work fewer hours and have some flexibility with their schedules (Mann & Hoffman, 1960; Vroom, 1964).

Many studies came to the conclusion that pay is a highly significant factor in job satisfaction. Pay has been found to be a greater source of satisfaction or dissatisfaction. In several studies, nearly 80% of employees have been dissatisfied with their level of pay (Herzberg, 1966). Relative pay has been found to be a better forecaster of job satisfaction than absolute pay. This situation has a large impact as workers tend to know the amount they should be paid in comparison with others of equal skills and abilities. It is believed among workers that performance, seniority, age and education should be acknowledged and rewarded by higher pay.

Dissatisfaction will result if a discrepancy exists between what employees feel they should be paid and their actual pay.

While employees are distressed about losing their job, there will be a negative impact on all other aspects of their work (Grove & Kerr, 1951; Gibson, 1993). A negative impact on all areas of an employee's work happens when employee becomes dissatisfied about losing his/her job (Grove & Kerr, 1951; Gibson, 1993; Wilde, 1995). Individuals who are worried about their job security are those who are lower income groups. These workers are the easiest for managers to replace. Low skilled employees are the least likely to have savings to fall back on in the event of a layoff. A strong correlation exists between job satisfaction and position or status. This includes both status within the organization and amount of prestige believed to be associated with different occupations. Higher status positions tend to have positive job characteristics and higher pay. However, the most highly paid workers were less satisfied and experienced more stress than university educators, scientists, and the others. Individuals in low status positions are very satisfied if they can use their skills and are involved socially with their co-workers (Duke, 1989).

Chance for growth is of high importance to some workers (Herzberg et al., 1959). It is said that achievement, recognition, and advancements were key to job satisfaction. According to many Studies there are correlations between job satisfaction and the likelihood of promotions. The importance of the promotion was different for people in different jobs and social classes. Managerial and professional employees believed their work as a career and promotion is very important. Semi-skilled and unskilled workers showed promotion as less likely and are less likely associate promotions with job satisfaction (Argyle,1989).

Herzberg, Mausner and Synderman (1959) clearly explain a two-dimensional paradigm of factors affecting work attitudes that can be regarded as a theory base for job satisfaction. They emphasize about the factors characterizing events on the job that lead to extreme job satisfaction (intrinsic factors) and those lead to extreme dissatisfaction (extrinsic factors). Motivating or intrinsic factors refer to factors that stem from performing the work and from experiencing feeling of accomplishment like achievement, recognition, responsibility, and advancement. These are considered as strong determinants of job satisfaction. Hygiene or extrinsic factors are derived from the reward given to an employee like supervision, interpersonal relations, working conditions, and salary. These are dissatisfying.

Traditional theory proposed by Herzberg (1976) also extended explanation about job satisfaction. This theory views the feeling of an individual as a whole which includes the environmental factors as well as the job-related factors. According to this theory, an employee is neither satisfied nor dissatisfied with his or her job and the satisfaction and dissatisfaction are extreme opposite to each other.

Vroom's (1964) theory of job satisfaction explains the interaction between personal and workplace variables. He also incorporated the element of workers' expectations into his theory. The essence of this theory is that if workers perform better at work, then they will be compensated accordingly. The difference that occurs between expected compensation and actual outcome lead to dissatisfaction. Vroom's' expectancy theory states that human behavior is a function of three factors-the perceived value of the reward that certain behavior yield, the expectation in the doer that certain behavior will yield a reward and the probability that expresses perceived relationship between level of effort and level of performance.

In the discrepancy model job satisfaction is determined by the discrepancy between what employees want, value and expect and what the job actually provides. Thus, the employees will experience dissatisfaction if there is a discrepancy between what they want and what the job offers. According to discrepancy model of job satisfaction, when the employee's expectations are high about their job and when their expectations are not met, employees will be dissatisfied (Lee, 1992). Theories that focus on this aspect include Maslow's hierarchy of needs theory, ERG theory, Two-factor theory and McClelland's needs theory (Aamodt, 2004).

Job Characteristics Theory (Hackman and Oldham, 1976) proposes that personal and organizational outcomes are influenced by five job characteristics. These are, autonomy, task identity, task significance, skill variety and job feedback. Job Diagnostic Survey (JDS) was also developed by them to evaluate these characteristics. The researchers found that a mixture of these characteristics predicts the overall job satisfaction.

Quarstein, McAfee, and Glassman (1992) contributed to situational occurrences theory where job satisfaction is determined by two factors: these are situational characteristics and situational occurrences. Situational characteristics are characterized by those factors like pay, supervision, working conditions, promotional opportunities, and company policies which the employee is expected to consider before accepting the job. The situational occurrences are those factors which take place after taking up the job. There can be a positive occurrence or a negative

occurrence. Positive occurrences can be an extra vacation time activity which the employee gets after joining the organization while negative occurrences can be seen as bad relationships with a co-worker.

The Core Self-Evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham (1997) argued that there are four core self-evaluations that determine one's disposition towards job satisfaction: these are, self-esteem, general self-efficacy, locus of control, and neuroticism. This model clarifies that higher levels of self-esteem and general self-efficacy and having an internal locus of control leads to higher job where as lower levels of neuroticism lead to higher job satisfaction.

2.3. Empowerment and Job Satisfaction

Employee empowerment can have important significances for both individuals and their organizations level. When individuals are empowered, they tend to attach more importance and value to their work, develop sense of belonging; their level of job satisfaction is likely to increase, their contribution to work productivity and success will be better & even greater (Elizabeth G. and Zakkariya K.A.;2018) According to Spreitzer, 1998). Job satisfaction is one of the key findings in psychological empowerment. Baird, Su, & Munir (2018) found that psychological empowerment was positively correlated with job satisfaction.

According to Rana, & Singh (2016), it has been founded by many researchers around the world that job satisfaction has a significant correlation with job performance and that job satisfaction has a strongest correlation when it comes to jobs requiring complexity and autonomy. It is also expressed in the study that there is a positive relationship between empowerment and job satisfaction, when considering that autonomy is an element of empowerment. Rana and Singh's (2016) survey results indicated that employee empowerment had a positive and significant relationship with job satisfaction in manufacturing industry. They stated significant and positive relationship between employee empowerment and job satisfaction in their research studies.

Dust, Resick, Margolis, Mawritz, and Greenbaum (2018) concluded that real leaders played an important role in creating empowering professional practice environments that fostered high-quality work and job satisfaction. Empowerment means 'to give power to'. Power has various

meanings. Power in the legal sense would mean authority; and in this case empowerment also means authorization.

Models of empowerment such as Thomas and Velthouse (1990) and Conger and Kanungo (1988) did not include outcome variables of empowerment in their studies. Thomas and Tymon (1994) in their model assumed that presence of empowerment would lead to high level of job satisfaction. Thomas and Tymon (1994) with a sample of employees from a research hospital, electronics firm and computer services they reported that meaning, self-determination and impact were significant predictors of general job satisfaction. Competence was unrelated to general job satisfaction. Bandura (1990) also supposed that meaningfulness, competence and impact had a positive effect on employee confidence which have contributed to a greater sense of satisfaction.

According to a study conducted by Fulford and Enz (1995) on the effect of psychological dimensions of empowerment, it was revealed that dimensions of meaningfulness and impact were the two strongest influences on job satisfaction. When employees find a fit between their values and the organization's goals and delivering meaningful jobs, they are more likely to be loyal, service oriented, concerned with others, and high performers. Employees perceiving themselves having strong commitment and creativity and influence over others is also a critical factor in shaping job satisfaction. Commitment to the work and being able to be influenced for good result & what happens at work are critical (Fulford and Enz, 1995). They also suggested that perception of oneself as empowered in a work place is positively linked to the emotional states of workers and their overall attachment to the working environment is crucial for their productivity. However, it is not strongly linked to service delivery and performance. Empowerment may contribute to an employee's job satisfaction, but may not shape work effort and performance as profoundly as expected. (Fulford and Enz, 1995).

Spreitzer, Kizilos and Nason (1997) examined the relationship between the four dimensions of psychological empowerment developed by Thomas and Velthouse (1990) and the three expected outcomes of empowerment: effectiveness, job satisfaction and job-related strain. Two separate samples were collected. The primary sample one consisted of mid-level managers from a Fortune500 industrial organization and sample two consisted of lower-level employees from an insurance company. The result showed that meaning dimension was positively related to job satisfaction for both the samples. This is because; if an employee engages himself in a job which

is meaningful to him, he can derive satisfaction from his work. Spreitzer, Kizilos and Nason (1997) also indicated that there is no significant relationship between self-determination cognition and job satisfaction especially in lower-level employees. Competence was a forecaster of job satisfaction in lower level and not a predictor in case of mid-level managers. Spreitzer et al. (1997) found that no one dimension of empowerment was associated with all of the outcomes studied (effectiveness, satisfaction, and low job-related strain).

A cross-sectional study by Laschinger et al. (2001) examined relationships between structural empowerment, psychological empowerment, and job satisfaction in nurses. He found that structural empowerment affects job satisfaction in two ways. First one is that, structural empowerment directly predicted job satisfaction, and secondly, the relationship between structural empowerment and job satisfaction is mediated by psychological empowerment. But later in another study Laschinger, et al. (2004), did a longitudinal study on the same variables as longitudinal studies are in a better position to make causal statements and provide a stronger test of the hypothesized relationships and concluded that psychological empowerment could not facilitate the relationship between structural empowerment and job satisfaction. They found that changes in perceived structural empowerment had direct effects on changes in psychological empowerment and job satisfaction. Changes in psychological empowerment did not explain additional alteration in job satisfaction beyond that explained by structural empowerment. The results of the study also hold that changes in perceptions of access to structural empowerment had an impact on changes in both psychological empowerment and job satisfaction.

Hechanova, Alampay and Franco (2006) and their supervisors surveyed 954 employees to determine the relationship of empowerment with job satisfaction and performance in five different service sectors: these sectors are hotels, food service, banking, call centers, and airlines. The result indicated that Psychological Empowerment is positively correlated with both job satisfaction and performance. Although intrinsic motivation is associated with higher levels of empowerment and job satisfaction, it did not affect the relationship between empowerment, job satisfaction and performance. Men reported greater empowerment than women even when job level and performance were controlled.

Collins (2007) studied the relationship between Leader-Member Exchange (LMX), psychological empowerment, job satisfaction and turnover intention within the context of a

service restaurant environment and the findings revealed that the quality of the LMX relationship and the level of psychological empowerment have direct linear relationships with job satisfaction. But job satisfaction did not have any relationship with turnover intention whereas psychological empowerment proved to be the most reliable predictor of turnover intention.

Bordin, Bartram and Casimir G. (2007) conducted a study to examine some of the antecedents and consequences of psychological empowerment among Singaporean IT employees. The findings of this study showed that several factors are antecedents of psychological empowerment. The OLS regression analysis revealed that access to information, employee participation, supervisory social support, job security, organizational commitment and job satisfaction correlated positively to psychological empowerment. The study also revealed that empowerment can increase organizational commitment and job satisfaction. Moderated multiple regression also demonstrated a significant moderating effect of supervisee.

2.4. Measure of Employee Job Satisfaction/Dissatisfaction

In this section attempt has been made to see measurement of employee job satisfaction and dissatisfaction so as to reach the conclusion that job satisfaction has appositive correlation with employee empowerment. Accordingly the following survey was employed.

Herzberg, Mausner and Synderman (1967) claimed that one of the major causes for advancing to measure job satisfaction is to reply the question, what does the worker want from his/her job? And that the answer to this question will contributed to management in their effort to discovering new methods of motivating employees. Employees that have a high job satisfaction has more concern for the quality of their work and, therefore are more dedicated to their organization (Scott & Sun, 2003). Job satisfaction is a very important attribute which is frequently measured by organizations performance and attitude towards their workers. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in every `organizations.

Despite the fact that many definitions were given, there is no single accepted definition of job satisfaction, and no widely accepted theory is applicable to explain it; there is no general consensus on the best way how to measure job satisfaction (Wanous and Lawler, 1972). The most widely accepted survey instruments found in the literature include, ‘the Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI), Job Diagnostic Survey (JDS) and the Minnesota

Satisfaction Questionnaire (MSQ)'. 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 Job Satisfaction Survey was developed by Paul E. Spector (1985) this survey is primarily used to assess employee attitudes towards job and aspects of the job. The JSS is a 36-item questionnaire which comprises of nine separate sides of job satisfaction. Those sides include pay, promotion, benefits, supervision, contingent rewards, operating procedures, coworkers, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all 36 items.

2.4.2. Job Descriptive Index (JDI)

Developed by Smith, Kendell and Hulin (1969), the Job Descriptive Index (JDI) is a ninety -item scale intended to measure job satisfaction of employees. It has become one of the most popular job satisfaction survey instruments. It has five sides of job satisfaction which include pay, promotion, supervision, work and co-workers. According to Cooper and Locke (2000), JDI is dependable and has an impressive array of validation evidence behind it. It has been used by researchers for over 40 years.

2.4.3. Job Diagnostic Survey (JDS)

The Job Diagnostic Survey was developed by Hackman and Oldham (1975) to study the effects of job features on people The JDS covers several areas of job satisfaction, such as growth, pay, security, social, and supervisor as well as global satisfaction.

2.4.4. Minnesota Satisfaction Questionnaire

Minnesota Satisfaction Questionnaire (MSQ) is the most widely used instrument to evaluate job satisfaction. It was developed by Weiss, Dawis, England and Lofquist (1967). Two forms of MSQ have been developed. These are long form and short form. The long form contains hundred items and the short form contains twenty items measuring different facets of job satisfaction (Spector, 1997). It also measures many sides as well as overall job satisfaction. The Minnesota satisfaction questionnaire has been used in this study as it measures specific aspects of an employee's satisfaction with his or her job, then do more general measures of job satisfaction.

The most common ways of measurement are the use of rating scales where employees report their reactions to their jobs. Questions related 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.

2.5. Empirical Review

Different studies were conducted on the issues of employee empowerment and job satisfaction globally and in Ethiopia as mentioned below.

A Study by Suresh and Jaleel (2015) on Employee Empowerment Impacts Organizational achievement. A Case of Car Industry in Chennai City in India, tamilnadu. It is made up of hundred employee leaders/employee members, in which eighty-seven responded. The result has shown that employee empowerment's resulted in high contribution to organizational performance. The paper's major finding was that highly empowered employees are very effective both in their performance and duty. In that research established that there is a positive relationship between Employee empowerment and Organizational performance

Richardson and Beckham (2015) in their studies on employee performance issues in Canadian banking industry have noted that organizational performance framework plays important role in influencing employee performance. According to them, such performance framework includes opportunities of career growth, learning, cultural facilitators etc. Productivity or business pointers) relies upon their practices as for work contracts.

Yadav and Verma (2015) and Dash and associates several aspects of employee empowerment in Indian microfinance services (Dash et al (216) with success. Singh and Aluwalia (2011) performed the same types of studies in the service industries, addressing the problem in the Latin America and India project management, transport, and software industries. While the primary influencing components identified as dependent variables based on independent variables such as employee empowerment etc. are found to be differently identified, the impact of the same performance of employees has always been found to be positive in the above research.

Job satisfaction conducted in public sector health workers in Addis Ababa, Oromia, Amhara and Somali shows some aspects of supervision of government health workers seem to have upgraded through the study period (Hotchkiss et al, 2015). A South West Ethiopia assessment of job satisfaction among pharmacy professional's recommendation shows that, application of health care staffs consistent staffs meeting to isolate problems and find managing and leadership is important (Ahmed et al, 2013).

On the other hand, Low job satisfaction was commonly observed in different public medical centers in Ethiopian hospitals due to lack of mentoring support in the work place (Hotchkiss et al, 2015). A study on Ethiopian anesthetists' job satisfaction level and factors affecting their level of job satisfaction indicate improper supervision problem to be one of the reasons for job dissatisfaction (Desalegn, 2015). Similarly, a study in West Shoa zone indicated that the majority of respondents were dissatisfied with their job due to hospital bureaucratic management. Workers at public hospitals of West Shoa, Oromia regional state shows that the mainstream of the respondents were not pleased with administration structure of their own hospitals. A study in West Shoa zone shows medical employees not to be interested in their work due to restrictive work environment (Mengistu and Bali, 2015).

On the contrary job satisfaction study at Dessie showed low satisfaction status among pharmacy professionals related to poor interaction with co-workers in the work environment (Ahmed et al, 2013). A study on Ethiopian anesthetists showed the employee relationship was affected due to presence of stress (Desalegn, 2015).

Employee dissatisfaction observed from Jimma university specialized hospital was related with poor interaction with team members and supervisors (Yami, 2011). Similarly, poor communication with health care team members is one of the causes of dissatisfaction for pharmacy professionals in south west Ethiopia (Ahmed et al, 2015).

Job satisfaction is related to a worker's sense of accomplishment and achievement on a job. It is also usually perceived to be directly associated with individual health (Ahmed et al, 2013). A study conducted at Adama hospital, east Ethiopia on healthcare waste generation and management in public healthcare facilities indicated that "the proportion of hazardous healthcare

waste generated from the studied healthcare facilities was above the threshold set by the WHO. There is a lack of proper waste management systems in all public healthcare facilities in Adama, Ethiopia” (Hayleeyesus and Cherinete, 2016).

Job satisfaction has relationship with work environment factors (Hotchkiss et al, 2015). Job satisfaction leads to promotion, recognition and sensation of success (Ahmed et al, 2015). A study on Job satisfaction study at Harari region, eastern Ethiopia shows laboratory professionals were highly satisfied when compared to other health worker. This may be related with better working environment like the availability of medical equipment and better working space (Geleto et al, 2015).

The evidence from Ethiopia shows the prevalence of inadequate physical conditions in the work place (Hotchkiss et al, 2015). A study made in Desse town, northeast Ethiopia shows low satisfaction status related with poor working environment like poor management, poor infrastructure and poor interaction with co-workers in the working environment among pharmacy professionals (Ahimed et al, 2013). A study from Jimma university specialized hospital describes employee dissatisfaction with their job observed due to lack of promotion, insufficient resources, supplies, poor infrastructure, and inadequate human power (Hotchkiss et al, 2015).

Lack of training opportunities is one of the factors that can affect employee’s dissatisfaction. Giving opportunity for career development education is one of the basic mechanisms of improving job satisfaction. A study on Ethiopian anesthetist’s job satisfaction level factors showed anesthetists (20%) are satisfied with opportunity of ongoing career development (Desalegn, 2015).

Assessment of employee job satisfaction factors in management science for health in Ethiopia revealed that the organization does not have appropriate focus on training support for its employee. However, learning opportunity and professional growth is found to be important for employee satisfaction (Shiferaw, 2015).

Inadequate service training is one of the dissatisfaction factors for pharmacy professionals in south west Ethiopia. In this study the majority of members recommended that application of the

health care staff development policy as important (Ahmed et al, 2013). When the working environment is not good it can lead to dissatisfaction, less satisfaction and also it leads to employee exit (Asegid et al, 2014 and Desalegn, 2015). Ethiopian public hospitals in west Shoa showed dissatisfaction related with bureaucratic management nature (Mengistu and Bali, 2015). Low satisfaction (56%) observed at Desse Town, Northeast Ethiopia study among pharmacy professionals (Getie et al, 2013).

Stress can also create dissatisfaction on customers and the employee himself. The employee relationship affected due presence of stress (Mengistu and Bali, 2015). A job satisfaction study conducted in public sector health workers in Addis Ababa, Oromia, Amhara and Somali showed significant frustrations with their job (Hotchkiss et al, 2015). A stressed professional may have profound implications on the patients as well as on his/her interpersonal relationships. This study has shown 32.5% clinical problems cause and reactions were related with stress on this study (Desalegn, 2015).

Job satisfaction can impact turnover. When the organizational commitment of an employee is high, turnover intention is low. (Getie et al, 2013). A study at Bahir Dar on governmental health facilities showed that low level job satisfaction and high level of turnover intention among nurses (Ayalew, 2016). A Sidama zone public health facilities study describes half of the nurses already have plan to leave their organization and they are looking for alternative jobs (Asegid et al, 2014). Job satisfaction study at Desse town, north Ethiopia also showed 31% of the respondents want to leave their current working place (Shiferaw, 2015). A study in Menelik II Referral Hospital showed medical staffs 94.2% was not satisfied for their job and if not, proper corrective measurement taken they are on the way to quit their job.

2.6. Conceptual Framework

A conceptual framework is an analytical tool with many variations and contexts. It is used to make conceptual distinctions and organize ideas by using diagrams or charts and the like. So, the researcher tries to see the relationship between Independent variables (Employee Empowerment:-Meaning, Competence, Self-Determination and Impact) and Dependent variable (Job Satisfaction:-Job Conditions, Reward System, Relationships with superiors and co-workers

and HR policies). The researcher chooses these variables due to the fact that previous researchers identified that these variables are the ones affecting employees' job satisfaction more and since the researcher believes that these variables are the ones that suits the study.

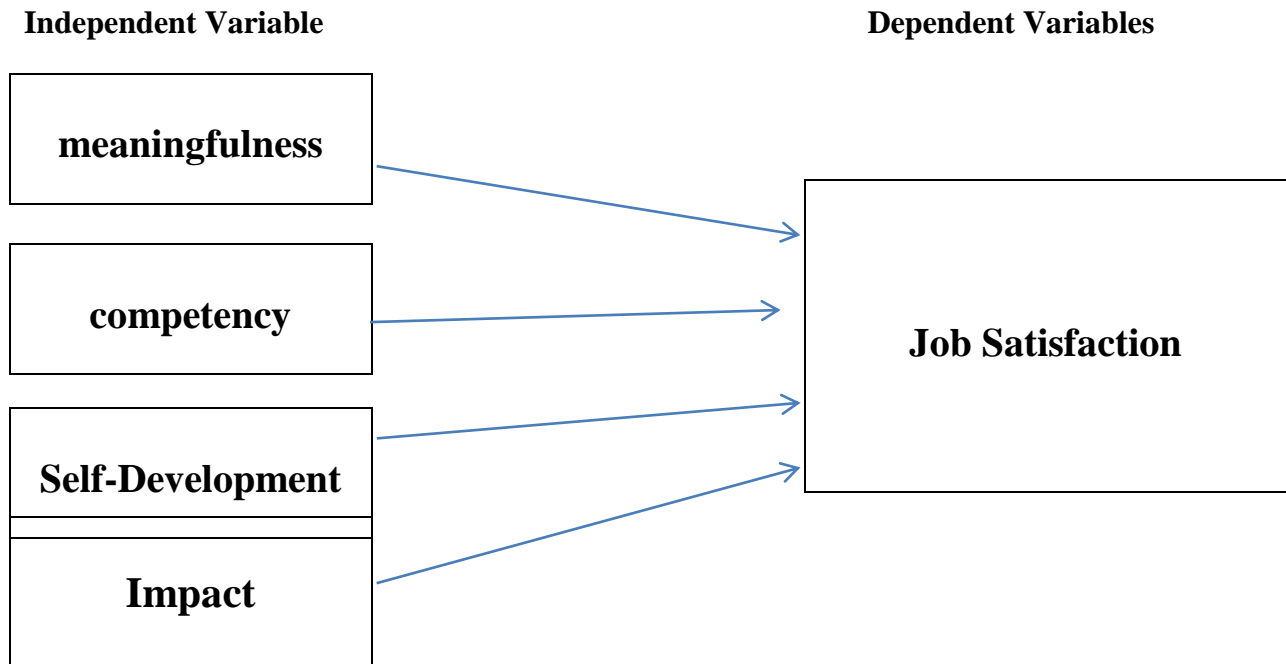


Figure 1: Conceptual Framework Spreitzer, Gretchen. Psychological Empowerment in the Work Place: Dimensions, Measurement & Validation. 1995, pp.1457

CHAPTER THREE

3. RESEARCH METHODOLOGY

The present study aimed at understanding the feeling of empowerment on employees working in the Banking Industry, specifically in Abyssinia Banks. This study examined the relationship between psychological empowerment and job satisfaction. Specifically, the relationship between the dimensions of psychological empowerment and job satisfaction would be investigated in the study. The relationships between the aforementioned variables would presume appropriate research questions are formulated for testing. The research questions, definitions of variables, population of the study, tools for data collection, method of data collection, has been used for data analysis etc. were detailed in this chapter.

3.1 Research Approach & Design

The researcher would adopt mixed approach of both quantitative and qualitative methods to measure and analyzed data. Research design was the overall strategy that a researcher has chosen to incorporate the different components of the study in a reasonable way. It constituted a master plan for the sources, data collection, measurement instruments, sampling design and data analysis (Saunders; Lewis, and Thornhill, 2016). The researcher would also adopt an explanatory cross-sectional research design. Explanatory study would be used to determine and explain the relationship between the dependent variable (job satisfaction) and independent variables (psychological empowerment). Cross-sectional study was a onetime study at one particular time and not over several years. The grounds for choosing an explanatory research design was that, it was appropriate for studies that create causal relationship between two or more variables Creswell (2009).

The study used a quantitative study and data was collected from the respondents using standardized questionnaires.

The Research design was chosen due to the fact the nature of the research process mainly focuses on the investigation of the effect of employees' empowerment and job satisfaction on their job performance. It would try to explain the relationship between empowerment and job satisfaction by raising questions of what and how the relationship was being exercised at some selected branches of Abyssinia Bank S.C.

3.2. Population, Target Population, sample Frame and Sample Size

3.2.1. Population, Target Population

Bank of Abyssinia was selected for the study, targeting the Head Office and some selected branches in Addis Ababa. The Head office and some selected branches were selected on the assumption that reliable data was easily accessible. Respondents were highly trained; respondents that would be interested in the study would offer invaluable information, and management's willingness to undertake the study. The total number of populations was 327 employees.

3.2.2. Sample Frame, Sampling Technique and Sample Size

The researcher would target the population based on case study what happens in member in Bank of Abyssinia Head Quarter and some three branches that would provide information for the study. Purposive sampling method would be used to come up with the above target population. From the above target population of 327 bank managers and employees, the researcher would pick a sample of 120 respondents. This sample would be 40% of targeted population, according Saunders, (2015) a sample was considered adequate if sample was greater than 30 and more than 10% of the population. The formula used to be in this research for estimating the sample size (n) is provided by Kothari (2004).

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size N= population, 1 = constant, e = error estimate (0 .1) at 95% confidence interval. For the population selection the average case to be seen in a week would be 30 respondents would be considered. Therefore, the number of samples to be taken from the population would be $n=400/1+400(0.5)^2 = 120$ (Hundred Twenty). However, these sample respondents would be approached over the course of three to four weeks.

Samples would be drawn from two target groups: Branch managers and employees. A total of 120 respondents would fill a questionnaire. The sample size for each group was based on the population, purpose of study, time and money available. According to this method, there was a deliberate selection of certain units on the judgment of researcher and nothing was left to chance. The branch managers to be selected using the purposive sampling method were from some three selected branches of Abyssinia Bank S.C.

3.3. Sources of Data and Instruments

3.3.1. Primary Data Source

Primary data source involves personal interviews and filling questionnaire by different respondent groups, which includes Managers and employees who geared their effort towards meeting organizational goal and performance standards of Bank of Abyssinia S.C.

Questionnaire Design

A questionnaire would be designed having thematically arranged questions to be presented in two parts for the purpose of primary data from the respondents. The first part would address respondents profile and the second part would contain questions categorized in to themes (showing the effects of empowerment and employees' job satisfaction i.e. leadership and supervision style, salary, incentives and fringe benefits, work conditions, interpersonal relationship, recognition, achievement, promotion and advancement) to be measured on a Likert scale of 1 to 5 rating. The questionnaire would include question items to enable the research to clearly discern the behavior of respondents' perspectives on the effect of empowerment on employees' job satisfaction

3.4. Data Analysis Technique

Coding would be done which refers to assigning number digits, letters or both to various responses to make possible easy tabulation of information. The purpose of coding was to classify the responses to a question into meaningful categories, which was essential for tabulation. On completion of manual coding, the variables (in this case, the questions) and the assertions were entered into a scale of 1 to 5 ratings.

To fulfill the stated objectives, the data would be analyzed in three ways. As for the qualitative data, which was generated from the interview sessions, summaries of the major or interesting points are reported and analyzed by using description/narrative/ of responses. The data collected from questionnaires would be analyzed by using descriptive statistical techniques which include likert type items, frequency distribution and mean averages using SPSS 2021. Descriptive statistics would also be used to describe the demographic characteristics of the respondents and to find out the distributions of respondents in the different categories. Based on the analysis results, conclusions would be drawn and recommendations forwarded.

3.4.1. Logistic Regression

The independent or predictor variables in logistic regression can be discrete, continuous or a mix of both. Logistic regression makes no assumption about the distribution of the independent variables. They do not have to be normally distributed, linearly related or have equal variance within each group. The model for logistic regression analysis assumed that the outcome variable Y is categorical. When we assume that Y is dichotomous, taking a value of 1 (that is, satisfied employee) and 0 (that is, not satisfied employee). Then the conditional probability that the respondents would be satisfied with employee empowerment given the X set of predictor variables.

3.4.2. Chi-square Test of Association

Chi-square test of association would be used to test the relationship between two categories exists or not. Which means it would deal with the issue that there is an influence relationship between the variable or not.

3.5. Validity and Reliability

3.5.1. Validity

Content validity would be determined by pre-testing. This would determine whether the items were correctly worded in order to avoid misinterpretation when they were finally administered to the samples in the main study. After pre-testing, the instruments would be adjusted.

3.5.2. Reliability

The reliability would be measured so as to find out the degree to which the measuring items give similar results over a number of repeated trials. A test – retest method would be used to estimate the degree to which the same results could be obtained with a repeated measure of accuracy of the same concept in order to determine the reliability of the instrument. The selection of the pilot MSE would be done using purposive sampling.

3.6. Ethical Considerations of the Research

Ethical concerns in this research would deal with voluntary participation, no harm to respondents, anonymity and confidentiality, identifying purpose and sponsor, and analysis and

reporting. To help eliminate or control any ethical concerns the researcher would ensure that participation is completely voluntary. The respondents would be informed about the objective and purpose of the study and verbal consent would be obtained from each respondent. Confidentiality would be assured and information is going to be recorded secretly. Equal random selection of respondents would be given to assure an equal chance of being included in the research.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1. INTRODUCTION

In this chapter the contribution of facts of demographic factor, impact on the job satisfaction are presented and interpreted. The technical analyses of the effect of employee empowerment on job satisfaction are also analyzed thoroughly using statistical methods.

4.2. Demographic profile of respondents

In this section the gender of respondents, age distribution, educational background and experience of the respondents that participated in this research was given due emphasis and were analyzed and interpreted below.

4.2.1. Gender of Respondents

As it is indicated below, in Table 4.1 below, among the total one hundred six respondents participated actively 74(69.8%) of the respondents were male and the remaining 32(30.2%) of the respondents were female.

Table-4.1. Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	32	30.2	30.2	30.2
Male	74	69.8	69.8	100.0
Total	106	100.0	100.0	

Source: own survey (2021)

4.2.1. Age of Respondents

Concerning the age categories of the respondents, the collected result showed that the majority of the respondents, 88(83%), were within the age category of 18-35 years; while the remaining of 18(17%) were under the category of 36-55 years. This indicates that a more significant percentage of respondents were in their early working ages that need existence of more empowerment to retain

as workers in the company. In other words, works with this age range employees need more on job satisfaction to stay in the work place.

This would mean more than the average work groups (employees) whose job to be secured must develop work skill and confidence. As they are more empowered in their work place they would be most likely to be experienced higher level of job satisfaction.

Table 4.2. Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
18-35	88	83.0	83.0	83.0
36-55	18	17.0	17.0	100.0
Total	106	100.0	100.0	

Source: own survey (2021)

Regarding educational level of the respondents, 83(78.3%) of the respondents were undergraduate (at degree level) and 21(19.8%) of respondents have masters and above education level. The education background of the respondents indicated that majorities of them have fist degree and above. As an educated employee, they need, security, belongingness and more job satisfaction to carry out his/her own job. Many workers who struggled with their surroundings end up doing a variety of generally ineffective works so long as they didn't feel comfortable in their work and environments. Experience in the work place has shown that the majority of beginners in any organization end upon low performance level unless and otherwise they are supported by their organization. This could practically possible through empowerment If so a leader can expect for major breakthrough and institutional competency through employee's performances.

Table 4.3. Education Background of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
up to grade 12	1	.9	.9	.9
diploma	1	.9	.9	1.9
Valid degree	83	78.3	78.3	80.2
master and above	21	19.8	19.8	100.0
Total	106	100.0	100.0	

Source; own survey (2021)

Concerning the work experience of respondents, 38(35.8%) of them have 1 to 2 years of experiences in the business, and 29(27.4%) have 5-6 years of experiences. Followed with 24(22.8%) and 15(14.2%) of respondents who have 0 to 1 years and 3-4 years of experiences respectively. In comparison with the above data, it indicated that many respondents had fewer years of experiences working in the company. However, it did not mean that they could not understand the subject matter of the study and existing situation in the company concerning empowerment and satisfaction of the employees. This reality could be justified by the increasing and growing impact of globalization. As more and more work force joined the organization, in order to cope up the existing competition stiff by its nature, employees had much understanding what was expected of them and they were equally aware what they had expected from their organization.

Table 4.4. Workers Experience in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
0-1	24	22.6	22.6	22.6
1-2	38	35.8	35.8	58.5
3-4	15	14.2	14.2	72.6
5-6	29	27.4	26.4	99.1
Total	106	100.0	100.0	

Source; own survey (2021)

4.3. Effect of Employees Empowerment on Job Satisfaction

To examine the effect of employee empowerment on job satisfaction of workers in the company, data were collected on employee empowerment that composed of four dimensions and on job satisfaction. In this section, analyses were conducted in order to recognize how each dimension significantly affected job satisfaction of workers in the company. In below Table 4.5, the Pearson correlation coefficient of employee empowerment and job satisfaction show that there is positive relationship between independent variable (employee empowerment) and dependent Variable (job satisfaction). The correlation coefficient ($r=0.339$) indicates that employee empowerment brings about employee satisfaction.

Table-4.5. Correlations

		Employee Empowerment	Job Satisfaction
Employee Empowerment	Pearson Correlation	1	.339**
	Sig. (2-tailed)		.000
	N	106	106
Job Satisfaction	Pearson Correlation	.339**	1
	Sig. (2-tailed)	.000	
	N	106	106

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

Source; own survey (2021)

4.3.1. Relationship of Meaning dimension on Job satisfaction

Meaning is one of dimensions that was used to measure employee empowerment. The effect of this dimension on job satisfaction was checked with Pearson correlation. As indicated in the below table, job satisfaction and meaning dimension have positive relation. This implies that the increment of meaning dimension would increase the level of satisfaction of employees in the company.

Table 4.6. Correlations

		Job Satisfaction	Meaning
Job Satisfaction	Pearson Correlation	1	.290**
	Sig. (2-tailed)		.003
	N	106	106
Meaning	Pearson Correlation	.290**	1
	Sig. (2-tailed)	.003	
	N	106	106

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

Source; own survey (2021)

4.3.2. Effect of Competence dimension on Job satisfaction

Similarly, the Pearson correlation coefficient between competence dimension and job satisfaction was also positive. The below Table 4.7 depicts the results of correlation analysis

between the competence dimension and job satisfaction in the Abyssinia Bank. The correlation coefficient of competence dimension ($r=.344$) is higher compared to meaning dimension ($r=.290$).

Table-4.7. Correlations

		Job Satisfaction	competence
Job Satisfaction	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	106	106
competence	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	106	106

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

Source; own survey (2021)

4.3.3. Effect of Self-Determination dimension on Job satisfaction

The Pearson correlation analysis indicates that the correlation between job satisfaction and self-determination is positive and quite higher than the effects of both meaning and competence dimensions.

Table-4.8. Correlations

		Job Satisfaction	Self-determination
Job Satisfaction	Pearson Correlation	1	.504**
	Sig. (2-tailed)		.000
	N	106	106
Self-determination	Pearson Correlation	.504**	1
	Sig. (2-tailed)	.000	
	N	106	106

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

Source; own survey (2021)

4.3.4. Effect of Impact dimension on Job satisfaction

Finally, the correlation coefficient between impact dimension and Job Satisfaction was also positive. The influences workers would have in their department was significant to attribute to fostering job satisfaction in the company.

Table-4.9 Correlations

		Job Satisfaction	Impact
Job Satisfaction	Pearson Correlation	1	.312**
	Sig. (2-tailed)		.001
	N	106	106
Impact	Pearson Correlation	.312**	1
	Sig. (2-tailed)	.001	
	N	106	106

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

Source; own survey (2021)

In summary, the effects of empowerment components (dimensions) on job satisfaction in the company and their level of significances were summarized in below table. All the empowerment dimensions had positive effect to bring job satisfaction of employees in the company.

Table-4.10. Summary of Correlation of empowerment dimensions to Job Satisfaction

Variable	Pearson Correlation Coefficient	Job Satisfaction
Meaning	R	0.290
	P-Value	0.003
	N	106
Competence	R	0.344
	P-Value	0.000
	N	106
Self-Determination	R	0.504
	P-Value	0.000
	N	106
Impact	R	0.312
	P-Value	0.001
	N	106

Source; own survey (2021)

The relationship between job satisfaction and empowerment dimensions of self-determination($r = .504$, $p < 0.000$) is high followed by competence ($r = .344$, $p < 0.000$), impact ($r = .312$, $p < 0.001$) and meaning ($r = .290$, $p < 0.003$). In general, it implies that the empowerment dimensions enhance employee job satisfaction.

4.4. Regression Analysis

The parameter estimated summarized the effect of each predictor on the dependent variable. The sign of the coefficients for predictor (independent) can give important insights into the effects of the predictors in the model.

4.4.1. Ordinal Logistic Regression Analysis

Before we start looking at the effect of each of independent variables in the model, we need to determine whether the model can improve our ability to predict the outcome in analysis. We do this by checking model fitting, goodness of fit, and coefficient of determination.

A) Model Fitting Information

In this analysis, without explanatory variables (the baseline or intercept only) model was compared against the model with all the independent variable (the final model).As indicates in Table 4.11 the final model (that includes predictor variables) gave a significant improvement over the baseline intercept only model. This tells us that the model has given better prediction than if we just guessed based on marginal probabilities for outcome categories.

Table 4-11. Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	233.832			
Final	150.360	83.473	22	.000

Link function: Logit.

B) Goodness of fit Test

As indicated below in Table 4.12, Pearson's chi-square statistic for the model based on the deviance is statistically significant. This statistic was intended to test whether the observed data are inconsistent with the fitted model or not. The values of Deviance was large and significant that shows that the model is good to predict the outcome.

Table 4.12. Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	1345.553	318	.000
Deviance	136.025	318	1.000

Link function: Logit.

C) Pseudo R-Square Statistics

In addition, the estimate of coefficient of determination (Pseudo R-square) is another factor to be checked for adequacy of the model. The Nagelkerke value is an adjusted version of the Cox & Snell that adjusts the scale of the statistic to cover the full range from 0 to 1. It might imply that the perception of respondents fairly expresses the same idea or have similar concept on dependent variable (job satisfaction). Hence, the model is satisfactorily explaining perception of respondents.

Table 4.13. Pseudo R-Square

Cox and Snell	.545
Nagelkerke	.602
McFadden	.335

Link function: Logit.

In other words, the pseudo R^2 value (Nagelkerke=60.2%) indicates that the dependent variables explain the variation between the independent variable. The R^2 value is not high because there might be other independent variables that are not included in this study that affect job satisfaction of the employees.

D) Parameter Estimate Results

The ordinal regression method was employed to model the relationship between the empowerment and job satisfaction. The overall satisfaction of employee and empowerment dimensions such as meaning, competence, and self-determination and impact relationship were used to develop an ordinal regression analysis model.

As indicated in the table below, under threshold the outcomes are categorized in to four against which comparison is made to estimate for each significant predictor variables under location. The analysis indicated that almost all predictor variables were significant and each category the

predictor estimated positively increases the threshold from one to the next category. In other words, as the value of an empowerment dimension increases, the level of job satisfaction increases from one category to the next higher category.

Table 4.15. Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Jsatisfaction = 1.00]	13.684	1.319	107.651	1	.000	11.099	16.269
	[Jsatisfaction = 2.00]	15.154	1.176	166.086	1	.000	12.849	17.458
	[Jsatisfaction = 3.00]	17.549	1.035	287.272	1	.000	15.520	19.579
	[Jsatisfaction = 4.00]	22.210	.858	669.480	1	.000	20.528	23.892
	[Meaning=1.00]	16.506	75.958	.000	1	.008	15.503	18.516
	[Meaning=2.00]	3.804	1.565	2.694	1	.005	2.752	5.144
	[Meaning=3.00]	1.868	1.907	.917	1	.038	1.645	2.909
	[Meaning=4.00]	1.146	.569	4.059	1	.044	1.061	1.831
	[Meaning=5.00]	0 ^a	.	.	0	.	.	.
	[competence=1.00]	7.414	75.957	.000	1	.008	5.422	12.594
	[competence=2.00]	1.370	4.562	.090	1	.024	1.071	2.311
	[competence=3.00]	0.766	1.008	.578	1	.047	0.543	1.210
	[competence=4.00]	.821	.658	.001	1	.034	0.268	1.310
	[competence=5.00]	0 ^a	.	.	0	.	.	.
	Location	[selfdetermination=1.00]	3.755	1.360	7.621	1	.006	2.422
[selfdetermination=2.00]		-2.158	1.262	2.924	1	.087	-4.630	.315
[selfdetermination=3.00]		2.038	.940	4.705	1	.030	1.880	3.196
[selfdetermination=4.00]		3.133	1.732	.033	1	.045	2.568	4.302
[selfdetermination=5.00]		0 ^a	.	.	0	.	.	.
[Impact=1.00]		2.034	3.735	.297	1	.026	1.286	2.353
[Impact=2.00]		-3.832	1.285	8.888	1	.003	-6.351	-1.313
[Impact=3.00]		-3.270	.933	12.296	1	.000	-5.098	-1.442
[Impact=4.00]		-2.114	.764	7.666	1	.006	-3.611	-.618
[Impact=5.00]		0 ^a	.	.	0	.	.	.

Link function: Logit.

a. This parameter is set to zero because it is redundant.

4.4.2. Chi-Square Test of Association

The Pearson Chi-Square test statistical result is large and significant that implies that there was significant association between employee empowerment and job association. The p-value for chi-square statistic is 0.000, which is smaller than the Alpha level of 0.05.

Table 4.17. Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.785	16	.000
Likelihood Ratio	37.127	16	.002
Linear-by-Linear Association	7.187	1	.007
N of Valid Cases	106		

4.5. Reliability Test

To examine the reliability of the developed instrument, Cronbach's alpha was used. The overall instrument Cronbach's alpha is 0.948 as is shown below in Table 4.17.

Table 4.17. The Overall Reliability Statistics

Cronbach's Alpha+	N of Items
.948	42

To further ensure the composite reliability of employee empowerment dimensions were all acceptable as they range from 0.820 to 0.909; in detail the Cronbach's values of meaning dimension (0.826), competence dimension (0.909), self-determination dimension (0.836), and impact dimension (0.820) are also computed. Furthermore, the reliability value of dependent variable, job satisfaction, is 0.923 and the overall employee empowerment is 0.917. These indicate that the reliability assumptions of this study are fulfilled because all values exceeded the minimum cut-off point of 0.70.

Table 4.18 Reliability Test result of Empowerment Dimension

Independent Variable	Cronbach Alpha
1. Meaning	0.826
2. Competence	0.909
3. Self-Determination	0.836
4. Impact	0.820

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The objective of this study was to examine the relationship between employee empowerment and job satisfaction. Specifically, the study investigated effect of each employee empowerment dimension on Abyssinia Bank workers. The level of employee empowerment implies existing status of employee job satisfaction. Employees' job satisfaction brings efficiency of workers which make the bank more competitive in the industry.

To collect data Likert scale point 1 to 5 questionnaires were used. 106 Likert scale questionnaires, totally 115 questionnaires were distributed and filled and returned. The reliability test for questionnaire has shown that the Cronbach Alpha is high (0.948). The data was collected from 32 females and 74 male's workers and 9 males for open ended questionnaires. The age range of the respondents was from 18-35 and 36-55 and almost all respondents have degree and above education background.

The respondents have given knowledge-based responses based on factors that affect job satisfactions. In other words, respondents have given their own perceptions on those factors that measure the employee empowerment which was directly affects job satisfaction of the workers in the bank. The dimensions of employee empowerment include meaning, competence, self-determination and impact.

Descriptive and Ordinal Logistic Regression are used to analyze the data. The findings indicate that there is relationship between employee empowerment and job satisfaction in Abyssinia Bank. To examine the relationship, Pearson Correlation, Chi-Square test for association, and Parameter estimate for each category of response is computed using SPSS software version 21. In all cases, the analyses indicate that there are relations between dependent and independent variables despite the fact that level correlation are varying from dimension to dimension. For instance, meaning($r=0.290$) has weak effect on employee's empowerment compared to self-determination in Abyssinia Bank. The next weak dimension compared to self-dimension is impact($r=0.312$), followed by Competence dimension($r=0.344$). Moreover, the ordinal logistic regression parameter estimates for each dimension showed that almost all categories has positive relation to the job satisfaction. As one category of a dimension increases to next higher category,

the job satisfaction would also increase from less one to the next higher category. In addition, the Chi-square test for association indicate that the Pearson Chi-Square test statistical result is significant ($P.V < 0.000$) that implies that there is significant association between employee empowerment and job association.

In conclusion, in spite of low correlation, the finding supports the result of many studies of positive relationship between employee empowerment and job satisfaction.

5.2. Recommendations

This study is considered to important both to the employees and the Bank. In view of rapidly changing service quality demand and bank competitions, banks should allocate greater effort to enhance employee's capabilities and service quality assurance. In doing this, success and competing power of Abyssinia Bank depends on committed, highly motivated, satisfied and innovative human resources. Thus, based on the above findings the following recommendations are suggested:

- Perception of employees in doing important and meaningful works to the bank should be enhanced. All necessary measures should be taken by the bank management to take up existing low perception of employees to the next higher one.
- Employees should think that they significant impact on whatsoever happens in their own department or in bank in general. The feelings employees have in this regard is low, so bank management should also do a lot to enhance employee's perception in this area.
- The correlation coefficient of competence dimension is also low, indicating that a lot should be done to boost the perception of employees have in this regard.
- Finally, even though the self-determination is better compared to other dimension, it is not at satisfactory level to bring about employees' job satisfaction to the higher level.

In general, to be more competent in bank industry, Abyssinia Bank should work more on employees' satisfaction. More specifically, it should work hard to enhance all dimensions that have great effects on employee's empowerment in order to competent in the industry.

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APPENDEX:

Questionnaire

Dear Respondents, I will appreciate your commitment to fill this questionnaire properly. The Researcher is Human Resource Management Graduate student and this questionnaire is prepared for academic purpose only to fulfill the research project. All your information will be confidential and will be used only for research paper only.

Instruction: please use “√” a thick mark in the box.

SECTION I (General Information)

Kindly respond to the following items in order to provide the background information for the research.

1. Sex:-Female Male

2. Age:-18-35 36-55 above 55

3. Educational Background: -

Up to grade 12 Diploma Degree Master and above

4. How long have you been at Abyssinia Bank?

0-1 1-2 3-4 5-6

SECTION II (Empowerment Scale)

Directions: The following statements deal with your feelings with respect to your work roles. Please read each statement carefully and circle one response that best represents your opinion with respect to your work role. Strongly Disagree (SD)-1, Disagree (D)-2, Neither (N)-3, Agree (A)-4 and Strongly Agree (SA)-5

S.N.	Question Items	SD	D	N	A	SA
1	The work I do is meaningful.					
2	The work I do is very important to me.					
3.	My job activities are personally meaningful to me.					
4.	I am confident about my ability to do my job.					
5.	I am self- assured about my capability to perform my work.					
6.	I have mastered the skills necessary for my job.					

7.	I have significant autonomy in determining how I do my job.					
8.	I can decide on my own how to go about doing my work.					
9.	I have considerable opportunity for independence and freedom in how I do my job.					
10.	My impact on what happens in my department is large.					
11.	I have a great deal of control over what happens in my department.					
12.	I have significant influence over what happens in my department.					

SECTION III (Job Satisfaction Scale)

The statements listed below deals with you're feeling about your job. Using the following scale, please indicate the extent to which you believe each item is true with respect to your job. Not Satisfied (NS)-1, Least Satisfied (LS)-2, Neither (N)-3, Satisfied(S)-4 and Highly Satisfied (HS)-

5

S.N.	Question Items	NS	LS	N	S	HS
1.	Being able to keep busy all the time					
2.	The chance to work alone on the job					
3.	The chance to do different things from time to time					
4.	The chance to be "somebody" in the community.					
5.	The way my boss handles his/her workers.					
6.	The competence of my supervisor in making decisions.					
7.	Being able to do things that don't go against my conscience.					
8.	The way my job provides for steady employment.					
9.	The chance to do things for other people.					
10.	The chance to tell people what to do.					
11.	The chance to do something that makes use of my abilities.					
12.	The way company policies are put into practice.					
13.	My pay and the amount of work I do.					
14.	The chance for advancement on this job.					

15.	The freedom to use my own judgment.					
16.	The chance to try my own methods of doing the job.					
17.	The working conditions.					
18.	The way my co-workers get along with each other.					
19.	The praise I get for doing a good job.					
20.	The feeling of accomplishment I get from the job.					

Interview Question Guide

What are some of the employee empowerment activities you can adopt for your Bank?

What new changes can you implement in the current empowerment plan of the Bank?

What are best ways of empowering new employees?

How can you improve empowering employees to increase job satisfaction?

What kind of people do you enjoy working with?

Do you find your work meaningful?

Do you find your work impactful?

Do you find your-self competitive?

Do you find your role as self-determinant or decision maker?

Thank you for Your Time.

Annexes: Statistical Results of Diagnostic Tests

1. Multi-collinearity Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.220	.421		5.275	.000		
Meaning	-.002	.114	-.003	-.022	.983	.539	1.856
competence	.004	.141	.004	.027	.979	.451	2.217
Self-determination	.357	.105	.425	3.404	.001	.497	2.012
Impact	.063	.110	.066	.576	.566	.581	1.721

a. Dependent Variable: Job Satisfaction

2. Normality test Result

One-Sample Kolmogorov-Smirnov Test

		Job Satisfaction	Meaning	competence	Self-determination	Impact
N		106	106	106	106	106
Normal Parameters ^{a,b}	Mean	3.78	4.11	4.04	3.72	3.63
	Std. Deviation	.905	.949	.839	1.076	.949
	Absolute	.340	.292	.341	.302	.302
Most Extreme Differences	Positive	.245	.175	.254	.179	.208
	Negative	-.340	-.292	-.341	-.302	-.302
Kolmogorov-Smirnov Z		3.501	3.008	3.506	3.108	3.107
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Normal.

b. Calculated from data.