CHAPTER II

REVIEW OF LITERATURE

Review of Literature gives review of few studies collected on Psychological Empowerment and, job satisfaction.

2.1 PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION

Nuray Tetik (2016) investigated the effects of psychological empowerment (PE) on job satisfaction and job performance of tourist guides. It was to find whether psychological empowerment and its dimensions affect guides' satisfaction and performance level. To reach the objective questionnaire method was used, 381 tourist guides were selected for the research in Turkey. It was found that psychological empowerment, job satisfaction and, job performance were positively correlated and, empowerment affected both satisfaction and performance level of guides. It was determined that the meaning dimension of psychological empowerment was the most successful factor which improves job satisfaction through the job performance of the guides positively.

Kokila.P (2016) conducted a research on the "Impact of Employee Empowerment on Job Satisfaction in Banking Sector of Chennai city". Primary and secondary data were used for the study. Primary data was collected to analyze the level of empowerment and the level of job satisfaction of the samples selected. Secondary data was gathered from different means (reports, books, manuals, newspapers, journals and published and unpublished sources and bank employees associations etc.) Primary data was collected through questionnaires. To

find the level of employee empowerment questions was selected from different authors. Also to find job satisfaction MSQ - Minnesota Satisfaction Questionnaire developed by Weiss et al in 1967 was used. A sample of 513 respondents was chosen for the study. From the Correlation Coefficient between the overall employee empowerment and employee satisfaction, it was found that employee empowerment has very strong influence on employee job satisfaction. Also, findings show that employee empowerment in an employee has very strong relationship to trigger employee satisfaction in them. Taken together these findings confirm the strong effects of the dimensions of employee empowerment on employee job satisfaction.

Thamsanqa John Dhladhla (2011) examined the collective effects of perceived leader behaviour, psychological empowerment, satisfaction and commitment on turnover intention. In doing so, the study tested an explanatory structural model that suggests how these variables jointly influence turnover intention. Therefore, an ex post facto correlation study was conducted using a sample of military personnel ($n = 318$) in which study participants completed five questionnaires that measured the endogenous latent variables (i.e., psychological empowerment, job satisfaction and organisational commitment) and the single exogenous latent variable (i.e., leader behaviour) in the structural model. Item analysis and Confirmatory Factor Analysis (CFA) were used to assess the measurement properties of the respective measures. Leader behaviour had a strong direct effect on both psychological empowerment and organisational commitment, but not a unique effect on job satisfaction, while psychological empowerment had a strong direct effect on both job satisfaction and turnover intention than on organisational commitment.

Chun-Hsi Vivian Chen and Wei-Chieh Chang (2011) examined the effect of psychological empowerment on employee involvement, and the subsequent effect of employee involvement on employee job satisfaction, organizational identification, and psychological withdrawal behavior. The authors adopted a cross-level analysis to investigate the relationship between supportive organizational culture and psychological climate. The moderating effect of psychological climate on the relationship between psychological empowerment and employee involvement was also explored. The authors found that psychological empowerment relates positively to employee involvement, which has a positive effect on employees' job satisfaction and organizational identification. They also found that employee involvement mediates the relationships between psychological empowerment and employees' job satisfaction as well as organizational identification.

Amarjit Gill, Alan B Flaschner, Charul Shah, and Ishaan Bhutani (2010) examined if transformational leadership and empowerment affect job satisfaction among Indian restaurant employees. This study utilized survey research (a non-experimental field study design). A total of 218 restaurant industry employees from the Punjab area of India were surveyed to assess their perceptions of transformational leadership, empowerment, and job satisfaction at their places of work. Positive relationships between i) employee perceived transformational leadership used by managers and employee perceived job satisfaction and ii) employee perceived empowerment and employee perceived job satisfaction were found.

Nasim Khajepour, Mostafa Baharlou (2008) conducted a study on the relationship among servant leadership with job satisfaction, organizational citizenship behaviour and, the organizational commitment by taking into account the mediating role of psychological empowerment and organizational justice of an organization. The research used a correlative

research method through structural equation modelling (SEM). A sample of 232 workers was chosen by Multi-stage sampling method. The questionnaire used for this study comprises of servant leadership questionnaire, Psychological empowerment questionnaire, organizational Justice Questionnaire, Job satisfaction questionnaire, organizational citizenship questionnaire, and the organizational commitment questionnaire and intermediate analysis. By the analysis using Structural Equation Modelling (SEM) and intermediate analysis, the findings show a direct positive effect of servant leadership on job satisfaction, Organizational citizenship behaviour and organizational commitment and an indirect positive effect of this relationship through psychological empowerment and organizational justice.

Wang Jin-Liang and Wang Hai-Zhen (2012) investigated the relationships between psychological empowerment, job satisfaction and Organizational Citizenship Behaviors (OCB) in Chinese organizations. 350 valid questionnaires were collected from among 500 employees of four firms. The analysis was tested using a series of linear regression analyses. It was investigated that psychological empowerment has a significant influence on both employees' job satisfaction and OCB. The forecasted impact of psychological empowerment on OCB is mediated by job satisfaction.

Abdullah Kaid Al-Swidi1, Mohd Kamal Mohd Nawawi, and Asma Al-Hosam (2012) investigated the combined impact of employee's psychological empowerment and transformational leadership on the employee's job satisfaction. For this research, a sample of 160 employees was chosen as respondents from the Yemeni Islamic banks. It was found that there is a direct effect of employee's psychological empowerment and transformational leadership on the employee's job satisfaction. On the other side, the mediating impact of

transformational leadership on the relationship between employee psychological empowerment and the employee's job satisfaction was not supported.

Thamsanqa John Dhladhla (2011) conducted a research on the combined impact of perceived leader behavior, psychological empowerment, satisfaction and commitment on turnover intention. The research examined an explanatory structural model that recommends how these variables collectively affect turnover objective. Hence, an ex post facto correlation study was conducted using a sample of 318 military personnel where the participants completed five questionnaires that measured the endogenous latent variables (i.e., psychological empowerment, job satisfaction and, organizational commitment) and the single exogenous latent variable (i.e., leader behavior) in the structural model. Item analysis and Confirmatory Factor Analysis (CFA) were used to analyze the measurement properties of the respective measures. Leader behavior had a strong direct impact on both psychological empowerment and organizational commitment, but not a particular impact on job satisfaction, while psychological empowerment had a strong direct impact on both job satisfaction and turnover intention than on organizational commitment.

Chun-Hsi Vivian Chen and Wei-Chieh Chang (2011) investigated the impact of psychological empowerment on employee involvement, and the successive impact of employee involvement on employee job satisfaction, organizational identification, and psychological withdrawal behavior. A Cross-level analysis was used to examine the relationship between supportive organizational culture and psychological climate. The moderating effect of psychological climate on the relationship between psychological empowerment and employee involvement was also found. Findings showed that psychological empowerment influence positively to employee involvement, which has a

positive effect on employees' job satisfaction and organizational identification. It was also investigated that employee involvement mediates the relationships between psychological empowerment and employees' job satisfaction as well as organizational identification.

Amarjit Gill, Alan B Flaschner, Charul Shah, and Ishaan Bhutani (2010) examined if transformational leadership and empowerment influence job satisfaction between Indian restaurant workers. Survey research was used using a total of 218 restaurant workers from the Punjab area of India were surveyed to find their perceptions of transformational leadership, empowerment, and job satisfaction at their work-place. It was found that there exists a Positive relationship between i) employee perceived transformational leadership used by managers and employee perceived job satisfaction and ii) employee perceived empowerment and employee perceived job satisfaction.

Crystal-Jeanne Theron (2010) investigated the effects of psychological empowerment and job satisfaction on the organizational commitment between employees in a multi-national organization. For the research a quantitative; non-probability convenience sampling design was used to analyze the variables. 120 permanent employees were selected as respondents who were employed in the following departments namely: Administration, Engineering, Production, Quality and, Commercial. It was found that employees of the multi-national organization are comparatively satisfied with the nature of the work that they perform, with the supervision that they get, as well as with their co-workers. Opportunities for promotion and compensation existed to be however the major cause of dissatisfaction. With regards to organizational commitment, employees showed below average belief in the organization's goals and values, willingness to exert extra effort on behalf of the organization and desire to maintain membership of the organization. With the exception of gender, the relationship

between race and tenure with job satisfaction was found to be significant. With the exception of race, the relationship between gender and tenure with psychological empowerment was found to be significant. Results showed a significant and direct relationship between psychological empowerment and job satisfaction.

Janice L. O'Brien (2010) investigated the relationships among the independent variables, structural empowerment and, the dependent variable burnout, as well as exploring the relationship between psychological empowerment and burnout and between the two independent variables structural empowerment and psychological empowerment. A mediation model was examined to explain the relationship between structural empowerment, Psychological empowerment and, burnout. A correlational research design was used. A convenience sample of 233 staff nurses between the ages of 24 and 68 was selected from national organization of nephrology nurses. Findings showed that structural empowerment was an independent predictor of burnout in this sample; however, psychological empowerment was not an independent predictor of burnout and did not mediate the relationship between structural empowerment and burnout.

Mohd Onn Rashdi Abd Patah (2009) investigated the impact of psychological empowerment on overall job satisfaction of Front Office Receptionists in Kuala Lumpur 5-star hotels. A total of 210 questionnaires were distributed at 21 hotels in Kuala Lumpur, Malaysia. It was found that psychological empowerment does have significant influences (through the dimensions of meaningfulness, competence and, influence) on overall job satisfaction of the receptionists. The findings also suggested that receptionists' age and tenure affected their sense of overall job satisfaction.

Guangping Wang and Peggy D. Lee (2009) examined the impact of psychological empowerment dimensions on job satisfaction. Data were collected from employees of multiple organizations, the researcher found intriguing three-way interactions between the dimensions. Choice had a poor and negative impact on job satisfaction when both competence and impact are high or low but has a strong positive effect when one of the two dimensions is low and the other is high. The impact has no influence on job satisfaction when choice and competence are both high and both low. The influence of impact is positive only when one of the two dimensions is high and the other is low. In addition, high levels of choice and competence reinforce the positive effect of meaning on job satisfaction.

Kevin E. Dickson and Alicia Lorenz (2009) investigated the relationships between psychological empowerment and job satisfaction of temporary and part-time nonstandard employees. Data required for the research were collected from undergraduate students employed in short-term jobs outside their area of study. From the research, it was found that two cognitions of psychological empowerment (meaning and impact) to be positively related to job satisfaction. The research also examined the relationships between organizational tenure and psychological empowerment and organizational tenure and job satisfaction for temporary and part-time nonstandard employees. Results show a positive relationship between organizational tenure and psychological empowerment and a negative relationship between organizational tenure and job satisfaction.

Marayart Vacharakiat (2008) investigated the association between empowerment, job satisfaction, and organizational commitment between Filipino and American registered nurses (RNs) working in the United States. A descriptive correlational design was used for the study. The convenience sample of 176 respondents of both Filipino and American RNs were

collected either online or by paper and pencil surveys. The study found correlations between structural empowerment, psychological empowerment, job satisfaction, affective and normative commitments among Filipino and American RNs. From the research, it was confirmed that there exist relationships between empowerment, job satisfaction, and organizational commitment among two RN groups. It was also found that structural and psychological empowerment in the work environments appears to be significantly related to improved job satisfaction and commitment among RNs.

Heather K. Spence Laschinger, Joan E. Finegan, Judith Shamian, and Piotr Wilk (2004) investigated the longitudinal predictive design tested a model linking changes in structural and psychological empowerment to changes in job satisfaction. Structural equation modeling analyses showed a good fit of the data from 185 randomly selected staff nurses to the hypothesized model. Changes in perceived structural empowerment had direct impact on changes in psychological empowerment and job satisfaction. Changes in psychological empowerment did not suggest additional variance in job satisfaction beyond that explained by structural empowerment. From the findings it was suggested that fostering environments that enhance perceptions of empowerment can have enduring positive impacts on employees.

Mamorena Margaret Moeletsi (2003) examined the relationship of these four constructs psychological empowerment, job satisfaction, organizational commitment and job insecurity to other variables like gender, age, length of service, years in current job position and grade. Correlation design was used to find the association among the constructs of psychological empowerment, job satisfaction, organizational commitment and, job insecurity. Data were collected from 119 employees at the packaging industry and explained in terms of descriptive statistics (means and standard deviations). A significant relationship was explored among job

satisfaction and sub-dimensions of psychological empowerment. Practically significance and statistical significance correlations were found between psychological empowerment and organizational commitment. The combination was also found between psychological empowerment, job satisfaction, organizational commitment and, job insecurity. This confirms what is expected that if levels of psychological empowerment, job satisfaction and, organizational commitment are high then job insecurity level should be low or vice versa.

Boudreaux E, Mandry C and Brantley PJ (1997) investigated the findings of two types of researches. The research I examined the relation between job-related stressors, job satisfaction, and psychological distress and Research II examined how coping is associated with occupational burnout, job-related stress, and physiological arousal. A significant part of an (emergency medical technicians) EMT's job satisfaction and psychological well-being is related to the degree to which they are experiencing job-related stress. This implies that in-service programs and psychological support services designed to help EMTs manage their job-related stress may improve job satisfaction and decrease psychological distress. The coping styles most consistently associated with maladaptive outcomes were: Accepting Responsibility, Confronted Coping, and Escape/Avoidance. Hence, subjects who were more likely to handle stress with self-blame, aggression, hostility, and risk-taking or with wishful thinking, escape tendencies, and avoidance was more likely to endorse more negative outcomes.

J H Buitendach and R B T Hlalele (2005) investigated the relationship among psychological empowerment and job satisfaction of engineers in the chemical industry. A cross-sectional design was used. A random sampling of 91 respondents who were engineers was chosen. The measuring Empowerment questionnaire and the Minnesota Job Satisfaction Questionnaire were used for data analysis. Pearson moment correlations showed a correlation

of large impact among psychological empowerment and job satisfaction. Overall empowerment was found to be positively associated with all satisfaction subscales. Positive correlations of large impact were found among job satisfaction and meaning, impact and self-determination. A positive correlation of medium effect was obtained between job satisfaction and competence. Multiple regression analysis indicated that 70.5 percent of the variance of job satisfaction was explained by sub-dimensions of psychological empowerment, even though the impact was not found to hold a significant amount of predictive value with regards to job satisfaction.

Muhammad Haroon Ameer, Saleem Bhatti, Sajid Baig (2014) conducted a research to evaluate the factors affecting the performance of employee by discussing the effects of employee empowerment on job satisfaction. Being descriptive study, survey method was used for collecting data for the research. Data were evaluated by using Cronbach"s Alpha, correlation and regression in SPSS software. The independent variable empowerment was weakly moderate correlated with dependent variable job satisfaction. The results found that employee empowerment has a positive impact on job satisfaction.

InfoHancer, Murat (2001) examined the relationship between employee empowerment and job satisfaction for restaurant workers. It particularly examined psychological empowerment, the dimensions of psychological empowerment, job satisfaction, and organizational variables affecting psychological empowerment. Organizational commitment as an outcome of job satisfaction of non-supervisory employees working in casual restaurants was also explored. Nine research questions were asked for the research. Data collected was analyzed using the Minnesota Satisfaction Questionnaire (MSQ)

Data was collected from non-supervisory restaurant employees working in three casual restaurant chains located in The Midwest United States. A total number of 924 questionnaires were collected from 66 restaurants were used in the analysis. In addition to descriptive statistics, other analyses such as factor analysis, analysis of variance, and hierarchical multiple regression analysis were used to investigate the research questions. From the research, it was found that there is a statistically significant relationship between psychological empowerment and job satisfaction. The result also shows that psychological empowerment partially mediates the relationship between job satisfaction and organizational commitment. The results of the Minnesota Satisfaction Questionnaire revealed a four-factor solution for the restaurant employees. Organizational factors, which were information accuracy, communication openness, leader-member exchange quality, trust, and training played important roles in explaining psychological empowerment. Leader-member exchange quality was found to be the strongest predictor of psychological empowerment. Implications of the findings for theory and practice were discussed in addition to the limitations and recommendations.

Ibrahim Shukura Oluwaseun (2016) examined the influence of employees' empowerment and job satisfaction on their purpose to stay using a sample from a Bank in Lagos, Nigeria. Employee's feeling of empowerment and their job satisfaction were measured using 5-items each. Intention to stay was measured using 4-items. Empowered employees are assumed to less likely to quit and also assumed to have higher job satisfaction. Accordingly, we believe that increased job satisfaction is the reason that empowered employees may not quit their jobs. The results show a positive significant relationship that prevails between employee's empowerment and job satisfaction also employee empowerment has a positive relationship

with the aim to remain, aim to remain is expressed by job satisfaction and job satisfaction act as a mediator between employee empowerment and aim to remain.

Nizar Shaker Yaghi (2015) conducted a research which says Job satisfaction has its influence on both the employee and the employer, these influences include career success, work-family facilitation, turnover intentions, engagement, quality of work life, and absenteeism. Job satisfaction can be improved if one has work flexibility in his work area. In this particular research, we find the relationship between work flexibility and job satisfaction by examining the mediating role of employee empowerment. Building on extant theories, a partial least square structural model is developed to find the relationships between work flexibility, empowerment, and job satisfaction. Recognitions of pay and turnover intentions are included in the model as dependent constructs. The model unveils strong links between work flexibility and job satisfaction. Also, it is found that empowerment plays a major role in mediating the association between work flexibility and job satisfaction. It is also found that empowerment leads to improved recognition of pay and that improved recognition of pay together with job satisfaction lead to lower turnover intentions.

2.2 PSYCHOLOGICAL EMPOWERMENT

Sumi Jha (2011) examined the linkages between psychological empowerment and factors of organizational commitment. The sample size for the study comprised 332 Indian IT executives. The data were collected during the time when organizations were trying to overcome recession. Descriptive and inferential statistics like correlation, regression and canonical correlation were used to analyze the data. The results of this study confirmed that the psychological empowerment influences affective and normative commitment positively. However, no relationship was found between psychological empowerment and continuance commitment. The feeling among employees that the job done by them has significant impact on the day-to-day work activity will generate high degree of affective commitment.

Gilad Chen, Payal Nangia Sharma,Suzanne K. Edinger and Debra L. Shapiro (2010) used cross-cultural laboratory and field studies with samples of leaders, employees, and students from the United States and the People's Republic of China. They examined how team-level stimuli, including empowering leadership and relationship conflict, combine to influence individual members' motivational states of psychological empowerment and affective commitment. As predicted, they found that these motivational states are individually and jointly influenced by teams' level of empowering leadership and relationship conflict and that these motivational states mediate the relationships between team stimuli and team members' innovative and teamwork behaviors and turnover intentions.

Corey Gardenhour (2008) examined teacher's perceptions and their empowerment. Teachers from six different schools in the Northeast Tennessee region were selected for the research; out of 600 respondents, 312 respondents were surveyed. The Psychological

Empowerment Instrument was used to analyze the data collected. Research supported the notion that teacher empowerment could be influenced by organizational structure, relationships, communication, conflict resolution, emotional intelligence, motivation, job satisfaction, and transformational leadership. Teacher empowerment also involved servant leadership. Means were compared for the 4 dimensions of the PEI (Meaning, Competence, Impact and, Self-Determination). The grouping variables were years of experience, gender, and level of education. From ANOVA and Independent Samples t-tests, it was found that there were significant differences in the 4 dimensions with teacher years of experience but not with gender or 3 level of education. Findings explain that permanent teachers often showed a higher level of empowerment than beginning teachers. The findings also show that gender and level of education did little to impact teacher empowerment in their schools. From the findings of the research, it was concluded and recommended for future research. It was recommended that teachers should participate in mentoring program.

Polina Lutsevitsh (2017) determined the relationship between structural empowerment, psychological empowerment and, developmental networks. Structural empowerment leads to psychological empowerment that culminates in positive workplace which results in increased job satisfaction and increased motivation. Empowered individuals work better as they have the autonomy and capability to do their work in the most effective and efficient way. Respondents were selected from two different companies in Estonia, 135 employees were chosen for the research. Findings exhibited that developmental networks are moderating the relationship between structural empowerment and psychological empowerment. Findings established and supported Kanter's structural empowerment theory. Future research should validate created and existing questionnaires on structural empowerment incorporating developmental networks. The current study showed that developmental networks are very

important in the emergence of perceived psychological empowerment in the workplace and thereby can be said that supportive relationships are implications for further researches were suggested.

Jonathan J. Steinberg (2012) investigated the predictors of psychological empowerment among nurse aides in nursing homes. Five structural factors (information exchange, decentralization of resources, co-worker support, supervisor support, and availability of training) and four control factors (age, sex, level of education, and race) are examined using multivariate linear regression to determine their impacts on psychological empowerment. Two of the five structural factors, decentralization of resources and supervisor support, are found to have positive influence on psychological empowerment. Nursing home managers can consider developing and implementing procedures that decentralize resources and demonstrate supervisor support in order to improve psychological empowerment. On the Basis of the findings of the research theory and practice might benefit from the additional study of the decentralization of resources and supervisor support.

Meng Khuan Tan (2007) investigated the antecedents of psychological empowerment proposed are organicist, centralization, organizational support, training, rewards, information sharing, leadership trust, role conflict and, role ambiguity. Combined these measures encompass structure and support, HR Practices, leadership trust and conflict and ambiguity dimensions of organizations. The sample was selected from an alumnus of a famous business school in Britain, A total of 284 respondents were selected, and comprising manager of British businesses randomly sampling was done from a range of industrial sector. Data interpretation was carried out in three different stages: first the direct association between antecedents and outcomes as well as individual psychological empowerment variables was

made: secondly, mediation tests were performed on all possible variables; thirdly, moderation tests were examined. The results strongly support the hypotheses that the antecedents positively influenced the dimensions of psychological empowerment. The result also shows that job satisfaction and organizational commitment impacted positively by perceptions of psychological empowerment whilst turnover intentions impacted negatively.

Grace ChachaBusara (2016) examined the relationship between employee empowerment and performance in the public sector, case analysis of Government Procurement Services Agency. To derive the objectives, previous researches suggested that companies must implement motivational personnel practices; in particular, employee empowerment as it is perceived as a key for building trustful-relationships with the organizations, on the other hand, will lead to higher levels of performance. This empowerment comprises a number of three components, training employees, creating a culture of allowing employees to give input and have control of their work, and giving the employee access to information and providing feedback. Employee performance constructs, also had a number of attributes to be considered. Each of the constructs of empowerment was examined to find its relationship with employee performance. The target group was all employees from GPSA head office; however, sample 30 identified as respondents for the study. Descriptive survey research design and employed a stratified simple random sampling was adopted for analysis. Primary data were collected from respondents using structured questionnaires. The data were analyzed descriptively and presented through figures, tables and percentages and inferential statistics (correlation) were used to analyze data using the statistical package for social sciences (SPSS) and EXCEL. It was found that employees in the public sector find that empowerment strongly influences their performance. There is significant correlation between the constructs of empowerment and employee performance.

Gretchen M. Spreitzer, Mark A. Kizilos, Stephan W. Nason (1997) investigated the contribution of each of the four dimensions in Thomas and Velthouse's (1990) multidimensional conceptualization of psychological empowerment in predicting three expected outcomes of empowerment: effectiveness. Work satisfaction and job-related strain. The literature on the four dimensions of empowerment (meaning, competence, self-determination and, impact) is reviewed and theoretical logic is developed linking the dimensions to particular results. The expected relationships are examined on managers from different units of a manufacturing organization and then multiplied on an independent sample of lower-level employees in a service organization using alternative measures of the outcome variables. The findings largely depend on the two samples. Suggest that different dimensions are related to different outcomes and that no single dimension predicts all three outcomes. It was found that employees need to experience each of the empowerment dimensions in order to achieve all of the hoped-for outcomes of empowerment.

Fahad Malik, Salman Chugtai, Zain Iqbal (2013) explained the role of psychological empowerment in committing employees with the organization. Data were collected from employees working in telecom sector of Lahore (Pakistan). Results showed the significant relationship exists between all the four dimensions of psychological empowerment and employee commitment. On behalf of data that was collected from Lahore (Pakistan), it was accredited that employee commitment can be improved by involving employees in decision making that will ultimately lead to improvement in their commitment towards the organization.

2.3 JOB SATISFACTION

Abuduaini Wubuli (2009) examined the elements influencing job satisfaction at fast food restaurants. For this research, the respondents aimed were employees of fast food restaurants. The restaurants include Alor Setar and Penang's KFC, McDonald's, and MYFC. The responses were collected and analyzed by means of a structured questionnaire based on the Minnesota job satisfaction questionnaire (MSQ). The study revealed that organizational factors such as work conditions, pay, fairness, and promotion significantly determine employee job satisfaction in fast food restaurants. However, individual factors such as age and gender did not notably have much impact on employee job satisfaction in fast food restaurants. The study provided a better understanding of the elements affecting job satisfaction in fast food restaurants. Thus, it highlights that there is still a need to further additional studies to fill the gaps that have not been analyzed in the present research. In the final chapter, some suggestions were given.

Stella Achieng Odembo (2013) problem of employee satisfaction has been significant in present situation to the improvement and achievement of organizations" goals and objectives. The objective of this research is to investigate the factors that influence employee satisfaction at Airtel Kenya Limited. This research mainly seeks to find the impact of talent development on employee satisfaction, to start the extent to which reward influences employee satisfaction; initiated the impact of organizational structure on employee satisfaction and to find the influence of organizational commitment on the satisfaction of employees. Theoretical and empirical studies were surveyed to assess the factors likely to influence employee retention. The research used descriptive research survey; a sample size of 50 employees was selected for the research study, representing 20% of an entire population of 250. Data for the study

will be collected primarily through semi-structured questionnaire. The study will use descriptive statistics analytical techniques to find the variables, using the Statistical Program for Social Sciences (SPSS). Statistical tool used for the study was inferential statistics, specifically correlation matrix and multiple regression analysis. This technique was suggested because it helps the collection of a large amount of data from a sizable population in an economical manner. The study will employ the descriptive statistics method for representing and analyzing bio-data. Findings were in the form of tables and figures and appropriate recommendations and suggestions were given.

Melissa Bradberry Sims (2004) examined the relationship between employee satisfaction and performance which is the main determinant of the organizational culture. This research was done at Ritz Carlton Hotel in New Orleans to find whether the statement of the objective is true. By using the corporately mandated instruments (the annual employee satisfaction survey and the employee performance appraisals) the investigation of the objective was finalized. Nevertheless, there was some major distress about the authenticity of the two instruments used. The instruments exposed a definite relationship between the employee satisfaction survey and the performance appraisal, as well as a negative employee perception of the communication from managers in particular contexts.

Shahnaz Tabatabaei, Saeed Ghaneh, Hadi Mohaddes, Maryam Mehran Khansari (2012) investigated the relationship between job satisfaction and demographic variables in Pars Ceram Factory employees. The study was descriptive and survey study. The sample size of 120 respondents was selected randomly from 1000 employees of the factory. JDI and personal data sheet were the instruments used. Descriptive and inferential statistics (correlation, t-test and, multi-variable regression) were used. It was found that there was a

correlation between all factors (such as job situation, work shifts and hours). Furthermore, it was found that there was significant differences in job satisfaction among gender (=0.005), single and married (=0.036), formal and contract recruitment samples (=0.001) & between groups with different remunerations (=0.001). This research provided satisfactory information for employees/employers to stimulate organizational efficiency.

Allison Laura Cook (2008) investigated the relationship between job satisfaction and job performance is one of the most researched relationships in industrial/organizational psychology. Many potential in formal models have described this correlation, one chance is that the satisfaction-performance relationship is actually pretended, meaning that the correlation is due to common causes of both constructs. A general problem in this research comprises of personality trait Conscientiousness, Extraversion, Agreeableness, and core self-evaluations, along with the cognitive ability and job complexity. From the research findings it was suggested that job complexity is negatively related to satisfaction and performance, once ability and personality are controlled. Contributions of this paper comprise estimating the level to which the satisfaction-performance relationship is partly pretended, which is an improvement because the attitude-behavior relationship has not been evaluated in presence of personality and job characteristics. Another contribution is the integrated theoretical model, which illuminates mediators in some of the results of personality and ability.

Norizan Ismail (2012) determined the relationship between components of organizational commitment and job satisfaction among employee at Higher Learning Education Institutions in Kelantan. Hence this research can be used to extant research in management and organizational behavior. At first, the purpose of the study and research objective and the requirement for the research is given. The literature review is explained on organizational

commitment and job satisfaction that emphasis on the relationship between them. The research generated a 96.3 percent response rate from 300 participants. It was found that effective, continuance and normative commitment that was not found to have relevant positive relationship with job satisfaction.

Shaibu Ramadhani(2014) determined the features affecting employees' job satisfaction and intentions to turnover in commercial banks in Tanzania. A cross-sectional quantitative plan was used to explain the purpose of this study. Questionnaires were used to collect from 107 respondents from 17 NBC bank branches located in the city. Data collected was analysed with the help of descriptive statistics, analysis of variance (ANOVA) and multiple regression analysis. From the investigation, it was found that the age, education, job position and length of service categorizations of the respondents, significantly predicted their intention to leave, while gender did not. In addition, age, job position and, length of service categories of the employees significantly forecast their degree of job satisfaction. From the research, it was also found that job satisfaction and some of the demographic elements particularly gender and length of services has a significantly negative relationship with the purpose to leave. The investigation also reveals that the greater the job satisfaction the less probable is the turnover intention. Hence, employees who are satisfied with their job will have less or no intention to leave. Findings of the research therefore, can be used as the basis for decision-making regarding employees' welfare, drafting retention strategies and future human resource planning and development.

Nezaam Luddy (2005) examined the levels of job satisfaction experienced amongst employees at a public health institution in the Western Cape region. For the research analysis a quantitative; non-probability convenience sampling design was used to assess job

satisfaction. The sample group (N = 203) consisted of permanent and contract staff members on salary levels 2 to 13. A biographical questionnaire and the Job Descriptive Index questionnaire (JDI) were administered to gather the data. The JDI measures job satisfaction on five job facets, namely, pay, promotions, supervision, co-workers and the work itself. Descriptive and inferential statistics were used to analyze the data. It was found that employees at the public health institution in the Western Cape indicate satisfaction with their co-workers, according to the nature of the work and the supervision they receive. Openings for promotion and pay appeared as a main cause of dissatisfaction. With the exception of marital status, the relationship between occupational class, race, gender, educational level, tenure, age, income and job status with job satisfaction was found to be significant. Furthermore, the study shows that job satisfaction is significantly associated with elements such as work, pay, supervision, promotion, and co-workers.

Reshina Peerbhai (2016) conducted a research to determine job satisfaction of employees at selective IT SMEs in Durban and to find if the individual attributes of gender, age, race, and tenure affects job satisfaction. This was evaluated by determining if these employees were satisfied with their reward structure, their work environment, and the influence of gender, age, race and, tenure on job satisfaction. To analyze this, a quantitative, single cross-sectional study was conducted using a self-designed questionnaire on the selected sample ($n = 54$). This questionnaire was found to be reliable and valid. Descriptive and inferential statistics were calculated. Personal characteristics of gender, age, race (Black and Indian) and tenure were found to have no impact on job satisfaction. Investigation shows that there were significant differences in the level of satisfaction for Reward Structure and in the Work Environment. Furthermore, it shows that the IT SME respondents were satisfied with both their Reward

Structure and Work Environment. Overall, it reveals that all respondents were satisfied with their jobs.

Rizwan Qaiser Danish, Basharat Naeem (2010) conducted a research to examine the influence of teachers' satisfaction with job aspects on perceived organizational commitment in public sector universities of Pakistan. The research also aimed at examining to what level these teachers are committed to their universities and satisfied with different aspects of their job. A survey-based descriptive research model was used. 650 questionnaires were distributed in person for data collection. Stepwise regression analysis and one sample t-tests were used for the research hypotheses. From the research, it was found that the satisfaction with work-itself, quality of supervision and pay satisfaction had a significant positive influence on organizational commitment of faculty members. They had high degree of organizational commitment and satisfaction with work-itself, supervision, salary, co-workers and, opportunities for promotion.

Riga (2015) examined employee satisfaction and its effect on company ethics. The examination of working situations and conditions and their effect on employee satisfaction and company ethics is the major subject. In this study, a comparison is deployed on different leadership styles, workplace environment and, circumstances. For this study, a comparison between the financial outcome and the employee satisfaction of the winning companies will take place. The main objective of this study is to prove that there is a relation between employee satisfaction and company ethics. This thesis is dependent on deep theoretical research through literature concerning workplace environment, leadership style, management methods, employee satisfaction and, company ethics. Based on employee investigation and a culture audit, attending companies were ranked from 1 to 100. To consolidate and strengthen

the findings of the research some additional statistical research methods were used. The main findings of this study are that there is evidence of the relationship between employee satisfaction and company value.

Seda Unutmaz (2014) conducted a research study to investigate the major aspects that influence job satisfaction of employees working in a public institution and to determine to what extent the public institution satisfies its employees. For this purpose, after immense literature research, two subsidiary surveys were conducted, which are the Analytic Hierarchy Process (AHP) Survey and Job Satisfaction Survey (JSS), among selected employees. Expert Choice 11 and SPSS 21.0 software tools were used for analysis of data collected from the Survey. By using the AHP method, the major aspects of job satisfaction were identified. Then, by using JSS, the satisfaction levels of main factors and sub-factors were identified. In addition, the effects of demographic properties of respondents on both overall satisfaction level and factor satisfaction levels were analyzed with the help of variance analysis techniques (ANOVA, MANOVA & Non-Parametric Test). Furthermore, both surveys are discussed in order to light the way for the future studies for the improvement of job satisfaction of employees in the public institution. Moreover, the findings of the satisfaction level of employees and suggestions for the institution are presented in the report.

Psychological Empowerment and Job Satisfaction

The present study shows that there exists a relationship 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 different groups of employees (Spreitzer, 1995a; Spreitzer, Kizilos and Nason, 1997).

Public sector organizations have taken up the challenge of providing better-quality services to their employees by promoting different practices including employee empowerment. Empowerment perceptions can augment the value of work for individuals, increase job satisfaction and contribute to work productivity and effectiveness (Spreitzer, 1995a). Conger and Kanungo (1988) defined psychological empowerment as a process of increasing employee feelings of self-efficacy among employees whereas Thomas and Velthouse (1990) explained psychological empowerment as increased intrinsic motivation.

There are many researchers who linked job satisfaction with psychological empowerment (Fuller et al., 1999; Carless, 2004; Dehkordi et al.2011; Seibert et al. 2004). The job characteristic model of Hackman and Oldham, 1980 had proposed that psychological states like meaningfulness, feelings of responsibility, knowledge of results etc. influence job satisfaction. Fulford and Enz (1995) stated that perceiving oneself as empowered is positively linked to the emotional states of workers and their overall attachment to the work environment and thus according to their findings perceived empowerment did have an influence on the level of job satisfaction of employees in the hospitality industry.

Spreitzer et al. (1997) also pointed out that one of the earliest anticipated outcomes of psychological empowerment was job satisfaction. In another study on the nurses, Laschinger, Finegan and, Shamian (2001) concluded that the feelings of psychological empowerment strongly influenced nurses work satisfaction. The results of these studies were congruent with the result of the present study. Hechanova et al. (2006) studied five different service sectors to determine the relationship of empowerment with job satisfaction and found that psychological empowerment positively correlated with job satisfaction. Their study to understand the relationships between organizational empowerment and job satisfaction among nursing

assistants in Taiwan indicated that, where there was a moderate level of organizational empowerment, a higher level of job satisfaction was found. Organizational empowerment was significantly associated with total job satisfaction (Kuo, Yin and Li (2007).

The relationship between Leader-Member Exchange (LMX), psychological empowerment, job satisfaction and, the turnover intention was studied within the context of a service restaurant environment and the findings revealed that the quality of the LMX relationship and the level of psychological empowerment have direct linear relationships with job satisfaction (Collins, 2007). Bordin, Bartram and Casimir G. (2007) conducted a study to examine some of the antecedents and consequences of psychological empowerment among Singaporean IT employees and found out that along with other antecedents like access to information, employee participation, supervisory social support, job security, organizational commitment, job satisfaction also correlated positively to psychological empowerment. Thus from the above discussion, it can be summarized that there is a positive relationship between psychological empowerment and job satisfaction.

Dimensions of Psychological Empowerment and Job Satisfaction

Few empirical studies show that though the dimensions of psychological empowerment significantly affect job satisfaction, the result of the relationship between the four individual dimensions of psychological empowerment and job satisfaction varies (Dickson and Lorenz, 2009; Carless 2004; Thomas and Tymon, 1994; Liden, Wayne and Sparrowe, 2000; Spreitzer, Kizilos and Nason, 1997).

Many of the studies revealed that meaning is the strongest predictor of psychological empowerment. Spreitzer (1996) found that the dimension of meaning was the strongest

contributor to overall job satisfaction. Spreitzer, et al. (1997) examined the relationship between empowerment and job satisfaction in two different samples: One consisted of middle-level managers and the other consisted of lower-level employees. In both samples, Spreitzer and her colleagues found that meaning was the strongest predictor of general job satisfaction, while the impact was unrelated to job satisfaction. There was ambiguity in the results of self-determination and competence.

Carless (2004) also examined the facets of empowerment and indicated that meaning and competence were the significant predictors of job satisfaction whereas the findings on impact were ambiguous, it was found to be a significant predictor of present job satisfaction, but not general job satisfaction. The author found that if the workers finds the the work they perform were consistent with their beliefs, attitudes and, behaviors, this would result in higher job satisfaction and they would be happy to perform their work (Carless, 2004).

Dickson and Lorenz (2009) also agreed to the relationship between meaning and job satisfaction. They agreed that both meaning and impact cognition had a positive relationship with job satisfaction. In the present study also meaning and impact dimensions were the strongest contributors to job satisfaction. Several studies show that self-determination also has a great effect on job satisfaction. Thomas and Tymon (1994) with a sample of employees from a hospital, electronics firm and computer services reported that meaning, self-determination and, impact were the three factors which forecast the job satisfaction of an employee. Competence was unrelated to general job satisfaction.

According to Fulford and Enz (1995), the dimensions of meaning and influence had the strongest influences on job satisfaction. Patah et al. (2009)'s a study on receptionists in five-

star hotels and found that psychological empowerment (meaningfulness, competence and, influence) have significant influences over overall job satisfaction of the receptionists.

Thus from the above discussion, it is clear that various dimensions of empowerment are related to job satisfaction. The finding of this study that the dimensions of psychological empowerment (meaning, competence, self-determination and, impact) of the employees and their job satisfaction are related is in lieu of previous studies. Thus employees like their jobs more when they find their work meaningful, when they feel capable of performing their work well, when they have the freedom to make decisions about their work, and when they feel that they can have an impact on organizational outcomes.