



THE EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON JOB SATISFACTION IN THE CASE OF ETHIOPIAN ELECTRIC UTILITY

By:

SahliteMehiret

A Thesis Submitted To Addis Ababa University School of Graduate Studies in
Partial Fulfillment of the Requirements for Masters of Art Degree in Human
Resource Management

Advisor: Solomon Markos (PHD)

Addis Ababa University
School of Commerce

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Declaration

This thesis paper entitled, “the effect of psychological empowerment on job satisfaction in the case of Ethiopian electric utility” is my original work towards the award of Masters in Human Resource Management. To the best of my knowledge all sources of material used had been properly acknowledged. I also confirm that this paper has not been accepted before for any degree in any University or College.

Therefore, I hereby declare that I am the only author/person produced this paper in consultation is with my advisor Dr. Solomon Markos.

Declared by: SahliteMehiret

Signature: _____

Date : _____

Letter of certification

This is to certify that the thesis prepared by SahliteMehiret, entitled, “The Effect of psychological empowerment on job satisfaction in case of Ethiopian electric power” is submitted in partial fulfillment of the requirement for the degree of Masters of Human Resource Management complies with regulation of the University and meets the accepted standard with respect to originality and quality.

Confirmed by:

Advisor: Solomon Markos (DR)

Signature: _____

Date: _____

Addis Ababa University College of business and economics
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Ethiopian electric utility

By: Sahlite: Mehiret ID GSD/8259/08

Approval sheet

Signed by the Examining Committee:

Examiner _____ Signatue _____ Date _____

Examiner _____ Signatue _____ Date _____

Advisor _____ Signature _____ Date _____

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Acronyms

List of Acronym

<i>EEU</i>	<i>Ethiopian electric power</i>
<i>HRM</i>	<i>Human resource management</i>
<i>JS</i>	<i>job satisfaction</i>
<i>PE</i>	<i>psychological empowerment</i>
<i>SPSS</i>	<i>Statistical Package for Social Sciences</i>

Abstract

The study gives empirical evidence on the extent to which psychological empowerment affects job satisfaction primary data from 163 employees of Ethiopian electric utility through questionnaire is used to examine the effect of the empowerment dimensions (meaning, competence, self-determination and impact) on overall job satisfaction. In this study an explanatory research design and quantitative research method were used to meet specific objective of study and to answer research questions. The target population of this study was employees of Ethiopian electric utility specifically located in Addis Ababa head office area. The study also used survey data collected through questionnaire from a sample of 207 employees and 163 questionnaires were returned. The data collected from the questionnaire were analyzed using statistical measures descriptive and infernal statistics. The correlation analysis result showed that there is significant strong positive relation exist between independent and dependent variable Further, regression analysis evidence that psychological empowerment predict job satisfaction. In this study the independent variable psychological empowerment, trust, autonomy, organizational support has significant effect on dependent variable job satisfaction. Recommendations for management include delegation activities should be improved, training and development should be given in order to support those which have less agreement level is achieved i.e. autonomy and organization support. Also employee's involvement should be increased in decision making areas, setting performance standards and setting their own work. Finally, suggestions for future research directions and limitations were presents in the study.

Key words: psychological empowerment, job satisfaction, autonomy, trust, supervisor support

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In light of the global competition and rapid changes in the business environment, organizations seek to improve the efficiency of human resources through the implementation of managerial applications that achieve optimal utilization of the human resources. One of these applications is empowerment of employees. Employees who feel empowered can add more in organizational efficiency and effectiveness (Chen & Chen, 2008). An empowerment carried out by companies to its employees plays a major role in the success of companies in different types of industries. This is because that empowering employees contributes for the productivity, achievement as well as for the good will of any company.

Service accounts a wide range of gross domestic product of many countries with this in mind, the improvement of quality service is essential in a global dynamic work. Service industries try to compete by providing high quality customer service by empowering their workforce this, giving quality service is crucial to the overall success of an organization.

An Electric Power Supplier by the government or private has been one of the dominant suppliers in many economies. In Ethiopia electric power where by employing thousands of people and generating huge revenue to the national economy. The significance of a job is generated from the concept that it has significant belongings on overall life satisfaction of work as the source of income that helps people meet their needs (demeroutier, 2000).

Now a day's empowerment has become particularly important for services, aiming to control or enhance service quality and customer satisfaction at the point of service production (klidas et al, 2007). Human resources are the most valuable assets for many organizations. Managing and controlling this valuable asset can lead to the organization efficiency and effectiveness. Therefore, organizations need a new partnership between management and employees as the aim is to achieve organization goals by giving quality service to the customers.

Employee's psychological empowerment is an indicator of the level of work contribution, affecting many aspects of staffs work environment. If an employee has higher degree of psychological empowerment, he or she is more likely not to be given the hint from his or her boss about the work. Employee empowerment has been call as a method of management which can be applied across the world in all organization as means of industry wide desires and needs of current universal trade.

If employees are not empowered in their jobs they may waste more working hours in waiting decision from bosses. Lack of psychological empowerment could be a reason for this problem. There is a number of increasing qualified employees in various professions in our country. These people are more capable of to perform tasks that are assigned to them effectively and efficiently.

Employee empowerments develop the personal power of individuals and enable them to pleasure their clients (lashley 1995).Keep in view of understanding the concept of psychological empowerment and job satisfaction that explained by different researchers. Majority of the studies about psychological empowerment have been conducted by western countries. Studies were focused on private organization to investigate the relationship between psychological empowerment and job satisfaction but in public sector there is not much literature have been conducted.

In Ethiopia much emphasizes has not been placed by the state and employers of the organization and also no adequate studies linking psychological empowerment and job satisfaction. The research is directed to find out whether high psychological empowerment can increase job satisfaction among employees in the organization.

In the year 1948, Ethiopian electric light and power authority founded, the supervision and management of the organization was vested in the board of director appointed by the government. The purpose of this authority was to engage in the business of production, transmitting, distributing and selling of electric energy to the public.

Ethiopian electric utility is a sister company of EEP it is a public enterprise established under regulation no 303/2016 as a public enterprise with the main responsibility is distributing electric power across the county. The power distribution and power transmission of less than 66 KV is

operated under EEU also small and isolated self-contained power generation systems is under the supervision of this organization.

The purpose of this company is to engage in the business of producing, transmitting, distributing and selling electrical energy in accordance with economic and social development policies and priorities of the government and to carry on any other related activities that would enable to achieve its purpose.

In light of the socio-economic development of the county this company is still the sole producer of electric power in Ethiopia. The organization is highly engaged in extension of its scope and operation in order to accommodate new changes. After being in operation for above 50 years in this manner, it's the oldest organization and needs to be studied. There are many service giving organization in Ethiopia from this selecting one company is very difficult the reason for selecting EEU is it serves all kind of community member in the county and also it has a long time service experience in the sector thus, this organization should be studied further because of electric supply is the major contributor to the socio-economic development of the country.

1.2 Statement of the problem

World bank(2003) data indicated that further half of the working population in both categories whether it's the highest or the lowest income groups have been occupied in the service sector at the beginning of 21st century. Today's economy is getting more service oriented and we live in a service society. More importantly service sector has become very aggressive due to various developments that have take place in this industry.

Chen(1998)as pointed out that operations that include services are well-known by wide interaction between customers and suppliers this makes customer satisfaction is directly associated with service performance and various service encounters all the way through the system. This high interaction with customers put them in position employees to take initiatives, to be independent, to experience satisfaction from their work and feel that they contribute to the operation of their company.

Thus they need to feel empowered in their working environment. Employee psychological empowerment enhances the individual power of employees and allow them to pleasure their customers (Lashley,1995b).Employees should be actively involved in the activities of the organization for its success giving employees the autonomy to make decisions about how they go about their daily activities is empowerment.

There have been many studies from different part of the world under the Effect of psychological empowerment on job satisfaction such as Thomas and Velthouse (1990)Spreitzer (1995a,b 1997); g.wang and pd lee(2009);crystal Jeanne Theron(2010); Elizabeth George (2016) . The academic as well as empirical researches with regard to employee engagement in Ethiopian context are limited as per the researcher knowledge one study was conducted on the focus of internal service climate between co-workers and the relation to job satisfaction washun (2011). However, the study not focuses on specific psychological empowerment dimensions, effects and out comes to fill such gap this study was focused on linking psychological empowerment with job satisfaction.

Many organizations in Ethiopia be it public or private, engaged in psychological empowerment programs like training and development of their staff and other polices which require a considerable financial resource. It is also well known that empowerment enhances the personal power of employees and enables them to delight their customers.

From preliminary interviews with top level management who work in EEU the practices like empowering structures, policies, and practices which are intended to empower the employees are very limited and not responsive to the needs of the employee and also the psychological composition of the people who are being empowered had not been taken into consideration and most employees are not actually experience empowerment.

The above interview show there is a little concern on empowerment especially psychological empowerment and the need to develop the perception of empowerment of employees and the expected outcome from employees who are empowered should be studied further.

Employee psychological empowerment will be effective only if the employees actually experience the empowerment. Even if the organizations have the empowerment practices like

providing power and open communication it is not necessary mean that the employee is empowered the employee response to the situation is also important .To fill such gap between the organizations empowerment practice and the employee's perception on the basis of psychological empowerment this research will be appropriate to conduct.

Therefore, this research originated from the fact that employees are the key to business. The aim of this study is to analyze the effect of psychological empowerment of employees and to find out whether high psychological empowerment can increase job satisfaction. In fact, their satisfaction is the most important tool that helps to increase sales and generate profits in the business environment of EEU.

1.3 Basic Research Question

In order to gain a comprehensive understanding of the phenomenon under investigation and to provide reasonable justifications, the researcher will address the following research questions.

1. What possible ways does the Ethiopian Electric utility (EEU) use to empower its employees?
2. What is the perception of employees on psychological empowerment practices of EEU?
3. What are the major factors that result from employee's psychological empowerment at EEU?
4. How far does the EEU employees' empowerment contribute to the employees' job satisfaction?

1.4.1. General objective

The general objective of the study is to analyze the effects of psychological empowerment on job satisfaction of Ethiopian Electric Utility whereby the study was conducting for assessing the current EEU empowerments has an impacts on employees job satisfaction by examining its strength & weakness so as to provide a possible recommendations based on the results of the findings as well.

1.4.2. Specific objectives

1. To assess the EEU's practice of employee psychological empowerment.
2. To determine employees perception on level of psychological empowerment and job satisfaction.
3. To investigate the extent to which psychological empowerment contributes to job satisfaction.

1.5 Significance of the study

The study believed to contribute in the following areas:

- It may serve as lesson for other economic sectors in the country. For top level managers can take measures to empower the employees and thus increasing the satisfaction of employees
- It can provide information for the EEU to reconsider or revise the currently used psychological empowerment programs and take necessary remedial action.
- It will contribute for initiating appropriate mechanisms such as, designing and developing psychological empowerment programs, standards and procedures this has a great positive impact for the effectiveness for the organization.
- This study will contribute to theory and managerial practice with an increased understanding on importance of psychological empowerment in relation to job satisfaction of employees of EEU. And also it will clearly depicts that, by increasing psychological empowerment of employees, job satisfaction can be increased.

1.6 Scope of the study

The study was limited to assess the psychological empowerment and its relationship with job satisfaction of EEU employees located in head office, Addis Ababa Ethiopia. It was included all employees except top level mangers which are excluded from the population.

The factors of psychological empowerment only limited to three dimensions (trust, autonomy and organization support).psychological empowerment scope examined using the four dimension of empowerment (meaning, competence, self-determination and impact). Contextual factors related to empowerment like (communication with supervisor, general relations with company, teamwork, and concern for performance)are not included in the study. Job satisfaction also limited to the Overall Job Satisfaction Scale not the Facet satisfaction scale.

Due to the time constraints to collect and analyze the data, the study was methodologically delimited. The study applied only a quantitative approach using only a questionnaire that contains closed ended questions for collecting date from the participants. The advantage of using this approach was that it made convenient to cover large sample size to collect and analyze data within a short period of time. Only permanent employees who have service years of above one year were included in this study. Also due to their short and unstable period of engagement, contract employees were excluded from the study.

1.7 Limitation of the study

The study also had limitation in studying the job satisfaction employees mostly consider extrinsic and tangible factors rather than psychological empowerment.

This paper was not address the job outcome variables other than job satisfaction like organizational commitment, work related stress performance, innovation, team work, and creativity should also be investigated which will allow researchers to gain a better understanding of psychological empowerment in the workplace.

1.8 Organization of the Study

The study organized into four main chapters; the first chapter introduces the background of the study, statements of the problem, basic research questions, significance of the study, scope of the study, research methodology, and limitation of the study and organization of the study. The second chapter has review of related literatures. The third chapter includes the research design and approach fourth chapter is analysis and interpretation. The fifth chapter presented wttth the summary of findings, conclusion and recommendation of the study.

1.9 Definition of terms and concepts

Job satisfaction-it's an affective or emotional reaction to a job that results from the incumbent evaluation of actual outcomes with those that are intended (Cranny et al.1992).

Empowerment- is a type of employee participation scheme controlled and execute by management to enhance employee commitment and to boost the product and services with standardization. Lashley 1995; Wilkinson, 1998).

Psychological empowerment-is the belief that one has necessary knowledge and skills to perform the job well that can make a difference in the organization (Sprietzer, 1995a).

Employee participation-it is an involvement of decision making by employees by the choice of that person and individuals take the initiative for enhancing empowermentactivities. Spreitzer (1996).

Employee Performance-it is what an employee does or does not do. It's common to most jobs includes quantity of output, quality of output, timeliness of output, presence at work and cooperativeness (Mathis & Jackson 2004).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter reviews literature on the effect of psychological empowerment on job satisfaction. The section would highlight important study objectives. Definition and the concepts of psychological empowerment and job satisfaction. And also detail discussion on independent and dependent variable it also discussed about the empirical literature studies that would be highlighted variables of the study psychological empowerment, trust autonomy, organizational support and job satisfaction and the conceptual framework of the study were included in this section.

2.1 Theoretical literature review

Definition of psychological empowerment

The thought of psychological empowerment has gained extensive recognition in both the practices of management and theory (Conger & Kanungo, 1988; Donovan, 1994; Hall, 2008; Kanter, 1989; Spreitzer, 1995; Thomas & Velthouse, 1990). A considerable body of research has build up during the past two decades refining the conceptual field of psychological empowerment and inspects its antecedents and consequences. The psychological perspective of empowerment is known as psychological empowerment. Psychological empowerment is an idea that one has the necessary knowledge, skills and abilities to do the job well and can make a difference in the organization (Spreitzer 1995).

Psychological empowerment is a psychological mindset that includes the fit between ones job and their personal values. It is someone experience of intrinsic motivation that is based on the four cognitions (meaning, competence, impact and self-determination) about an individual employee in relation to his or her work position (spritzer 1995).

The empowerment process includes mainly giving employees assurance by management, to utilize their skills and experience by presenting them with the power to use more judgment and

discretion in their work. Psychological empowerment has also specifically defined as an individual's experience of intrinsic motivation that is in support on cognitions about him or herself in relative to his or her work role (Spreitzer, 1995).

2.2 Empowerment

Empowerment is a new employee participation scheme controlled and execute by management to enhance employee commitment and to boost the product and services with a standardization.

Lashley 1995;Wilkinson,1998). Empowerment entails the employees to make decisions about their job, and to take the correct actions to bring out these decisions.

Employee empowerment has received acknowledgment in all the circles of management for the basic reason of the fundamental elements of managerial and organizational efficiency and effectiveness that increase when power and control are shared in the organization (Ergeneli et al,2007). nowadays, more than seventy percent of organization have adopted some kind of empowerment plan at least for a part of their workforce (Lawler,el al 2001). Starting from many years ago empowerment has become predominantly important for services, aiming to control or enhance the quality and satisfaction of customer at the point of production and also services.

Empowerment is more about the use of authority and power. If a conventional meaning of empowerment is to be made, and also it include peoples outside the decision-making process in involving to decision-making process.

2.2.1The beginning of empowerment

The thought of empowerment had been known for many years through worldwide. however management practitioners start to use it in business for organizations only from 1970s (Klose, 1993). Prior to 1990 empowerment could only be accessed through concepts such as participative management, total quality control, individual development, quality circles, and strategic planning (Sullivan 1994).

There are also other concepts of empowerment it's derived from theories of participative management and employee involvement. (Spreitzer et al 1997). The misunderstanding emerges from the different position taken by scholars. For instance, some scholars hold the view that

Elton Mayo's Hawthorne studies serve as a base for thought of employee participation and involvement (Herrenkohl et al 1999).

A number of researchers say that the human relations school of thought (1930) is the starting place of empowerment (Korukonda et al 1999). Empowerment has been accepted as a key to organizational factor in satisfying employees with their psychological needs in work place and thereby improving organizational and personal effectiveness to accomplish organizational goals.

Psychological empowerment can be affected by job satisfaction to a particular level (Bakker and Schaufeli, 2008;).The study conducted by Dickson and Lorenz, (2009) concluded that meaning, impact and self-determination cognitions of empowerment are positively associated with job satisfaction as competence cognition was not; however, an overall empowerment was found positively associated with job satisfaction. Researchers have come across the relationship of four cognitions of empowerment (meaning, impact competence and self-determination) with different outcomes, but results have wide-ranging from one study to another (Carless, 2004; and Liden, Wayne and Sparrowe, 2000).

2.2.2 Employee empowerment antecedents

On the topic of antecedents or factors of psychological empowerment there are some pre-request that facilitate and encourage empowerment efforts. After reviewing previous researches the following can be considered as antecedents of empowerment.

1) Trust: it is defined as the "willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the other party, irrespective of the ability to monitor or control that other party" (Mayer et al., 1995,). This aspect is regarded as one of the most important elements of the well-organized and successful organizations. additionally, managerial trust on employees is mainly important especially in two cases; where cooperation is fundamental and in the tertiary sector and where contact between employees and customers occurs (Nyhan,2000). The second one, employees interact with customers and realize various problems can occur and as a result they can provide particular solutions. For this reason, employees in the organization should experience that they obtain trust from the managers and subordinate. For example, according to Kotter (1995)

organizations which adopt changes in their current operation should support their employees to take initiatives and recommend new suggestions and ideas.

2)Autonomy: As the name gives some discretion is to get decide on job related matters and provides for self-development by increasing the satisfaction level of employees thus leading to empowerment.

Autonomy increases the task of an employee. The outcome is development of mutual respect between employees and managers and increases the confidence level between employees. Effective and efficient delegation can bring appropriate autonomy in the organizational climate (Choudhury, 2011)

Autonomy can also be an important intrinsic motivator and should be positively related to employee empowerment practices as it helps to satisfy the internal psychological needs of the individual employees. According to Oldham (1976) it is the ability of the employees to conclude the way and method in which they can carry out through their job activates.

3) Organizational/supervisor support: Supportive manager behaviors are a general and a helpful organizational climate may be include under a variable permitted Perceived Organizational Support. Eisenberger (1986) confirmed that employees tend to “form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being”.

Perceived supervisor support (PSS)is the extent to which employees believe in their supervisor’s value their contributions, offer assistance, held by employees concerning the degree to which their manager value to the contributions and concern about their wellbeing (Kottke&Sharafinski, 1988; and Eisenberger et al., 2002).

4) Information exchange: it is the act of exchange of information between organizations and its employees and also its the sharing of knowledge, facts and experiences directed to the improvement of organizations quality increment.(Sprtizer, 1995).

As recommended by Kanter (1977) that in order to empower employees, organizations must make more information accusable and available to people in the organization at more levels

through available devices that are supported by organizations structure. Information sharing is an important antecedent to psychological empowerment (Chiles and Zorn, 1995; Randolph, 1995; Ghani et al., 2009; Bordin et al., 2007). Information sharing should be supported by the organization's management system for reward, promotion and performance can also be increase the empowerment in organizations (Spreitzer, 1995a).

5) Opportunity for Self- Development: it is the awareness and identity improvement method which is given to employees for developing the skills and talents that will facilitate employees to develop their potentials and capabilities as a result enabling them to take decisions more effectively.

6) Teamwork: it's the ability of a group of employees to work together. As Quinn and Spreitzer (1997) recognized that along with organizational characteristics, teamwork is vital instrument for empowering employees. Randolph (1995) also suggested teamwork as a key to empowerment.

7) Self- esteem and Locus of Control: self esteem is the confidence level of once own value and the locus of control is a strong belief of how employees control their situation. As Spreitzer (1995a) also indicated these two important personality traits as antecedents to empowerment.

8) Employee participation: it is an involvement of decision making by employees and it should be included in choice that a person is making and there should be more importance on individual initiative for enhancing empowerment activities. Spreitzer (1996) argue that a participative climate can promote the position of individual feeling to psychological empowerment.

9) Training for employees: helps as employees learn specific knowledge to the activities required for their job. Adequate training is to be given to employees for their performance outcome before the implementation of empowerment process (Ongori et al., 2008; Kirwan, 1995).

10) Rewards and Incentives: tying rewards to accomplishments is an important contributor to empowerment and for the overall performance. Individual performance based rewards are found to be important for empowerment for the reason that: the recognition reinforce personal competencies and the other it will provide individual employees incentives for participating in the decision making processes. (Conger and Kanungo,1988; Kirwan,1995).

For the purpose of this study from the above theoretical aspects of the factors that affect psychological empowerment researcher will examine only the first three factors (trust, autonomy and organization sport).

2.2.3 Outcome of employee empowerment

2.2.3.1 Effectiveness

Robbins (2001) describe as successfulness of organizational activities that the desired outcome is achieved as an organization attain its goal. According to Flohr and Host(2000), employee empowerment leads to increased organization effectiveness and employee comfort and the organization success depends on the employees empowerment. In the same layer several articles and books (for example, Byham& Cox, 1990) confirm that as power and control of empowerment increases organizational effectiveness and well-being also increases. Furthermore, empowering employees leads to job satisfaction, job involvement, loyalty, performance and service delivery to customers.

2.2.3.2 Innovative behavior

Is the introduction and application of new ideas to the organizations clement. Many organizational development professionals link empowerment to increased creativity behavior (Carson & King, 2005), according to Spreitzer (1995), it is an inventive behavior of employees replicated the creation of something new or different. Woodman, Sawyer and Griffin(1993) posit that innovative behavior have meaning of change-oriented because they involve the establishment of a new service excellence , idea, procedure, and or process.

2.2.4 Barriers to Empowerment

There are many research about the barriers of empowerment discovered by different author one that the organizations may face different kinds of difficulties while empowering the employees. The employees and supervisors may resist empowerment at certain stages thus; this may include information, fear and risk factor, mutual trust, down-sizing, lack of clarity, and negligent use of power.

A)Information and transparency: it employees openness, commutation and accountabilities of individuals some organizations implement empowerment without providing adequate information and training to the employees. Training is especially relevant for employees when

they are not willing or capable of being empowered. Some managers retain their power by maintaining the information from the subordinates (Conner; 1997).

B) Fear and Risk Factor: most of the time fearful individuals may overestimate the danger so as the superiors or managers may be reluctant to the implementation of empowerment because they fear that they may have to give up their power to the subordinates this may cause in burden to superiors and subordinate may not exercise the empowerment and that the subordinate will have an upper hand in the organization. They also fear of loss of control, loss of their jobs and exposure of their inabilities to top management. The other reason may be because of the fear of taking up more accountability (Johnson; 1994). When decision-making power is given to the employee, there are probability that the employee may become over confident and make wrong judgments.

C Trust: believe in the ability of individuals is very important for Mutual trust it forms the basic ethical foundation of empowerment. The employees may oppose empowerment because sometimes they believe that empowerment is just another technique of the management to make use of the employees

D Downsizing: it is shedding of organizations staffs and the implementation of empowerment at the time when there is an economic slowdown, to increase the effectiveness of the organization. It occurs due to economic slowdown, introduction of new technology, restructuring etc. thus at times empowerment and downsizing may occur simultaneously and the employees link the two.

2.3 Models of Psychological Empowerment

From the several researchers models researcher selected some of them for reviewing like Conger and Kanungo (1988), Thomas and Velthouse (1990), Spreitzer (1995a), Menon (2001) etc. have developed different models for psychological empowerment. These models are summarized below

2.3.1 Empowerment in the view of Conger and Kanungo

The work of Conger and Kanungo (1988) is often considered as a starting point in literature on psychological empowerment. They were the first to criticize the approach to empowerment which only concentrated on sharing of power and delegation of authority.

As defined by Conger and Kanungo (1988) empowerment is “a process of enhancing the feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information”.

They clearly distinguished empowerment interventions and the feeling of being empowered. They identified five stages while explaining the process of empowerment

The first stage is the conditions that leads to helplessness stated as organization factors, supervision and reward system. Organization factors are reflected by shared values, norms and beliefs supervision is also an act of a critical watching and directing reward system of organization can be lead to low job satisfaction and employee commitment.

The second stage is how managers techniques and strategies are used in employee involvement, goal setting, soliciting feedback, modeling, contingent/competence based reward and increasing the responsibility of employees all this employee involvement or participative decision making can affect empowerment process.

Third stage which stated as empowerment interference is not to provide self efficiency information to subordinate enactive attainment is mostly an important factor on determining self-efficacy, vicarious experience, and persuasion and emotional arousal also an emotional experience that makes employees more alert in their mind and body.

Forth stage states that empowering experience of subordinate personal efficacy can be an effort of the performance expectation. The last stage is behavioral effects that lead employee's initiation to achieve the task.

2.3.2 Thomas and Velthouse -Cognitive Model of Empowerment

Most of the different literature on empowerment uses the spreitzer scale of psychological empowerment among the other models it measures the four dimension of empowerment.

Using the Thomas and Velthouse model as foundation, Spreitzer (1995a) operationalized it by developing a scale to measure the four components of empowerment. Spreitzer renamed meaningfulness cognition to 'meaning' and choice cognition to 'self-determination'. And conducted a study in an industrial firm and an insurance company. She found that the four dimensions of psychological empowerment, namely meaning, competence, self-determination and impact, merge additively to create an overall construct of psychological empowerment which result in managerial effectiveness

(Thomas and Velthous, 1990) defined empowerment as a set of cognitions that helps to create an active-orientation to one's job. They also put forth a cognitive model of empowerment. They proposed four psychological cognitions that contribute to a person's intrinsic motivation towards a task. These are impact, competence, meaningfulness and choice. They also included environmental events, task assessments, global assessments, interpretative styles, behaviors and interventions.

Impact is the degree to which activities is seen as 'making a difference' in terms of accomplishing the purpose of the task (Thomas and Velthouse, 1990).

Competence is the level of an employee can perform his or her job efficiently when he or she tries (Thomas and Velthouse, 1990). This dimension is analogous to self-efficacy described by Conger and Kanungo; Meaningfulness is the value of a work goal or purpose. It engaged the individual's intrinsic caring about a given work (Thomas and Velthouse, 1990)

Choice involves causal accountability for a person's actions. Thomas and Velthouse (1990) suggest that environmental factors such as leadership, delegation, job design, and reward systems influence the feeling of empowerment.

2.3.3 Spreitzer's Model of psychological Empowerment

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determination'. Spreitzer (1995a) conducted a study in an industrial firm and an insurance company. She found that the four dimensions of psychological empowerment, namely meaning, competence, self-determination and impact, combine additively to create an overall construct of psychological empowerment which result in managerial effectiveness.

She also found that the absence of any one dimension will reduce the effect of empowerment but will not completely eliminate the overall effect of empowerment experienced. To ensure that these four dimensions truly captured the essence of empowerment. drawing various aspects from psychology, sociology, social work and education. She found wide support for these four dimensions of empowerment across the literatures.

There are different researchs during the past two decades, which looked at the concept of psychological empowerment and the investigation of its causes and consequences. It is generally accepted that this concept consists of four dimension meaning, competence, self-determination impact developed by spreitzer(1995a) for the purpose of this study, this four dimension will be used as a measuring instrument of psychological empowerment.

a) Meaning

Meaning involves a fit between the needs of a person's work role and his or her beliefs, attitudes, values and behaviors. In the Job Diagnostic Survey of Hackman and Oldham (1975).

The employee will be committed to his job if he perceives the job as meaningful while he will move away from the job and will not be interested in the job if he or she considers the job as less meaningful. (Thomas and Velthouse, 1990). According to Hackman and Oldham (1975), meaning is one of the three significant psychological states for intrinsic task motivation. It involves not only intrinsic caring about the job, but also external factors affecting people's cognitions about how they feel are also important.

B Competence

The ability to do work successfully competence is also self-efficacy, the belief that one can successfully perform a given behavior. It is also the degree to which a person can perform task activities skillfully when he or she tries (Thomas and Velthouse, 1990). When the self-efficacy

of an individual is high, they will be more dedicated workers aspires in achieving difficult goals, they will be more determined to succeed when they fail to achieve a task, and will try hard to achieve better performance altitude (Goodale et al., 1997). It also refers to the self-efficacy of the specific work i.e. skill and capability of an individual to perform his/her job activities with the needed knowledge and skill (Spreitzer, 1995b). This dimension is named as competence instead of self-esteem because it is the efficacy and effectiveness of specific individual's work role.

C Self-determination

It is a controlling activity of individuals on their own determination. It also reflects autonomy in the limitation and continuance of work behaviors and process (Bell and Staw 1989, Specter, 1986). Where competence reflects a mastery of performance actions, self-determination reflects a choice of behavior. Empowered employees believe that they have personal direction concerning the methods used to perform their role in the system (Spreitzer, 1992). To be self-determining means to experience a sense of option and alternatives in initiating and regulating one's own action (Deci, Connell and Ryan, 1989).

Spreitzer (1995) also defines self-determination as autonomy in performing one's work and the skill of choosing how to behave in various job related situations. It is the opportunity to select the tasks that make sense and to perform these tasks in ways that seem appropriate to the person (Quinn and Spreitzer, 1997).

D Impact

Impact is the action of individual to extent to which another can influence events in an organization and work outcome and how individual believe can influence the strategic output, management and operation in the workplace (Spreitzer, 1995; Ashforth, 1989). It is the belief that individuals can influence the organization system in which they are embedded (Mishra and Spreitzer, 1998).

Impact refers to the extent that an individual feeling can make a difference and individual work can affect the overall goal achievement. Employees feel a sense of impact when they perceive influence in decision making processes (Thomas and Velthouse, 1990). Where the third

dimension, 'self-determination' reflects control over behavior, 'impact' reflects control over the outcome.

2.4 Job satisfaction

It is the measure of job connectedness to individuals and their performance on work. Job satisfaction is an affective or emotional reaction to a job that results from the incumbent evaluation of actual outcomes with those that are intended(Cranny et al.1992).

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. Employees will tend to stay with a job when they are satisfied with their job and quit 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 importance in that it has the possible impact and affect in a wide range of behaviors within the workplace (George & Jones 2002).

Friedman (2000) defines 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 he has accomplished a job that is important and appreciated. "Psychologists have found explicit links between job satisfaction and goal setting and decision making (Rowan, 2008).

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

Hersey and Blanchard (1988) 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".

There are many factors of 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.

2.4.1 Factors Determining Job Satisfaction

Different studies reveal that one attitudinal factor alone cannot measure job satisfaction. The factors that determine job satisfaction can be categorized into two: intrinsic factors and extrinsic factors (Buitendach and De Witte, 2005). Extrinsic factors include pay, physical working condition; working hours, job security work group, work itself, supervision etc. and intrinsic factors include personality, values, recognition, advancement etc. Research on job satisfaction has also identified certain personal or demographic variables like age, gender, tenure etc. which influence satisfaction.

2.4.1.1 Extrinsic factors

Extrinsic factors are those factors beyond the control of the employee. All aspects of the job and organization can affect the job satisfaction of employees. Even though in earlier studies salary was not a predictor of job satisfaction, in later studies salary was found to be the most significant factor in determining job satisfaction (Kanungo, 1982; Derlin and Schnieder, 1994). Similarly in Spector's (1997) study, the correlation between the level of pay and job satisfaction tends to be surprisingly small. Later he suggested that it is the fairness of pay that determines satisfaction rather than the actual level of pay itself (Spector, 1996).

Different research indicates that individual who like working with their manager will be more satisfied with their jobs (Aamodt, 2004). With regard to supportive behavior of managers employees who have supportive co-workers will be more satisfied with their jobs. Satisfaction level of individual workers depends on how friendly and supportive co-workers are (Robbins, 2003). Therefore, if the coworkers are positive about their job and organization, the employee will also be satisfied with the job.

2.4.1.2 Intrinsic factors

Distant from pay, job security, and other extrinsic and tangible factors of employment, the intrinsic aspects of work are also relevant to the study of job satisfaction. Intrinsic sources of job satisfaction come from within the employee and lasts longer than the extrinsic sources (Atchison, 1999). Individual character is also an important determinant of how people think or feel about their job.

Demographic variables like age, gender, race, tenure etc also affect the job satisfaction. Job satisfaction has some tendency to increase with age (Spector, 1997). Some literature indicates a positive correlation between tenure and job satisfaction, as a result of experience of individuals employees with longer job experience are more satisfied compared to those with smaller number of years of experience (Okpara, 2004).

2.4.2 Outcome of job satisfaction

2.4.2.1 Turnover

Is a measurement of number of workers who leave the organizations and it has job satisfaction impacts on employee turnover Numerous studies have displayed job satisfaction to be related to employee turnover, particularly voluntary turnover. Job satisfaction is to be negatively related to turnover.

2.4.2.2 Productivity

McNeese-smith (1997) posits that productivity is the contribution made towards an organization's end result in relation to the amount of resources consumed. Clement (1993) and Brayfield and Crockett (cited in Savery & Luks, 2001) examined the relationship between employee empowerment and performance are found that productivity is not an important goal that employees bring with them to work. They suggested that, rather than satisfaction leading to performance, it is performance that can lead to higher satisfaction, and those individuals who seek challenge, achievement and personal growth can fulfill their needs by performing well.

2.4.2.3 Physical and psychological health

According to Hoole and Vermeulen (2003), the attention paid to job satisfaction can generally be ascribed to the relevance of job satisfaction and to the physical and mental well-being of employees. According to Cranny et al, (1992), both management and practitioners are concerned with methods for improving job satisfaction, as greater job satisfaction equals to a better quality of life, better health, and potentially greater performance and productivity.

2.5 Psychological empowerment and job satisfaction

Employee empowerment can have significant consequences for both individuals and their organizations. When individuals are empowered, they tend to attach more importance and value to their work, their level of job satisfaction is likely to increase, their contribution to work

productivity and success will be greater (Koberg, Boss, Senjem, & Goodman, 1999; Spreitzer, 1995b). Job satisfaction is one of the key outcomes of psychological empowerment. Bordin, Bartram, and Casimir (2007) found that psychological empowerment was positively correlated with job satisfaction.

It has been stressed that the degree to which an individual finds work personally meaningful is an important precondition of work satisfaction (Herzberg et al, 1959). Later the job characteristic model proposed by Hackman and Oldham, 1980 suggested that critical psychological states like, experienced meaningfulness, feelings of responsibility etc. The relationship between job satisfaction and job performance constitutes one of the most respected research topics in organizational psychology.

According to Bentley et al. (2013), it has been found 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.

A number of researchers have focused on the study of relationship of empowerment and job satisfaction (Fuller, 1999).

Rana and Singh, (2016); Choong and Lau (2011); and Ning, et al(2009) stated significant and positive relationship between employee empowerment and job satisfaction in their research studies.

Rana and Singh (2016) survey results indicated that employee empowerment had a positive and significant relationship with job satisfaction in manufacturing industry.

Heather (2015) concluded that authentic leaders played an important role in creating empowering professional practice environments that fostered high-quality care and job satisfaction. Empowerment means to give power to. Power has a few meanings. Power in the legal sense means authority; and in this case empowerment also means authorization.

2.6 Empirical Reviews

2.6.1 Employee Empowerment in the Service Sector

There are so many research studies in the area of employee empowerment in manufacturing sector research in service sector are comparatively less to mention some such as Mohammed (2018) psychological empowerment and its relation with organizational loyalty, Jordan et al (2017) psychological empowerment, job satisfaction and organizational commitment among lecturers in higher education. The application of empowerment in service organizations is different from that of manufacturing organizations. In service giving organizations employees have more direct contact with customers. So the employees in this sector are to be more empowered than the employees in manufacturing organizations. Empowerment has been examined in a wide range of service contexts including hospitals restaurants, supermarkets, hospitality firms and also banking sector and other governmental and public organizations.

The service employees have intensive interactions with the customers. Thus customer satisfaction is closely associated with service performance and various service encounter (Chen 1998). The researchers on empowerment claim that empowered employees will be more enthusiastic, respond more quickly to customer needs, complaints and changes in customer tastes and take up the responsibility of the service encounter (Barbee and Bott, 1991).

Empowered employees have a personal power which allows them to delight their customers. When the employee has to go through the organizational hierarchy to get an approval it will result in delay in the service and will affect the customer satisfaction.

The degree of employee empowerment of service employees should depend upon the structure of the service organization. Previous research shows that empowerment has more relevance in service sector than the manufacturing sector as the service sector employees have direct contact with customers and empowerment reflect on the behaviour of employees towards the customers. In short employee empowerment is intended to correct the suppression of employee competence resulting from traditional management practices (Hall, 2008).

2.6.2 Research in Psychological Empowerment in Service Sector

Considerable attention has been given by both researchers and practitioners to the concept of empowerment in the service sector. Many researchers like Lashley (1996, 1999, 2000, 2001),

Fulford and Enz (1995), Corsun and Enz (1999), Klidas (2001), Lin (2002) etc. concentrated on empowerment in service sector. Hospitality Industry also increased its emphasis on empowerment as a human resource strategy to gain a competitive advantage through service quality. But, literature from hospitality industry revealed that majority of the researcher's efforts focused on the organizational practices and managerial role in creating empowering conditions and so there is a scarcity of literature so far as psychological empowerment in service sector is concerned.

Chan and Casimir (2010) observe whether the relationship between psychological empowerment and performance on service quality is moderated by the need for achievement. The data collected from the survey, indicated that both empowerment and need for achievement are correlated positively to service quality and that the relationship between empowerment and service quality is moderated by need for achievement such that the strength of the positive relationship between empowerment and service quality decreases as need for achievement increases.

In a recent study Chiang and Hsieh (2012) assessed how hotel employees perceive organizational support, psychological empowerment, organizational citizenship behavior and job performance. The causal relationships among these variables were also assessed. In their study the assessment revealed that with regard to POS, hotel employees did not feel strong support from hotels; with regard to psychological empowerment, most employees agreed that they felt empowered by the hotel in completing tasks.

The Psychological empowerment research has concentrated on the extent to which individuals perceive empowerment from assessing their job tasks. The literature review shows research that supported the positive outcomes of empowerment such as improved productivity, increased organizational effectiveness, employee well-being and enhanced service delivery and performance.

Hypotheses

Based on the review of the theoretical reviews and the finding of the empirical studies the researcher proposed the Hypotheses:

Hypothesis 1: Psychological empowerment has significant and positive contribution for the variability on job satisfaction.

Hypothesis 2: trust has significant and positive contribution for the variability on job satisfaction.

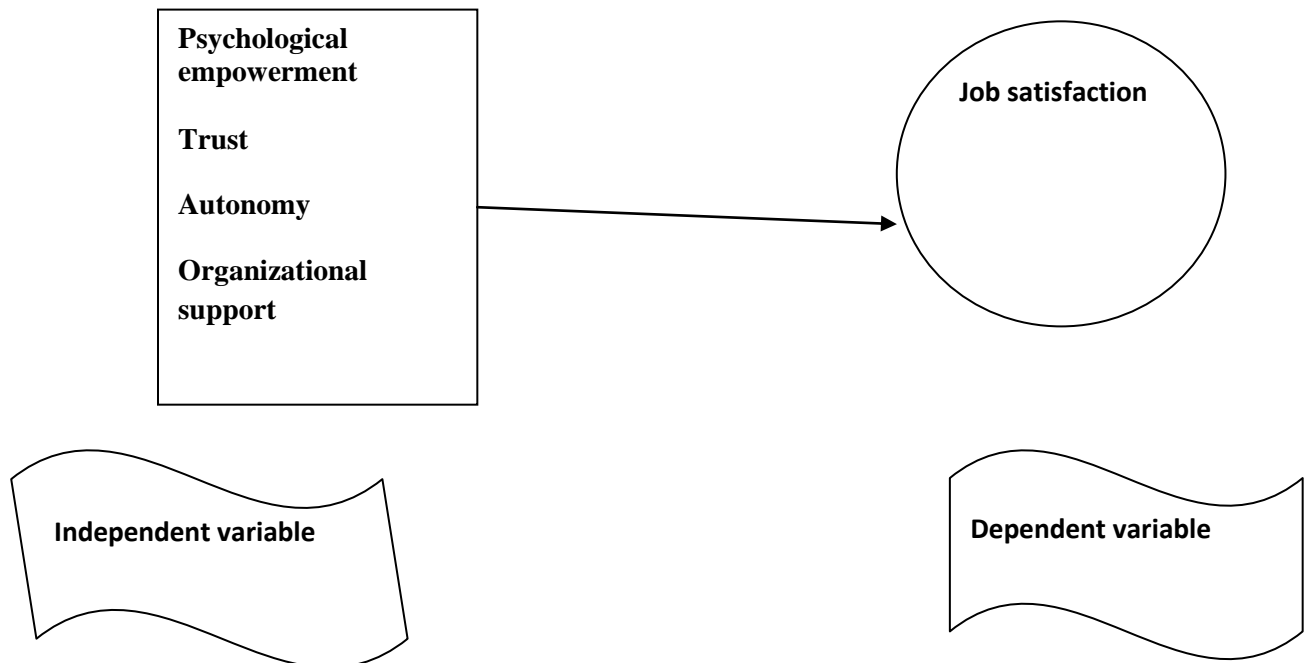
Hypothesis 3: Autonomy has significant and positive contribution for the variability on job satisfaction.

Hypothesis 2: organizational support has significant and positive contribution for the variability on job satisfaction.

2.7 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 variable (psychological empowerment) and Dependent variable (job Satisfaction).

Figure 1 conceptual framework between psychological empowerment and job satisfaction



Source: self-developed based on literature

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes research design that is in use. Specifically, it mentions the population, the method of sampling and its size, measuring instruments used pertaining to its validity and reliability; the procedure used to follow to gather data and the statistical methods that are used to analyze data.

3.1 Research Design & Approach

Research design is the overall strategy that a researcher chooses to incorporate the different components of the study in a reasonable way. It constitutes a master plan for the sources, data collection, measurement instruments, sampling design and data analysis (Saunders, et.al 2016).

The researcher adopted explanatory cross-sectional research design. explanatory study used to determine and explain the relationship between the dependent variable (job satisfaction) and independent variables (psychological empowerment, trust, autonomy, organizational support). cross-sectional study is a onetime study at one particular time and not over several years The grounds for the choosing an explanatory research design is that, it is appropriate for studies that create casual relationship between two or more variables Creswell(2009).The study used a quantitative study and data is collected from the respondents using standardized questionnaires.

3.2 Description of study variables

The required data for the research focus on the four independent variables stated which are psychological empowerment, trust, autonomy, organizational support and dependent variable job satisfaction which are indicated in the conceptual frame work. The variables in this study were measured on a five point likert scale.

In general, dependent variables for such studies can be categorized into two as extrinsic factor such as pay, physical working condition, working hours and intrinsic factors also include personality, values, recognition, job security work group, work itself. But, this study focused on the intrinsic factors as dependent variable due to time constraint.

3.3 Nature of Data types, Sources & Method of Data Collection

The study used both primary and secondary data sources. In the primary data sources, the data was collected from sample respondents through questionnaires whereas the secondary data was from internet, magazine, newspaper and different books where it is related with the EEU psychological empowerment on employees' job satisfaction.

The factors of psychological empowerment measurement developed through the adaptation and modification of instruments. Trust was measure using Cook and Wall (1980) model DeCottisandKoys(1991) model for autonomy and organizational support was used as a measure for psychological empowerment

The Psychological Empowerment Scale developed by Spreitzer (1995) was used to measure psychological empowerment. It is designed to measure the level of the four dimensions of psychological empowerment namely meaning, competence, self-determination and impact. This scale consist of twelve (12) items; each three (3) items measure one of the four dimensions of psychological empowerment on a five point Likert scale ranging from 1= strongly disagree to 5= strongly agree.

The job satisfaction questioner is developed by Brayfield and Rothe (1951). through some modification it has 16 items to measure overall job satisfaction of the respondent. followed by a

five-point Likert scale for each statement ranging from a value of 1 for 'strongly disagree' to 5 for 'strongly agree'.

3.4 Target Population & Sampling Design

A stratified sampling technique, which is a probabilistic sampling technique, was used to select the respondents. Respondents are diversified in terms of educational qualification, job's variety, salary scale, demographic background, year of stay in the organization and other parameters. Thus, stratified random sampling method is select and applied to avoid such heterogeneity of the population. The EEU has a population of 407 of employees located in Addis Ababa head office of which the researcher are going to sample 201 customers from this population who are from EEU employees.

The sampling determination formula is developed by taro Yamane (1967). Its wildly used formula both in academic and social science research. The formula used to obtain this sample size is presented below:

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

n = sample size

N=population size

e= margin of error

The source of population was 407 excluding top level management the remaining employees of EEU included in the study population.

$$n = \frac{407}{1 + 407(.05)^2} = 201$$

$$1 + 407(.05)^2$$

$$n = 201$$

In order to select the respondents the researcher used random sampling method from the Stratified group that engaged from both Managerial and Non-Managerial staffs. From non-managerial staffs 182 employees selected and managerial staff 19 employees.

3.5 Procedure of data collection

After questionnaires were distributed and filled by respondents it is collected within three weeks of time. The researcher was used the SPSS software version 23 to analyze the quantitative data collected from the respondent the data summarized organized, tabulated, coded, and analyzed.

3.6 Data Analysis & Presentation

The researcher used quantitative research and this includes some quantitative analyses with the use of statistical tools (descriptive and inferential) with the help of SPSS Was used to analyse the collected data.

A quantitative technique is used for both data collection and analysis. It is a study whose findings would mainly be the product of statistical summary and analysis. Data was analyzed based on statistical tools descriptive and inferential statistics.

Questionnaires were analyzed quantitatively the demographic profile of the respondents, frequencies and percentages calculated. The responses on the independent and dependent variables were summarized and described using the central measure of tendency of mean and standard deviation for measuring variability.

To see the strength of the relationship between the independent and the dependent variables a Pearson correlation analysis was done. Furthermore, normality test with histogram and linearity test by Point Plot were made before conducting regression analysis.

The regression analysis was performed to examine the effects of psychological empowerment on job satisfaction. Multiple linear regression model was used to assess the magnitude and direction of each independent variable: $Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e_i$; where $Y =$ dependent variables x_1, x_2, x_3 independent variables β_0 is the intercept, β_1 measures of change in Y with respect to x_1 ,

holding other factors fixed, β_2 measures of change in Y with respect to x_2 , holding other factors fixed, β_3 measures change in Y with respect to x_3 , and e_i error term. Where, Psychological empowerment PE trust T, autonomy A, organizational support O and job satisfaction JS.

The regression model of this study is estimated in the following:

$$Y = \beta_0 + \beta_1 PE + \beta_2 T + \beta_3 A + \beta_4 O + e$$

3.7 Validity and reliability

To assure the validity and the reliability of the measurement instrument, a standardized and well validated questionnaire was adopted from researchers known in the field. Validity refers to whether an instrument measures what it was intended to measure. All reference materials are acknowledged with proper citation and confidentiality of data was maintained throughout the process.

Cornbach's alpha reliability test is made on the data. The alpha coefficients of the items have relatively high internal consistency.

According to Sekaran (2006) the reliability less than 0.6 considered poor; reliability between 0.6 -0.7 is considered to be acceptable and above 0.8 are considered to be good. Accordingly, the Cronbach's alpha result of reliability of the instrument used in this study was presented as follows

Table 1. Cronbach's alpha

variables of the study	No. item	Cronbach's alpha
psychological empowerment	12	.978
trust	6	.960
autonomy	5	.952
organization support	6	.959
job satisfaction	16	.984
Overall reliability	45	.979

Source: own survey, 2020

3.8 Ethical Considerations

The researcher has used proper citation, follows systematic collection and analysis of data techniques, maintains data confidentiality, obtained the consent of the case organization and staffs and based on their consent to meet the ethical obligation of research. Prior to actual data collection respondents were informed about the objectives of the study.

CHAPTERFOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter covers data presentation and analysis. It was conducted by using the data collected from questionnaires and the responses of employees of EEU. It consists of four subsections; demographic, descriptive, correlation and regression analysis. Considering the findings from the questionnaire and the results are discussed per the objectives in this chapter. The researcher distributed 201 questionnaires to employees of Ethiopian electric utility and out of which 163 were returned i.e. the response rate is 81%. The data was analyzed using Statistical Package for Social Science Software (SPSS).

4.2 Demographic Information of the respondents

This section analyses the respondent's characteristics who returned valid questionnaires for the study. Descriptive statistics were done using frequency counts and percentages for demographic information such as gender, age, education qualification, work experience and marital status. The result of the analysis is presented in the next table.

Table 2 demographic Characteristics

Description		frequency	percent	valid percent	cumulative percent
gender	Male	80	49.1	49.1	49.1
	Female	83	50.9	50.9	50.9
age	Below30	34	20.9	20.9	20.9
	31-40	71	43.6	43.6	64.4
	41-50	48	29.4	29.4	93.9
	Above50	10	6.1	6.1	100.0
education	Diploma	30	18.4	18.4	18.4
	Degree	99	60.7	60.7	79.1
	Masters	23	14.1	14.1	93.3
	Other	11	6.7	6.7	100.0
work experience	Below1	0	0	0	0
	2-5	26	16.0	16.0	16.0
	6-10	41	25.2	25.2	41.1
	11-15	31	19.0	19.0	60.1
	Above15	65	39.9	39.9	100.0
marital status	Single	60	36.8	36.8	36.8
	Marred	88	54.0	54.0	90.8
	Divorced	12	7.4	7.4	98.2
	widow	3	1.8	1.8	100.

Source: own survey, 2020

The above table shows both the gender and age distribution of the respondents. Based on the output result 49.1% of the respondents were male and the rest 50.9.5% was female. The number of males and females respondent are almost equal which is good for the statistic testing.

Regarding the age distribution, most of the employees of EEU which the survey covered are covered by young adult persons whose age range between ages of 31-40 to which represent 43.6% of the respondents. This indicates that, most of the sample employees were young

adult which will be looking for challenging works, open for change, ready to learn more and need dynamic environment.

Among the 163 respondents, 60.7% have first degree and 14.1% masters level, on the other hand 18.4 % of the respondent hold diploma study. And the remaining 6.7% are others. Therefore, it is possible to say that the Ethiopian electric utility has employees who are fairly educated having a minimum of diploma. The majority had degree this implies that most employees possess higher education level.

The work experience of the respondents shown in the above table reveals that, out of 163 respondents 39.9% said that they have served at the organization for above 15 years, 25.5% of them 6-10, 19% of them 11-15, the remaining 16 % respond that they have served for 2-5 years in the organization. This indicates that majority of the respondent serves more than 15 year.

Result from the above table shows about marital status of the respondents revealed that the majority 54% of the respond were married. The rests 36.8% and (7.4%) were single and divorced respectively the remaining 1.8% widowed.

The researcher can conclude that, majority of the respondents has longer experience in the organization and the composition of work experience of the representative samples may have a positive effect on the quality of the finding of the study as it incorporates the views of each group.

4.3 Descriptive Statistics

In order to assess the effects of psychological empowerment on employee's job satisfaction, the analysis was undertaken using five major items include psychological empowerment, trust, autonomy, supervisor/ organizational support and job satisfaction. The respondents were requested to rate each item using five scale liker-scaling, ranging from strongly agree to strongly disagree.

The following statistics are used in interpreting the results of the study: 1.00 – 1.80 “Strongly disagree”, 1.81 – 2.60 Disagree, 2.61 – 3.40 “Moderate agreement”, 3.41 – 4.20 “Agree”, 4.21 – 5.00, and “Strongly agree”.

4.3.1 The level of Psychological empowerment in EEU

Respondents were asked to indicate the extent to which they agreed with statements in relation to psychological empowerment scale.

Table 3 means and standard deviations for scale of psychological empowerment

	statements	N	Mean	std.deviation
Meaning	The work I do is meaningful	163	3.55	1.233
	The work I do is very important to me	163	3.48	1.224
	My job activities are personally meaningful to me	163	3.40	1.168
competency	I am confident about my ability to do my job	163	3.42	1.170
	I am self-assured about my capability to perform my work	163	3.42	1.257
	I have mastered the skills necessary for my job	163	3.44	1.222
Self-determination	I have significant autonomy in determining how I do my job	163	3.38	1.282
	I can decide on my own how to go about doing my work	163	3.45	1.311
	I have considerable opportunity for independence and freedom in how i do my job	163	3.45	1.301
Impact	My impact on what happens in my department is large	163	3.45	1.339
	I have a great deal of control over what happens in my department	163	3.39	1.326
	I have significant influence over what happens in my department	163	3.42	1.271
	Group mean		3.44	

Source: own survey, 2020

As shown in table 3 there was agreement or satisfaction in response rate with regard to whether their work is meaningful to them, employees work is important, activities done are meaningful to them as revealed by mean response of 3.55(SD=1.233), 3.48(SD=1.224), 3.4(SD=1.168) respectively this are the meaning damnation of psychological empowerment. In the competency damnation whether employees are confident about their ability, self-assurance of capability of performing the work and mastering the skills necessary for the job indicated by mean value of 3.42(SD=1.170), 3.42(SD=1.170), 3.44(SD=1.222) respectively this was also agreed by the respondent. In the self-determination damnation the first response was moderate and the remaining two are respondent agreed or satisfied. autonomy in determining the job, decision making by own to do the job, opportunity for independence and freedom for doing the job have with the mean value of 3.38(SD=1.282), 3.45(SD=1.311), 3.45(SD=1.301) respectively. The last damnation was impact the result also show agreed level of response in whether there have impact on what happens in their department, influence made by them in their department with the mean value of 3.45(SD=1.339), 3.42(SD=1.271). employees filing about their controlling effect on the department have relatively moderate mean value 3.39(SD=1.326).

The above table result indicated there was agreement or satisfaction in response rate employees this means that employees have practice empowerment. The study Chiang and Hsieh(2012) assessed how hotel employees perceive psychological empowerment and indicates the same agreement result with this study.

4.3.2 Factors of Psychological Empowerment

4.3.2.1 Trust

Table 4 means and standard deviation of trust

statements	N	mean	Std. deviation
I think the manager and supervisors trust me	163	3.39	1.199
I am able to do what the management trusts me to do	163	3.47	1.135
If a got into difficulties I know my workmates would try and help me out	163	3.38	1.193
I can trust the people i work with to lend me a hand of i need it	163	3.27	1.228
I have full confidence in the skills of my work mates	163	3.38	1.163
Most of my fellow workers would get along in their jobs even if the supervisor was not around	163	3.27	1.228
Group mean		3.36	

Source: own survey, 2020

As shown in Table 4 there was agreed level of response rate in regard to ability to do what management trusts and expects to do have mean response of 3.47(SD=1.135) the other statements show slightly moderate response rate in regard to their belief in their manager and supervisor trust, whether help is available from their work mates, trust of their work meat in helping each other when there in need, wither they have confidence in the skills of their work mate, employees perception on what happens when their supervision and manager was not around is indicated my mean response of 3.39(SD=1.199), 3.38(SD=1.93), 3.27(SD=1.228), 3.38(SD=1.163), 3.27(SD=1.228) respectively.

Result of above table indicates that trust in EEU plays that employee's psychological state comprises the intention to be vulnerable based upon their positive expectations about the

intentions or behavior. Trust also explainan expectation that one can rely on another person's words and actions and that the person has good intentions toward oneself.As indicated by (Brower et al, 2009) trust is fundamental to the existence of healthy working relationships. Trust-based relationship between subordinates and supervisors plays an important role in acting for the accomplishment of organizational goals also job satisfaction.

4.3.2.2 Autonomy

Table 5 means and standard deviation of autonomy

statements	N	mean	std. deviation
I make most of the decisions that affect the way I do my work	163	3.10	1.174
I determine my own work procedure	163	3.26	1.189
I have independence for organizing my own work	163	3.16	1.232
I set the performance standards for my job	163	3.06	1.244
I organize my work as I see best	163	3.28	1.225
Group mean		3.17	

Source: own survey, 2020

The result of the above table also indicate about the factors of PE I.e. autonomy there is relatively moderate level of response in regard to decisions by their own which affects the current work, whether work procedure is done by them, independence in their work how they actually wanted it and done it, whether performance standards are set by them, organizing work as they want thank best. As indicated by the mean value of responses 3.1(SD=1.74), 3.26(SD=1.189), 3.16(SD=1.232), 3.06(SD=1.244), 3.28(SD=1.225) respectively.

According to Choudhur (2011) Autonomy is a freedom or independence to use power without any fear. It also indicated as a means of giving freedom to the employee to enjoy power. Thus, this study result shows management respects employee’s feelings and encourages them to take the responsibility in making decisions.

4.3.2.3 Organizational supervisors support

Table 6 means and standard deviation of organization supervisor support

statements	N	mean	std.deviation
My organization is supportive of my goals and values	163	3.26	1.153
Help is available from my organization when I have problem	163	3.36	1.131
My organization really cares about my well being	163	3.23	1.214
My organization cares about my opinion	163	3.31	1.204
The supervisor are willing to listen to their employees	163	3.31	1.188
My supervisors help me as I learn from my mistake	163	3.17	1.265
Group mean		3.27	

Source: own survey, 2020

As shown in table 6 there was moderate responses in all the five statements of organization supervisor support whether organization is supportive of their goals and values, any help from the organization when employees in need of or if they have any problem, is organization cares about their well-being, whether opinion of employees are accepted by the organization, when mistake is done are supervisors or managers help is available for correcting and learning. The mean responses are 3,26(SD=1.153), 3.36(SD=1.131), 3.23(SD=1.214), 3.31(SD=1.188), 3.17(1.265) respectively.

The above result meaning is that individuals evaluate the behavior of organizational (leaders and mangers) towards them and infer the general motive underlying that treatment, with the categories that are considered important varying considerably between organizations and between persons. Organ (1990) suggest that employees with higher levels of organizational support are likely to be more committed and possibly more willing to engage in extra role or organizational citizenship.

The group mean of the above variables in table 3 up to 6 indicates that the level of psychological empowerment of EEU employees was 3.44 is considered to be agreed also the group mean for trust was 3.36 fall in the moderate agreement, group mean of 3.17 is for autonomy which means employees are moderately agreed on the procedure the decisions and the performance standards of their work when we see organizational support the group mean value is 3.27 indicates moderate agreement with the help and support of organization and their supervisors.

4.3.3 The level of job satisfaction in EEU

Table 7 means and standard deviation of job satisfaction

statements	N	mean	std. deviation
My job is like a hobby to me	163	3.42	1.206
My job is usually interesting enough to keep me from getting bored	163	3.37	1.202
It seems that my friends are interested in their jobs	163	3.28	1.135
I enjoy my work more than my leisure time	163	3.29	1.237
I consider my job pretty friendly	163	3.19	1.250
I feel fairly well satisfied with my present job	163	3.25	1.344
I am satisfied with my job for the time being	163	3.22	1.332
I feel that my job is more interesting than others i could get	163	3.24	1.409
I like my work	163	3.23	1.371
I feel that i am happier in my work than most other people	163	3.22	1.406
Most days i am enthusiastic about my work	163	3.35	1.30
Each day i am enthusiastic about my work	163	3.30	1.436
I like my job better than the average worker does	163	3.36	1.261
My job is interesting enough	163	3.34	1.393
I find real enjoyment in my work	163	3.29	1.257
I am not disappointed that i took this job	163	3.34	1.274
Group mean		3.29	

Source: own survey, 2020

The above table 7 was the responses rate of JS which is indicated as a dependent variable over all moderate rate of response recorded between 3.19- 3.42 mean value the first statement whether their current job is a hobby has agree or satisfied level the others as individual interests are gets tiring, if colleague are interested in their jobs, whether getting more work than enjoyment, their filings about the job, satisfaction level about current work, whether employees are interesting in their job other than they get, Happiness at Work, cheerful disposition about the work, demonstrating interest in day-to-day tasks, is satisfaction will make regular work more pleasant, is there any unthinkable situations that you regretted accepting this job.

The above table indicates EEU employee's job satisfaction results from fulfillment of desired work values and they tend to attach more importance and value to their work and their level of job satisfaction is moderately agreed by individuals. Thomas and Tymon (1994) argued that assessments of psychological empowerment generate intrinsic rewards and thus should be positively related to job satisfaction. But other result like Thomas and Velthouse (1990) and Conger and Kanungo (1988) did not explicitly include job satisfaction in their models of empowerment.

Based on the mean percentage score one can observe that the employees are agreed on psychological empowerment and job satisfaction, factors of psychological empowerment trust autonomy and organizational/ supervisor support can be moderately agreed by the respondents.

From the overall descriptive statistics result there exist a relation between psychological empowerment and job satisfaction. This means that higher the level of Psychological Empowerment higher will be the level of Job satisfaction. These results are in consensus with the findings of previous research relating to psychological empowerment and job satisfaction with employees of an organization (Spreitzer, 1995a; Spreitzer, Kizilos and Nason, 1997).

4.4 Relationship between psychological empowerment and job satisfaction

Pearson correlation is a calculation that examines the relationship between two variables. It is the average product of the deviation scores for two variables, divided by the product of their standard deviation (Freed Ryan and Hess (1991). And also a very useful means to summarize these relationships between the variables. The correlation coefficient was found between

psychological empowerment and job satisfaction psychological empowerment and factors of psychological empowerment (trust, autonomy, organization supervisor support).

To interpret the strengths of relationships between variables, the guidelines suggested by TaylorR, (1990), was followed. His classification of the correlation efficient (r) is as follows : ≤ 0.35 is Considered to represent low or weak correlation; $0.36 - 0.67$ is modest or moderate correlation; $0.68-0.89$ is strong or high correlation and a correlation with r coefficient ≥ 0.90 is very high correlation. Again if the correlation result lies between -1 and 0, the two variables are negatively related. The result is interpreted and discussed using this criterion in each dimension.

Table 8 Pearson correlation between psychological empowerment and job satisfaction

Correlations

		Psychological empower	Job satisfaction
Psychological empowerment	Pearson Correlation	1	.591**
	Sig. (2-tailed)		.000
	N	163	163
Job satisfaction	Pearson Correlation	.591**	1
	Sig. (2-tailed)	.000	
	N	163	163

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

Source: own survey, 2020

According to table 8 shows that psychological empowerment is positively correlated with dependent variable job satisfaction correlation the relationship is moderate with the value of .591. Psychological empowerment and job satisfaction is significant with a value of 0 .000 which is lower than 0.05.

Table 9 Pearson correlation between factors of psychological empowerment and psychological empowerment scale

		Correlation				
		Trust	Autonomy	Organ. support	psychological emp	Job satis.
Trust	Pearson Correlation	1	.763**	.761**	.481**	.835**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	163	163	163	163	163
Autonomy	Pearson Correlation	.763**	1	.804**	.558**	.824**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	163	163	163	163	163
Organizational support	Pearson Correlation	.761**	.804**	1	.497**	.812**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	163	163	163	163	163

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

Source: own survey, 2020

The results in table 9 indicate that, there is statistically positive and significant relationship between trust and psychological empowerment ($r = .481^{**}$, $p < 0.01$), autonomy has statistical significant relationship with psychological empowerment ($r=.558^{**}$, $p<0.01$), organizational support and psychological empowerment has statistical significant relationship at ($r=.497^{**}$, $p<0.01$). The finding on table above further indicates that the highest significant relationship is

found between psychological empowerment and autonomy ($r=558^{**}$, $p<0.01$). However the lowest statistically significant relationship is found between psychological empowerment and trust at ($r = .481^{**}$, $p < 0.01$).

The result on correlation analysis in the above table also indicates that the dependent variable (job satisfaction) has a positive and strong significant relationship with the independent variables psychological empowerment, trust, autonomy, and organizational support.

As can be seen each of the psychological empowerment scores is positively and significantly correlated with the factors of psychological empowerment i.e. trust, autonomy and organizational support, indicating that those with higher score on autonomy and organizational support.

4.5 Diagnosis Tests

Before applying regression analysis, some tests were conducted in order to ensure the appropriateness of data to assumptions regression analysis.

4.5.1 Normality Test

Figure 2 shows the frequency distribution of the standardized residuals compared to a normal distribution. Although, there are some residuals (those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histogram is bell shaped which lead to infer that the residual are normally distributed.

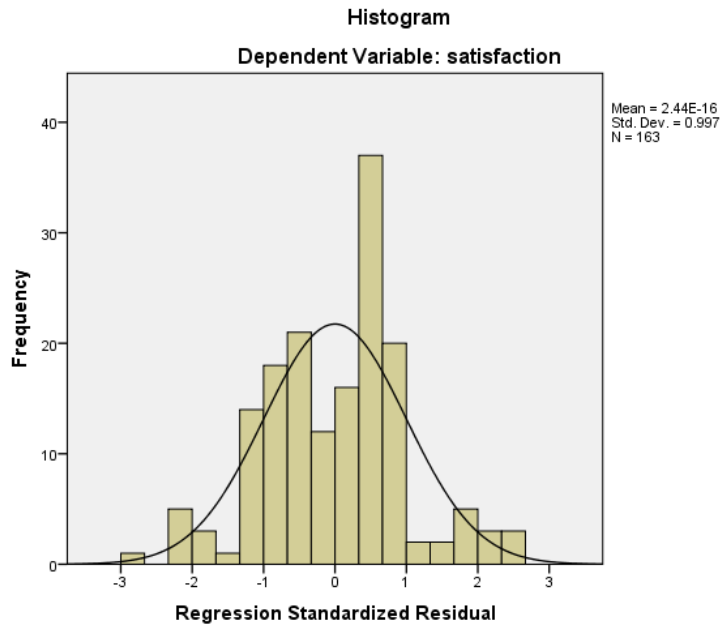


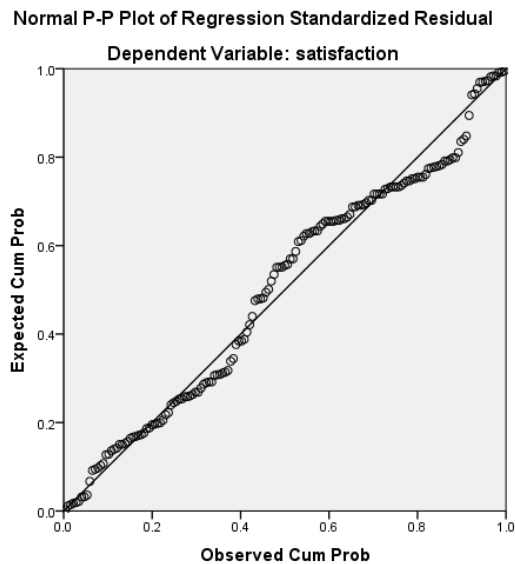
Figure 2 Frequency Distribution of Standardized Residual

Source: own survey, 2020

4.5.2 Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between dependent variable job satisfaction and the independent variable psychological empowerment is linear; plots of the regression residual through SPSS software had been used.

Figure 3 Normal Point Plot Standardized Residual



Source: own survey, 2020

The scatter plot of residuals shows no larger difference in the spread of the residual as it looks from left to right on the figure above. This result suggests the relationship researcher is trying to predict is linear. Hence the normality assumption is fulfilled as required based on the above figure, it is possible to conclude that the inference that the researcher was made about the population is somewhat valid.

4.6 Liner Regressions Analysis

In this study multiple linear regressions was employed, to determine the statistical relationship between psychological empowerment and job satisfaction. Linear regression used to understand the mean change in a dependent variable given a one-unit change in each independent variable.

Regression model was applied to test how far the psychological empowerment and the factors has effect on employees job satisfaction. Coefficient of determination R is the measure of proportion of the variance of dependent variables about its mean that is explained by the independent or predictor variables. It is conducted to investigate the effect of independent variable on the dependent variable and identify the relative significant influence; i.e. independent variable(psychological empowerment, trust, autonomy, organizational support) to dependent

variable (job satisfaction). Higher value of R represents greater explanatory power of the regression equation.

Table 10 regression analysis model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902 ^a	.814	.810	7.28535

a. Predictors: (Constant), Organ support, empowerment, Trust, Autonomy

Source: own survey, 2020

This table provides the *R* and *R*² values. The *R* value represents the simple correlation and is 0.902 (the "**R**" Column), which indicates a high degree of correlation. The *R*² value (the "**R Square**" column) indicates how much of the total variation in the dependent variable, (job satisfaction) can be explained by the independent variable, (psychological empowerment) In this case, 81% can be explained This gives the regression line a good fit while the remaining 19% of the variation in the level of job satisfaction in EEU are explained by other variables, which are not included in the model.

Table 11 ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36807.648	4	9201.912	173.371	.000 ^b
	Residual	8386.070	158	53.076		
	Total	45193.718	162			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), Organ support, empowerment, Trust, Autonomy

Source: own survey, 2020

The ANOVA table indicates the statistical significance of the regression model that was run, $p < .0005$, which is less than $.05$, and indicates that, overall, the regression model statistical significantly predicts the outcome variable.

Table 12 regression coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.784	2.300		-1.210	.228
empowerment	.189	.055	.142	3.424	.001
Trust	1.078	.159	.391	6.797	.000
Autonomy	.832	.213	.254	3.910	.000
Organ. support	.657	.172	.239	3.823	.000

a. Dependent Variable: satisfaction

Source: own survey, 2020

The regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable. Based on the result shown in the Table 11 Regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. The significant value $.000 < .05$, it can be concluded that psychological empowerment has significant effect on job satisfaction.

Thus, all the dimensions considered as an independent variable in this study were to determine how each independent variable affects the dependent variable. The regression analysis result also indicate that an increase in psychological empowerment by one unit would increase job satisfaction $.142$ units.

Further, the beta values of the other variables in the coefficient table such as trust, autonomy, organizational support has a value of .391, .254, and .239 respectively indicate that one unit increase in the dependent variable accounts for increase in job satisfaction.

The regression model was hence summarized as:

$$Y = -2.784 + .142x_1 + .391x_2 + .254x_3 + .239x_4 + e$$

The study hypothesized that psychological empowerment has significant and positive contribution on job satisfaction. Finding of this study also reveals that psychological empowerment has a positive and significant relationship with job satisfaction a coefficient .142. Similar finding were found by other scholars such as Rana and Singh(2016) and heather (2015) in their survey results indicated that employee empowerment has a positive and significant relationship with job satisfaction. The hypothesis psychological empowerment has significant influence on satisfaction of employees was accepted.

The study hypothesized that trust has significant and positive contribution for the variability on job satisfaction. The study findings therefore indicated that there was a significant positive relation between trust and job satisfaction ($\beta = .391$ and p value 0.000). This, therefore, means that an increase in trust will increase satisfaction of employee significantly. The hypothesis trust has significant influence on satisfaction of employees of was accepted.

The study also hypothesized that autonomy has significant and positive contribution for the variability on job satisfaction. Similarly, autonomy was another factor which had a positive and significant effect on satisfaction. The hypothesis autonomy has significant influence on satisfaction of employees of was accepted. Previous researchers have well established between autonomy and job satisfaction (Waymeer, 1995), (Nguenet.al., 2003). Organizational support also has a positive and significant relationship with job satisfaction a coefficient .239. This result is in line with the findings of (Hodson, 1997), (Anderson, 1984) indicated that a positive relationship is depicted between the above two variables.

The final hypothesis was that organizational support has significant positive contribution for the variability on job satisfaction. The study findings therefore indicated that there was a significant

positive relation between organizational support and job satisfaction ($\beta=.239$ and p value 0.000).The hypothesis autonomy has significant influence on satisfaction of employees of was accepted.

Therefore, this study finding assets those EEU employees with high psychological empowerment levels can lead to an increase in job satisfaction. Thus all the variables considered as an independent in this study were all statistically significant. The coefficient of trust higher than others which reveal its contribution in the prediction of job satisfaction was high with .391 was statistically significant.

The coefficients of all independents variable were positive and significant which in turn implies the increase in psychological empowerment, trust, autonomy and organizational support could lead to the increase in employee's job satisfaction.

Overall before conducting regression analysis normality test implemented it is used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. A normal distribution assumes that the populations from which the samples taken are normally distributed. Normal distribution take the form of a bell-shaped curve n histogram and normal point plot for linearity tests that measure the shape of the distribution.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

The present study is an attempt to explain the relationship between psychological empowerment, and job satisfaction with an aim to bring support for the role of psychological empowerment in the field of employees working in EEU. A sample of 163 employees from the organization was taken the data was collected with the help of test such as psychological empowerment, trust, autonomy organization/supervisor support and job satisfaction and employee profile prepared by the researcher.

It was also conducted to analyze the effects of psychological empowerment on job satisfaction of Ethiopian Electric Utility with an aim to bring support for the role of psychological empowerment in the organization.

When the Psychological Empowerment of employees in EEU increases their job satisfaction also increases. Similarly all the dimensions of Psychological Empowerment Meaning, Competence, Impact and Self Determination have a significant and positive correlation with job satisfaction.

The researcher has examined relevant models with respect to psychological empowerment and job satisfaction. The researcher also scrutinized the available literature with respect to psychological empowerment and its impact on job satisfaction to conceptualize the frame work of the study. The findings of the study confirmed the role of psychological empowerment has an effect on job satisfaction.

With regard to Factors of psychological empowerment also positively related to psychological empowerment. Which means trust, autonomy, organization/supervisor support can cause PE to increase positively. Therefore summary of findings have been presented as follows:

- The result of descriptive statistics indicates that the mean value for psychological empowerment is 3.44 this indicate that the respondents are agreed on psychological empowerment practices.
- Meaning dimension is the major contributor in Psychological Empowerment followed by Competence dimension and self determination dimension among the employees of EEU.
- For psychological empowerment factor the highest mean value is for trust 3.36 that means trust plays an important role in the EEU the other two autonomy 3.17 and organizational support 3.27 has moderate agreement level. For enhancing the interaction among superiors and subordinates psychological empowerment can be increased using this factors of empowerment (trust, autonomy, organizational/supervisor support) as an important management approach.
- According to the total mean score of job satisfaction 3.29 the perception of employees shows moderately agreed on the job satisfaction statements.
- The result of correlation analysis indicated the existence of significant positive correlation exists between psychological empowerment and job satisfaction and also psychological empowerment and trust, autonomy, and organization supervisor support.
- The model summary regression result indicate psychological empowerment is a significant predictor of job satisfaction

5.2. Conclusion

The aim of this study was to examine the effect of psychological empowerment on job satisfaction. With this regard, researcher was established objectives and research question to show to what extent EEU practices empowerment and to reveal the relationship between then and its effect on the job satisfaction. Also based on explanatory research design employed for this study, to stress on discovering relationship between psychological empowerment, its factors trust autonomy and organizational support and job satisfaction.

The productivity of the work force in the organization is the most crucial factor as far as the success of an organization is concerned. This productivity in turn is dependent on the psychological well-being of the employees. The innovative behavior of employees is also important especially in service organizations.

Thus based on the result discussed in chapter four it is revealed that, the research objectives of this study have been met and the research questions have been answered. Based on this analysis the researcher specified the following conclusion.

The higher the level of Psychological Empowerment higher will be the level of Job satisfaction. From the four independent variable psychological empowerment, trust, autonomy, and organizational support were employed in this study, autonomy is the least scored variable this indicates there is not enough independence in employees decision making activities, performance standards making and organizing their own work.

The other results the researcher concluded that employees of EEU has empowered and satisfied with moderate level. If this organization wants to achieve its outcome such as effectiveness, satisfaction, employees and managers must experience more delegation of authorities that can make autonomous decisions without referring to their superiors.

Thus the results of current study show that psychological empowerment leads towards higher level of employee job satisfaction for achieving organizational goals.

5.3 Recommendation

Based on the findings, conclusions and research problem made, the research required to forward realistic and applicable recommendations. Therefore, the followings recommendations are offered by the researcher that helps to improve the gaps of organizations empowerment practices.

The first objective of the study was to assess the practices of employee's psychological empowerment in the organization. The result indicated that employees practices empowerment with a moderate level this should be increased by involving them in decision making practices and employees empowerment activities to increase the productivity of the organization. Also determining employees' perception on the level of psychological empowerment was another objective of the study. Employees of EEU have moderate perception on psychological empowerment this can be increase giving continuous training and development. The contribution of psychological empowerment to job satisfaction is that employees have same level of job satisfaction in relation to their level of psychological empowerment this can be developed

through participation and involvement in areas of management made most decision without involving employees.

This research throws light on the relevance of psychological empowerment among employees of EEU. HRD professionals can increase employees' psychological empowerment by providing training and development and other specific career development programs to the employees. And also they can be psychologically empowered by involving them in decision making process and creating an empowered feeling in the minds of employees by granting power to make recommendations.

During the study it was found that enhancing the psychological empowerment of employees can increase job satisfaction. Further the organization can increase the self determination, and impact dimensions of psychological empowerment if they want their employees to attain more satisfaction in their jobs.

The factors of psychological empowerment have moderate agreement level so this should be increased by delegation, involving in decision making process and performance appraisal. Thus the EEU can take measures to augment the psychological empowerment of employees by creating a feeling among the employees that the job they do is meaningful, they are capable of doing things, they have the freedom to do and that they do contribute to the overall result of the organization, for their employees to be more satisfied in their jobs.

5.4 research limitation and areas of further research

5.4.1. Limitation of the study

This service sector belongs to government, finding generated from EEU employees may not be strictly applicable with employees of all governmental service giving organization so that psychological empowerment and its effect on employees of other organization may be different.

Difficulty in collecting questioners on time was the main limitation . Due to the Covid 19 pandemic in our country researcher have very difficult time in collecting the questioner because of most employees are on their annual leave applicable to some departments in the office.

5.4.2. Suggestion for future research

This study contributes to theory and managerial practice with an increased understanding on importance of psychological empowerment in increasing job satisfaction on level of employees in service sector. The findings of the study will be beneficial for the government service sectors in different ways.

Additionally, further studies should be carried out on the other effects empowerment practices. This kind of research also may assist Human Resource Managers and Operational Managers on all levels of EEU to be aware of the effect of psychological empowerment in the organization allow them to proactively put mechanisms in place to enhance organizational effectiveness and satisfaction level of employees

The research findings reported in this study make a valuable contribution to the awareness to The effect of psychological empowerment on job satisfaction. The study also established the research problems, presents conclusion and forward practical recommendations. The study only focuses on EEU this shows that the findings of this study perception to only data gather from one organization. Therefore the researcher is suggested that, a study to be done in other government and private institutions to increase the statistical power of the study and to get more reliable results.

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Questioners
ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Questionnaire to be filled by Ethiopian Electric Utility

Dear respondents,

My name is sahlitemehiret. I am a postgraduate candidate pursuing Master of Arts Program in Human Resource Management at Addis Ababa University, School of Commerce. I am conducting my final year project research with the title the effect of psychological empowerment in job satisfaction

I, therefore kindly request your utmost cooperation in filling the questionnaire honestly and accurately, as the quality of information you provide determines the ultimate reliability of the study.

Any information provided by you is for academic purposes only and all responses would be confidential. Your co-operation is most valued and appreciated and I take this opportunity of thanking you in advance for your kind participation.

Yours in Appreciation,

SECTION I: PERSONAL/ BIOGRAPHICAL INFORMATIONS

Please give answers in making circle of your answers with most closely represent your personal situation. Please mark one item only per question.

1. Gender: Male Female

2. Age

Under 30 years - 40 years

41 – 50 years 51 years

3. Education qualification?

Diploma Degree

Masters Other

4. work experience in years?

Less than one year 2 – 5 years 6 -10

11 - 15 years Above15

5.Marital Status

Single married Divorced Widow

SECTION II (Psychological 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	1
Disagree	2
Neither	3
Agree	4
Strongly Agree	5

1.	The work I do is meaningful.	1	2	3	4	5
2.	The work I do is very important to me.	1	2	3	4	5
3.	My job activities are personally meaning full to me.	1	2	3	4	5
4.	I am confident about my ability to do my job.	1	2	3	4	5
5.	I am self-assured about my capability to perform my work.	1	2	3	4	5
6.	I have mastered the skills necessary for my job.	1	2	3	4	5
7.	I have significant autonomy in determining how I do my job.	1	2	3	4	5
8.	I can decide on my own how to go about doing my work.	1	2	3	4	5

9.	I have considerable opportunity for independence and freedom in how I do my job.	1	2	3	4	5
10.	My impact on what happens in my department is large.	1	2	3	4	5
11.	I have a great deal of control over what happens in my department.	1	2	3	4	5
12.	I have significant influence over what happens in my department.	1	2	3	4	5

SECTION III psychological empowerment factors

The following are psychological empowerment factors. , please indicate the extent to which you believe each item is true with respect to your job.

TRUST						
1.	I think the manager and supervisors trust me.	1	2	3	4	5
2.	I am able to do what the management trusts me to do.	1	2	3	4	5
3.	If I got into difficulties I know my workmates would try and help me out.	1	2	3	4	5
4.	I can trust the people I work with to lend me a hand if I need it.	1	2	3	4	5
5.	I have full Confidence in the skills of my work mates.	1	2	3	4	5
6.	Most of my fellow workers would get along in their jobs even if the supervisor was not around.	1	2	3	4	5
Autonomy						
1	I make most of the decisions that affect the way I do my work.	1	2	3	4	5
2	I determine my own work procedure.	1	2	3	4	5
3	I have independence for organizing my own work.	1	2	3	4	5
4.	I set the performance standards for my Job.	1	2	3	4	5
5.	I organize my work as I see best.	1	2	3	4	5
Organizational/supervisor Support						
1.	My organization is supportive of my goals and values.	1	2	3	4	5

2.	Help is available from my organization when I have a problem.	1	2	3	4	5
3.	My organization really cares about my well-being.	1	2	3	4	5
4.	My organization cares about my opinion.	1	2	3	4	5
5.	The supervisor are willing to listen to their employees.	1	2	3	4	5
6.	My supervisors help me as I learn from my mistake.	1	2	3	4	5

SECTION IV Job satisfaction scale

The statements listed below deals with your 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

1.	My job is like a hobby to me.	1	2	3	4	5
2.	My job is usually interesting enough to keep me from getting bored.	1	2	3	4	5
3.	It seems that my friends are more interested in their jobs.	1	2	3	4	5
4.	I enjoy my work more than my leisure time.	1	2	3	4	5
5.	I consider my job pretty friendly	1	2	3	4	5
6.	I feel fairly well satisfied with my present job.	1	2	3	4	5
7.	I am satisfied with my job for the time being.	1	2	3	4	5
8.	I feel that my job is more interesting than others I could get.	1	2	3	4	5
9.	I like my work.	1	2	3	4	5
10.	I feel that I am happier in my work than most other people.	1	2	3	4	5
11.	Most days I am enthusiastic about my work.	1	2	3	4	5
12.	Each day I am enthusiastic about my work.	1	2	3	4	5
13.	I like my job better than the average worker does.	1	2	3	4	5
14.	My job is interesting enough.	1	2	3	4	5
15.	I find real enjoyment in my work	1	2	3	4	5
16.	I am not disappointed that I took this job	1	2	3	4	5