

The relationship between empowerment and job satisfaction: Applied study on Jordanian Textile Companies

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ABSTRACT

This study aim to investigate the concept of empowerment and examine the relationship between empowerment and job satisfaction among employees in Jordan. The population of the study includes all textile companies in Amman city, a sample of (100) employees based on (10) textile companies was selected randomly for the purpose of this study. The study found that employees work in textile companies have positive attitudes towards empowerment variables (competence, impact, meaning, and self-determination). The result show that employees work in textile companies have negative attitudes towards job satisfaction as one variable. The results of the study accept the main hypotheses which state: There is a relationship between employee empowerment and job satisfaction. The study recommended that management should give high attention for employees empowerment in different organizations in general and Jordanian textile companies in particular.

Keywords: Empowerment, Job Satisfaction, Competence, self- determination, autonomy, impact.

Introduction:

Employee empowerment has received increasing attention from public management researchers and practitioners in the past few decades. Empirical studies have found that employee empowerment is positively related to a variety of work attitudes and behaviors such as managerial and organizational effectiveness, innovativeness, job satisfaction, and employee retention in both public and private sector organizations (Kim, 2013).

Many studies have indicated that the creation of an empowering work environment can improve employee outcomes and job satisfaction which mean that the human resource management strategy of empowerment is a significant factor in improving work situations and employee satisfaction (Saif & Saleh, 2013).

From a relational perspective, employee empowerment is generally defined as sharing power and authority with lower level employees within organizational hierarchy through the use of a set of managerial practices and techniques. Researchers and practitioners have often focused on organizational practices such as employee participation and delegation, contingent reward systems, and goal setting as key strategies to empower subordinates (Kim, 2013).

The Problem of the Study:

What is the relationship between empowerment and job satisfaction among employees in Jordan?

The Importance of The Study:

The important of this study stems from its objectives and expected results. It may help decision makers to improve job satisfaction among expatriate employees in Jordan through employees empowerment. Many study on employees empowerment provide a conceptual framework about the impact of employees empowerment on job satisfaction. Therefore, there is an urgent need for more systematic and empirical efforts to investigate the role of empowerment among employees.

The Objectives of the Study:

The objectives of the study are:

- To investigate the concept of empowerment
- To examine the relationship between empowerment and job satisfaction among employees in Jordan.

The Hypotheses of the Study:

Ho: There is no statistical significant relationship between empowerment and job satisfaction among employees in Jordan.

Literature Review:

Saif & Saleh (2013) empirically tested the impact of psychological empowerment on job satisfaction in Jordanian private hospitals. It was hypothesized that the dimensions of psychological empowerment (meaning, competence, self-determination and impact) have a positive impact on employee satisfaction in Jordanian hospitals. The study was designed to be descriptive and quantitative. A questionnaire was designed and distributed to a sample of 554 participants, resulting in a response rate of 78%. The researchers analyzed the collected data using a group of statistical methods, including frequencies, descriptive statistics, reliability analysis, testing data validity and regression tests. Among the most important findings of this study is that employees in Jordanian private hospitals perceive themselves as highly empowered and experience a high level of satisfaction. In addition, the results indicated that 56% of the variation in employee satisfaction results from the implementation of psychological empowerment. The results also supported the proposition that psychological empowerment leads to higher satisfaction in Jordanian hospitals. The study recognizes the need to continue the implementation of psychological empowerment.

Kim (2013) examines the role of leader-member exchange (LMX) as a potential moderator of the relationship between employee empowerment and job satisfaction. Drawing on the empowerment and social exchange literatures, I propose that the effect of employee empowerment on job satisfaction will be stronger for those who have high-quality exchange relationships with their leaders. An empirical analysis of the 2011 Federal Employee Viewpoint Survey (FEVS) indicates that employee empowerment is more positively associated with job satisfaction for those with high-quality LMX. The moderating effects of LMX differ by empowerment practice .

Al-Dghiemat (2008) investigate the concept of employees empowerment and examine the relationship between structural employees empowerment and job satisfaction in the Jordanian pharmaceutical companies. The population of the study includes all pharmaceutical companies registered with the Jordanian Association of Manufacturers Pharmaceuticals and Medical Appliances (JAMP). The results revealed that employees in Jordanian pharmaceutical companies have a negative attitude towards all variables of structural employees empowerment according to the answers on the statements related to these variables. Moreover, the results revealed statistically significant positive relationship between structural employees empowerment and job satisfaction in the Jordanian pharmaceutical companies. The study recommends that management should give high attention for employees empowerment in different organizations in general and Jordanian pharmaceutical companies in particular by implement employees empowerment program through long-term strategy procedures and effective plans.

Cheng (2006) conducted a study about empowering behavior and work outcomes. The study aimed to examine the relationship between managerial empowerment and self-efficacy, and the mediating role of self-efficacy on the relationships of empowerment and outcome variables, at a leading hospital in Taiwan. The study found that both managerial empowerment and self-efficacy had a positive association with job satisfaction and job satisfaction. Moreover, self-efficacy played a mediating role of the relationship between managerial empowerment behavior and work outcomes such as general job satisfaction and affective job satisfaction. The study also found the a positive relationships between empowerment and work outcomes such as job satisfaction and affective organization were indirect one, mediated by self-efficacy.

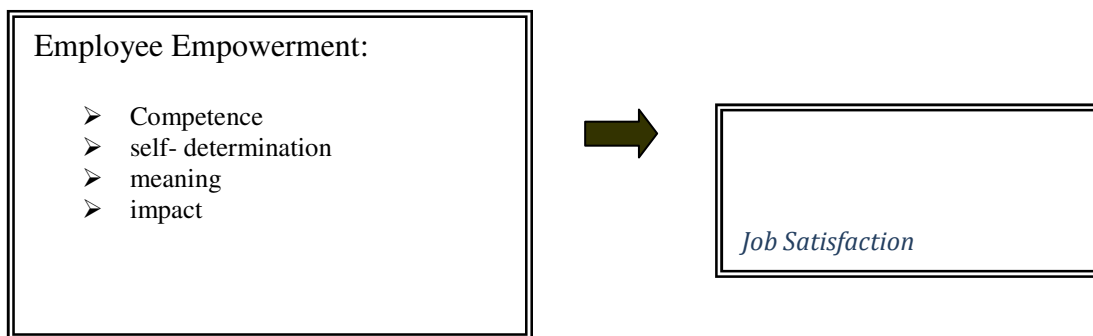
Al Fayyad (2005) examined the effect of empowerment as a managerial approach on competitiveness of the companies that produce Dead Sea products. This study aimed to introduce a mathematical model which can be used to predict the competitive advantages of the companies. The study found a weak level of employees empowerment in these companies. The implementation of empowerment through (teamwork, production technology, culture sharing, and employees learning) support the competitive advantage of these companies. In

addition the study found a positive relationship between work teams and competitive advantage. This led to provide better quality, more efficient, and more profitability of the companies.

Study Model:

Independent variable: Employee Empowerment (Competence, self- determination, autonomy, impact).

Dependant variable: job satisfaction



Methodology:

The population of the study includes all textile companies in Amman city, a sample of (100) employees based on (10) textile companies was selected randomly for the purpose of this study.

Theoretical Frameworks

Employee Empowerment :

Spreitzer (1995) have developed a model that identifies four task assessments as a basis for worker psychological empowerment represents as: competence, meaning, self-determination (choice), and impact. Employees empowerment definition as a multi-dimensional process that promotes an active approach to solve the problems by redistributing decision making power to those who do not currently have. Decision making power need to motivate the team work to succeed by creating a work environment that encourages employees to use their talents, knowledge, experience, and working as partners in the business (Dewettinck, 2003).

Empowerment defined as the delegation of decision making to employee, associated with the discretion to act on one's own (Samad, 2007). Psychological empowerment refers to motivation manifested in a set of four cognitions reflecting an employee orientation to his or her work role categories that is competence, impact, meaning and self-determination (Spreitzer, 1995). "Empowerment consists of three components: work method (degree of discretion), work scheduling (amount of control) and work criteria (degree of choice or modify)" (Ismail et al, 2011).

Based on Spreitzer's (1995) construct definition, meaning reflects the degree to which an individual believes in and cares about work goals or objectives. Meaningfulness is conjunction in relation to an individual's own standards of need. Competence defined as efficiency for self confidence in how to done work and is rooted in believed in knowledge and capability to perform task activities with skill and success (Thomas & Velthouse, 1990). Self-determination refer to the degree to which an employee feels causal responsibility for everything that related to take actions, in the sense of having chance in initiating and regulating actions in the particular sense for employee himself (Spreitzer, 1995). Based on Spreitzer (1996) describes impact as the experience of having an influence on strategic, administrative, or operating outcomes at work to make a difference.

Data Analysis

Table (1) shows that 78.4 percent of sample males, and 21.6 percent are females. According to age categories of the respondents, 16.7 percent of sample belong to the first category (20- 29 years), and 77.5 percent of sample belongs to category (30-45 years), 5.9 percent belongs to category (45 years and more). By referring to

qualification level, Table (1) shows that 74 percent have secondary school and less, 25 have university degree, and only 1.00 percent has not have any learning degree.

Table (2)
 Demographic variables

	Categories		
		Frequencies	Percent %
Gender	Male	80	78.4
	Female	22	21.6
	Total	102	100.0
Age	20 – 29 years	17	16.7
	30 – 45 years	79	77.5
	45 years and more	6	5.9
	Total	102	100.0
Qualification	Secondary school and less	74	74.0
	University degree	25	25.0
	Not have any learning degree	1	1.0
	Total	100	100.0

Descriptive Statistics of the Data:

Five points Likert scale has been coded to analyze data. The levels of the scale were given the following rating:

- strongly disagree
- disagree
- neutral, not sure
- agree
- strongly agree

To get the general results of the study, the mean and the standard deviation of different responses to the statements were calculated. The standard mean of all statements equal $(5+4+3+2+1 / 5) = 3$ and the study consider the response around this value is neutral or not sure; the value below this value is considered negative and above this value is positive.

Table (2)

	Mean	Std. Dev.
Competence	4.1111	.67704
Impact	4.4575	.54887
Meaning	3.5948	.78577
self-determination	3.3627	.82201
Empowerment	3.8815	.42531
Job Satisfaction	2.5448	.45118

Table (2) shows the distribution of respondents over the scale, according to their answers on the statements related to empowerment variables. Mean value for all items was 3.88 which is greater than standard mean (3) which mean that employees work in textile companies have positive attitudes towards empowerment variables. The standard deviation for each variable show that there is no high difference between sample answer on questionnaire statement related to empowerment. The result shows that the employees work in textile companies have high level of employee empowerment.

Table (2) shows the distribution of respondents over the scale, according to their answers on the statements related to job satisfaction variables. Mean value for all items was 2.54 which is greater than standard mean (3) which mean that employees work in textile companies have negative attitudes towards job satisfaction as one variable. The standard deviation for each variable show that there is no high difference between sample answer on questionnaire statement related to job satisfaction.

Hypotheses Testing:

Linear regression was used to test the main hypothesis. There is a relationship between employee empowerment and job satisfaction. According table (3) the (calculated $t = 1.682$) for study model is greater than (tabulated $t = 1.64$) and the level of confidence (95%). According this result we will accept the main hypothesis.

Table (3)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.356	.225		1.682	.117
	Meaning	.339	.031	.528	11.034	.000
	Competence	.038	.027	.045	1.388	.168
	Determination	.072	.044	.053	1.646	.103
	Impact	.477	.048	.481	9.985	.000

a. Dependent Variable: Commitment

Results and Recommendations

- The study indicated that employees work in textile companies have positive attitudes towards empowerment variables (competence, impact, meaning, and self-determination) . The result also shows that the employees work in textile companies have high level of employee empowerment.
- The result show that employees work in textile companies have negative attitudes towards job satisfaction as one variable.
- The results of the study accept the main hypotheses which state: There is a relationship between employee empowerment and job satisfaction.

Recommendation:

Management should give high attention for employees empowerment in different organizations in general and Jordanian textile companies in particular by:

- Implement employees empowerment program through long-term strategy procedures and effective plans.
- Know exactly why they are moving to employees empowerment to have an understanding of the objective.

- Employees need to be instructed on exactly what the employees empowerment mean to them and what is expected of them in their new role.

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