



The Effect of Employee Empowerment Practices on Employee Job Satisfaction in the Case of Some Selected Private Banks in Dire Dawa City

Mekdes Yilma¹

¹Department of Management, College of Business and Economics, Dire Dawa University, P.O. Box: 1362, Dire Dawa, Ethiopia, Email: Mekdesyilma7@gmail.com

Abstract

The main aim of this study is investigate the effect of employee empowerment on job satisfaction in case of selected private commercial banks in Dire Dawa City Administration. The study departs from previous studies by focusing on both structural and psychological empowerment, seven private commercial banks, and using more sample. Primary data obtained from 220 employees of purposively selected private banks by using proportionate stratified sampling was used and data were collected through preparing closed ended structured questionnaires. In this study both descriptive and explanatory research design were employed. In doing so, descriptive statistics, Pearson's correlation, and multiple linear regression analysis were used to analysis the collected data. The main finding reveals the higher positive and significant effect of access to opportunity, access to supply and access to support on job satisfaction of employees of selected private commercial banks. Further, the result indicates the significant and positive effect of access to information, competence, meaningfulness, and impact dimension of empowerment on job satisfaction. Accordingly, the responsible bodies in private banks are recommended to increase proper implementation of employee's empowerment through providing training and development sessions; allowing employees to participate in special task forces; support employees and enhancing collegiality and collaboration among staff; accessing employees to essential information required by employees; and encourage open communication among ordinary staffs and boss. Side by side, giving freedom to employees to decide on their tasks and opportunity for self-improvement and autonomy; increase the influence of employees in their department; and making employees to feel the work and job they do is essential could enhance the psychological empowerment dimension.

Keywords: *Employee Empowerment, Job Satisfaction, Private Empowerment, Structural Empowerment*

*Corresponding author: Mekdes Yilma; Mekdesyilma7@gmail.com

1. Background of the Study

Employee empowerment is a process that allows workers to make necessary and critical decisions about their daily operations on their own. Employees with more authority are anticipated to perform better and more effectively than those who do not. Employee empowerment has acquired attention in management circles since it is one of the important components of managerial and organizational success that develops when authority and control are shared inside the organization (Ergeneli et al., 2007; Rana and Singh, 2016).

Employee empowerment, according to Aniechebe et al. (2019), is a strategy and concept that enables people to take charge of their work, own their efforts, and accept responsibility for their outcomes while also serving customers at the organizational level where the customer contact resides. Also according to Syed et al. (2011), it has taken several forms, including participatory decision-making and employee involvement, as well as the modern empowerment approach. The purpose of empowerment is to spread power from the top down and turn an employee's capability into performance via the use of their skills and expertise. It expects to result in a win-win situation for the company, the customers, and the staff. The organization profits from delighted customers thanks to talented, empowered employees (Arathy and Biju, 2022).

Job satisfaction is a happy or good emotional state that results from an evaluation of one's job or employment experience. It's an employee's positive attitude or mood towards their unique work. It is an important motivator for employees to stay with a company, and as a result, an organization may be able to endure. When an employee is satisfied in their job, they are more likely to stay there than when they are unhappy. Job satisfaction has significant effect on the job performance and organization success because it has the potential to impact and influence a wide range of workplace actions (Elizabeth & Zakkariya, 2018; Nurga, 2021).

Many studies have been done regarding to employees' job satisfaction in different countries case of various companies. Among other, Abdullah & Wan, 2013; Bastida et al., 2018; Ortan et al., 2021; Lee et al., 2022 examined the associations among working conditions, incentives, cooperative relationship between coworkers and managers and employees job satisfaction. On the other hand, Pelit et al., 2011; AbouElnaga & Imran, 2014; Hanaysha & Tahir, 2016; Anggreyani & Satrya, 2020; Tilahun, 2020; Marta et al., 2021 investigate the determinants of employee's job satisfaction by considering employee em Also, in Ethiopia Mohammed (2011)

for of Ethiopian electric power corporation, Ahimed et al.(2013) Dessie public hospital, Shiferaw (2015) for employees of health management science, Hotchkiss et al.(2015) for Oromia, Amhara, Addis Ababa, and Somali public hospitals, Geleto et al.(2015) for Harari region hospitals, Fentahun (2022) for Ethio- Telecom Gondar district, Mohammed et al.(2018) and Getnet (2021) for commercial bank, and Nurga (2021) for Bank of Abyssinia examined the effect of empowerment on job satisfaction.

However, the effect of employee empowerment on job satisfaction dimensions has rarely been examined in service sector specifically in bank industry. Whilst knowing their relationship of employee empowerment and job satisfaction is essential for the banks in launching various strategies that enhance the bank performance. Thus, the study motivated by the dearth of empirical studies on the effect of employees' empowerment on job satisfaction in banking industry. Further, unlike the previous studies this researcher considers seven banks.

This enabled the researcher to obtain more information and consistent result. Also, the sample sizes the previous studies employed were small. This makes difficult to get efficient and consistent result and rely the regression result. Therefore, this study tried to fill the existing gaps by examining the effect of employee's empowerment on job satisfaction in selected private commercial banks case of Dire Dawa city through considering various dimension of employee's empowerment.

2. Literature Review

2.1. Employee Empowerment

An approach to human resource management known as "employee empowerment" is based on the idea that workers should have more influence over their work and be held accountable for the results. Following, the idea of employee empowerment gained popularity. It's the advent of comprehensive quality management, which was used as a component of overall quality management (Kinikanwo & Brown, 2020).

Empowerment is a means to give authority. Power may mean a variety of things. Legally, empowerment also means authorization, because power signifies authority. However, energy is another term for power. Empowerment in this context refers to energizing. It's an energy transfer (Mehmet, 2018).

Individual perspective influences the intended consequences of working backdrop, result from employees empowerment. It shows the extent to which a person believes his or her participation into administrative or strategic choices made by their organization is appropriate

(Manonmani, 2019).

Also, according to Baumgartner (2014), explain employee empowerment means reducing barriers that impede organizational improvements from being adopted and that portray employees negatively. Because it is the employee's responsibility to conduct their assigned job better in order to achieve organizational goals. Unlikely Onyebuchi et al. (2019) define empowerment as giving someone something; it's assisting someone in gaining more self-assurance, conquering a sense of powerlessness, and igniting excitement for their job and intrinsic desire for it

Employee empowerment is a management approach that involves sharing information, rewards, and authority with employees in order to stimulate initiative and decision-making in the growth of services and performances. Employee happiness may be increased by providing workers with the tools they need to succeed, such as information, power, opportunity, and motivation, but simultaneously holding them accountable for the repercussions of their actions (Kokila , 2016; Elizabeth & Zakkariya, 2018).

Also, as Hamid Saremi (2015) when the company becomes an empowered structure, individuals and company become connected and mutually helpful. Managers and employees must come to know and appreciate one another as part of the empowering process. They should appreciate and capitalize on each other's talents, abilities, and potential while also lifting each other up. It indicates that, in addition to cost-effective technology, efficient resource utilization, and resource usage efficiency, there must be empowered and dedicated human resources.

To sum up various definition of empowerment raised by different scholars over time and the definition scope varies. However, the meaning of employees' empowerment highly liked to enhancement of employee's autonomy at work and increasing their engagement and influence in decision-making process.

2.2. Job satisfaction

Job satisfaction refers to an employee's contentment, satisfaction, and fulfillment of their requirements, wants, and desires at work. Numerous indicators point to the possibility that employee job satisfaction plays a role in motivating workers, helping them achieve their goals, and fostering a pleasant work environment. Worker happiness with their company, as well as their regular tasks and obligations, is referred to as job satisfaction. Expectations and

employee conduct in a company are both factors in job happiness. Employees experience success and a sense of accomplishment via their regular job tasks. Job satisfaction refers to one's emotions or mental condition while highlighting the nature of their profession (Rana & Singh, 2016). It can be evaluated on a global level (if the person is happy with the job overall) or a facets level (whether the person is happy with various elements of the job). Good physical and mental state can result from high levels of job satisfaction. Researchers have looked at several aspects of work because of their growing interest in employee behavior and its results.

Job satisfaction is defined as the level to which employees feel positively or negatively toward their jobs. It's about how content employees are with their employment and working environment is referred to as job satisfaction. An employee's positive emotional state towards their job is referred to as, and it aids the employee in carrying out the organizational role (Gohel, 2012). According to eidhead (2020), Job satisfaction is crucial for the proper application of empowerment through adapting modern corporate culture. Since happy workers in their positions will volunteer to assist others and do their responsibilities admirably

One of a company's most significant resources is workforce. This is the case since an effective business looks to hire qualified personnel. Job satisfaction is of great importance to an effective company and its employees as it has a great relevance for human health" given that most people spend a sizable amount of their working life at work. Along with its humanitarian value, there is also a great deal of interest in figuring out whether or not job happiness is linked to workplace behaviors like productivity, turnover, and absenteeism. If low productivity, employee turnover, and absenteeism are associated with declining levels of job satisfaction, it would appear economically prudent for the company to look into ways to boost job satisfaction in order to enhance work performance (Organ, 2010; Arathy & Biju, 2021).

Job satisfaction is an emotional state that arises from a cognitive evaluation of job events. Job satisfaction relates to how an employee feels about aspects of his or her job that are not immediately linked to the labor itself, whereas intrinsic job satisfaction refers to how a person feels about their whole employment. Job satisfaction is determined by both internal elements like as hard work, variety, and the opportunity to use one's own strengths, as well as external factors such as pay, promotions, and working conditions (Addis et al., 2018).

Job satisfaction may also be seen in the larger perspective of the variety of factors that influence a person's knowledge gained through actual job observation or their level of well-

being. The link between job satisfaction and other important aspects, including as overall well-being, workplace stress, workplace control, the impact of homework, and working circumstances, may be understood (Rana & Singh, 2016).

2.3. Gaps of Study

It can be concluded that many studies have been all over the world on the nexus of employee's empowerment and job satisfaction. Among other Saif and Saleh (2013), Abadi and Chegini (2013), Mehmet (2018), Orgambide and Almeida (2020), Arathy and Biju (2021), Ukil (2016), Girma et al. (2021), Addis et al. (2018), Tilahunmesele (2020), and Manonmani (2019) found the positive relationship between employee's empowerment dimensions and job satisfaction. However, Raja and Jawad (2012) and Addis et al. (2018) found a mixed effect of employee's empowerment on job satisfaction. They found job satisfaction positive and significant effected by responsibility, autonomy, and creativity but negatively influenced by access to information.

Further, Rana and Singh (2016) found the positive relationship of employee's empowerment and job satisfaction but their result revealed significant difference in empowerment and job satisfaction on the basis of age, gender, marital status, designation, income and experience, and educational qualification. On the other hand, the study of Kirsten (2013) and Fernandez and Moldogaziov (2013) shows job satisfaction is positively influenced by empowerment when the empowerment practices facilitate autonomy and vice-versa. Unlike most empirical studies Ammarsaleem and Iqerasheed (2014) and Nurga (2021) found the weak nexus of job satisfaction and employees empowerment dimensions. Differently Girma et al. (2021), Hotchkiss et al. (2015), and found Desalegn et al. (2015) job satisfaction is negatively related to poor working environment, insufficient resources, improper supervision, inadequate physical conditions, and lack of training opportunities. Also, Shiferaw (2015) showed professional growth and learning opportunities are the essential driver of employee satisfaction. Adopted from H. Spence Laschinger et al. (2010) and Spreitzer, G. M. (1995)

3. Material and Method

To investigate the effect of employee empowerment practices on employees' job satisfaction, the study was employed both descriptive and explanatory research design. This was reasoned by the nature of the topic being investigated dictates the design to be taken while performing the study, which requires quantitative explanation and justification.

Accordingly, descriptive research design was used to describe the respondent profiles, current situation of structural and psychological empowerment, and job satisfaction in selected private banks. Further, explanatory research design is design to show the extent of relationship of variables of interest. Thus, in this study Explanatory research design was used so as to show the causal and effect relationship between job satisfaction and components of structural and psychological empowerment.

To address the stated objectives, the researcher used mixed methods approach. Accordingly, qualitative approach was employed to offer insight about the level and situation of job satisfaction and its determinants in selected private commercial banks. The link between variables is examined and a theory is tested by using a quantitative research approach. To get a conclusion that can be applied broadly, it lays a larger focus on the numerical data and statistical test (Crosweel, 2007). Consequently, the study adopted a quantitative research technique in order to give a more thorough grasp of a research topic and repercussions of structural and psychological empowerment on job satisfaction.

To examine the effect of employee empowerment practices on employees' job satisfaction in selected private banks operate in Dire Dawa City, the study used Primary data. The required data were obtained from workers of selected private banks operates in Dire Dawa city in various banking positions through developing close ended questionnaires. To end this researcher was designed questionnaires with 5 point Likert scale type statement and include standard structured questionnaires.

To collect the required data, the study was prepared questioner that consists various types of questions such as multiple choice, closed ended questions. In doing so, the close ended questioner organized in the form of five point Likert scale. Accordingly, the opinion of respondents about a certain question was expressed by numerical vale by rating into strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). On the top of this, the researcher was undertook pilot test of the prepared questionnaires before distributing the questionnaire to the selected respondents. After doing the pilot test of the questionnaire the researcher was employed mailed questionnaire method of data collection. Since mailed questionnaire is advantageous in the case of large and vast study area, and when respondents are available in scattered area. Also, mailed questionnaire require less administration cost, enable the researcher to obtain data in less approachable respondents, free from interview bias, and similarity in data collection across respondents.

The study's target population included managers and non-managerial personnel working in a range of jobs at seven private banks (Abyssinia Bank, Dashen Bank, Awash International

Bank, Birehan Bank, Addis International bank, Buna Internation Bank, and Nib International Bank). These banks were chosen precisely because they have a longer history and more branches than other private banks in the Dire Dawa city administration. When determining the target population, the manageability, cost-effectiveness, and accessibility of the study's data are all considered. The study did not consider non-clerical personnel who are subcontracted to other enterprises, such as janitors, security guards, and couriers.

3.1. Model Specification

In order to show the causal and effect relationship of structural empowerment related variables (Access to opportunities, access to information, Access to support and access to resources) and psychological empowerment (meaningfulness, competence, self-determination and impact) and job satisfaction the study develop the empirical model based on the theoretical and empirical literature reviewed in chapter two. Accordingly, the estimated model is given by:

$$AJS = \beta_0 + \beta_1 AIN + \beta_2 ASP + \beta_3 ARS + \beta_4 AOPPC + \beta_5 AM + \beta_6 AC + \beta_7 ASD + \beta_8 AI + \epsilon_i \text{-----}$$

-- (1)

Where; JS is job satisfaction

AOPPC is access to opportunities, AIN is access to information, ASP is access to support, ARS is access to resources, AM is meaningfulness, AC is competence, ASD is self-determination, and AI is impact. The above model was estimated by ordinary least square (OLS) estimation techniques. OLS is an estimation technique which involves finding values of β_0 - β_3 by minimizing the residual sum of square. Further, OLS estimators are best, linear and unbiased estimators than other estimation techniques estimators (Gujarati, 2004).

After collecting the required data from the target population, data were edited, and coded in by entering data into Statistical Package for Social Science (SPSS) version 25.0. Then both descriptive and inferential methods of data analysis were used to analysis and interpret the collected data. Specifically, frequencies; mean; and standard deviation were employed for descriptive analysis. Side by side Pearson correlation and regression were used for inferential analysis so as to show the correlation and extent of relationship between job satisfaction and access to opportunities, access to information, and access to support, access to resources, meaningfulness, competence, self-determination, and impact.

4. Result and discussion

4.1. Multiple linear regression result

In this sub-section the multiple linear regression result and model summary of result of obtained from SPSS presented.

Table 1. Model summary

Models	R-	F=C	Df1	Df 2	f-c
Model estimation	.776	91.462	8	211	.000

Source: Own computation in SPSS, 2023

As presented in Table 1 there exist strong linear relationship between explanatory variables (access opportunity, access to supplies, access to resource, access to information, impact, meaningfulness, competence, and Self-determination) and dependent variable (Job satisfaction). The coefficient determination (R^2) is 0.77 which is higher than 0.5. The value of R^2 indicates 77% of the variation of the dependent variable is explained by the model.

meaning 77% the variation of job satisfaction is explained by the variation of access opportunity, access to supplies, access to resource, access to information, impact, meaningfulness, competence, and Self-determination. The R^2 is high, thus the model is fit the data well. This result confirms the Pearson correlation matrix since R^2 implicitly reveal the existence of strong association among dependent and independent variables.

4.2. ANOVA Regression Analysis

Presents the ANOVA analysis. The ANOVA analysis is performed so as to check the overall significance of slope /coefficients include in the model. Null hypothesis ANOVA analysis is explanatory variables are jointly insignificant/ coefficients are overall significant against the alternative hypothesis of coefficients are overall significant/at least one coefficient is departing from zero. Accordingly, the result shows that f-statistics is significant at one percent of level of significance (0.000). Thus, the researcher induces to accept the alternative hypothesis that concludes at least one coefficient of variables (access to opportunity, access to supplies, access to resource, access to information, impact, meaningfulness, competence, and Self-determination) have significant effect on job satisfaction. Meaning independent variables are jointly significant.

Table 2. Model summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	93.583	8	11.698	91.462	.000 ^b
	Residual	26.987	211	.128		
	Total	120.569	219			

Dependent Variable: Job Satisfaction

Predictors: (Constant), access to opportunity (AOPP), access to supplies (ASP), access to resource, Access to information (AIN), impact (AI), Meaningfulness (AM), Competence (AC0, and Self-determination (ASD).

Source: Own computation in SPSS, 2023

Report of the multiple linear regression line result

$$ASJ = -2.34 + 0.14AIN + 0.24ASP + 0.27ARS + 0.37AOPPC + 0.11AM + 0.3AC + 0.11ASD + 0.12AI$$

5. Conclusion

There were 544 target population for the study and the researcher took 231 sample using Yamane's (1967) sampling formula. From 231 respondents there are 220 (95% out of) respondents who were successfully responded. Regarding to the demographic variable of the respondent there are higher number of male employees, about 59.1% (130), followed by female 41.9% (90). By their age category there are high number of employees under the age between 31 to 40 which accounted 103 followed by the age of less than 31 which accounted 52, the age between 41 and 50 which accounted 47 and lastly the age of above 50 which accounted 18. More employees of the bank are degree holder (146) followed by Masters and above (74). Regarding to the work experience of the employees, more employees have experience between year three and year five followed by year under and including two year six and eight and finally the experience found nine and above year.

Most employees of the bank are married (141) followed by single (64), divorced (11) and widowed (4). There are a large number of employees their monthly salary is between birr 15,000 and 20,000 followed by the employees who have salary of above 20,000 and salary between 10,000 and 15,000. Based on the mean value self-determination have the highest mean value (4.43) followed by access to information (4.33), impact (4.30), access to support (4.06), access to opportunity (4.03), meaningfulness (3.95), competency (3.93) and access to resource (3.87). On the first three variables including self-determination, access to information and impact respondents level of agreement is very high. On the last five variable

access to support, access to opportunity, meaningfulness, competency and access to resource employees have very high level of agreement.

Since the values of cronbach's Alpha for all variables are greater than 0.75. Thus, reliability is assured. Consistently, the result of study shows the absence of perfect multicollinearity, hetrosedasticity, autocorrelation, and normality problem. Furthermore, the correlation and multiple linear regression result reveals the positive and significant effect of structural empowerment dimensions such as access to opportunity, access to supplies, access to resource, and access to information and psychological empowerment dimensions such as competence, impact, and meaningfulness on job satisfaction of employees of selected commercial banks. However, the effect of self-determination psychological empowerment dimension on job satisfaction of employees of selected commercial banks is insignificant but positive. In sense that self-determination dimension influence on job satisfaction of employees is very small.

6. Recommendation

The main objective of the study is to examine the effect of employees' empowerment on job satisfaction, in case of some selected private banks in Dire Dawa Administration. The researcher specifically elucidates the effect of structural employee empowerment and psychological employee empowerment on their job satisfaction. The effect of each structural employee empowerment mechanism including access to information, access to support, access to resource and access to opportunity also clearly identified and discussed. In addition, the effect of each psychological employee empowerment mechanism including meaningfulness, self-determination, impact and competency on the job satisfaction of employees is identified. The researcher is motivated to conduct this study because of there is no real and action research about the effect of employees' empowerment on job satisfaction, especially in Bank found in Dire Dawa Administration. The target Bank of the researcher includes Awash International Bank, Dashen Bank, Bank of Abyssinia, Berehan Bank, Addis International bank, Buna International Bank and Nib International Bank.

The responsible authorities such as members of board of directors, and district managers, in private commercial banks are recommended to increase access to opportunity through providing training and development sessions, exchanging jobs to acquire skills, creating career ladders based on skill, create chances to network employees in each level with colleagues, allowing employees to participate in special task forces, and offering educational

opportunity. Also, the responsible authorities in private commercial banks have to increase the supplies of resource by offering adequate supplies and responsibly used, providing enough time and resources to accomplish employees task, formulating proposals to obtain funding the required supplies, and promote staff involvement in resource decisions making process.

Side by side, private banks are recommended to raise support to employees in the work place through supporting and enhancing collegiality and collaboration among staff, provide support for employees when they need, provide specific timely feedback and recognition for achievements of employees, and create synergies of skilled and less skilled employees. In addition, private banks should provide information to employees by sharing of essential information required by employees; offering timely information/offering information at right time; encourage open communication among ordinary staff and boss; and accessing information to employees about the goals, vision, strategy and the implemented action plan.

Consistently to structural empowerment dimension, the main finding indicates the positive effect of psychological empowerment dimensions on job satisfaction. Thus, the responsible authorities in private commercial banks recommended enhancing competence dimension of employee's empowerment by giving freedom to employees to decide on their task, providing opportunity for self-improvement and autonomy, supporting employees to mastered their skills necessary for work task, allowing enough scope for the job, and improving the confidence of about their job and ability. Beyond this private banks should increase the influence of employees in their department and making them a part of the occurrence of events and accountable what happened in their department, and considering the suggestion and opinion of employees at department level could raise the impact dimension of empowerment and hence job satisfaction. Last but not the least, the responsible bodies in private commercial banks recommended increasing the meaningfulness dimension of empowerment by making employees to feel the work and job they do is essential for the company and themselves and induce employees to take about the joy in their job.

Acknowledgment

The author would like to express sincere gratitude to the management and employees of the selected private banks in Dire Dawa City for their cooperation and willingness to participate in this research. Their insights and honest responses were instrumental in generating meaningful findings. The author also extends appreciation to academic advisors and colleagues for their continuous guidance, support, and constructive feedback throughout the research process.

Special thanks are also due to institutions and individuals who provided relevant resources and assistance that contributed to the successful completion of this study.

Conflict of Interest

The author declares that there is no conflict of interest regarding the publication of this article. The research was carried out independently, and no financial, institutional, or personal relationships influenced the study's design, implementation, or conclusions.

Reference

- Ahmed, M., Tolera, M. & Angamo, M. (2013). . Assessment of job satisfaction among Pharmacy professionals in Southwest Ethiopia. .
- Alina Jleana Petres cu, R. S. (n.d.). Human resources Management practices and workers job satisfaction, *International journal of manpower*, Vol. 29, No.7 2008 pp. 651-667.
- Arathy, C. & Biju, A. (2021). Are Bank Employees Psychologically and Structurally Empowered? an Assessment from the Indian Banking Sector. , . (2021). *Employee Responsibilities and Rights Journal*, 463–485.
- Armstrong, M. (2001). *Human Resource Management Practice: Handbook*, 8th Edition. London: Kegan Page Ltd.
- Arthur, J. (1994). Effects of human resource systems on manufactured performance and turnover. . In *the Academy of management Journal*, 670-870.
- Atinmo, M. I. (n.d.). "Some factors affecting job satisfaction in Nigerian library positions", *Careers*, Vol. 4 pp.107.
- Aziri, B. (2011). Job satisfaction: a literature review., *Management Research And Practice*, 3(4), 77-86.
- Beardwell. I & Holden, L. (. (n.d.). *Human Resource Management: A Contemporary Approach* 3rd Edition, London. Prentice Hall. .
- Boamah, S. A., Spence Laschinger, H. K., Wong, C., & Clarke, S. (2017). Effect of transformational leadership on job satisfaction. *Nursing outlook*, 1-10.
- Brickman, P. (n.d.). "Adaptation level determinants of satisfaction with equal and unequal outcome distributions in skill and chance situations", *Journal of Personality and Social Psychology*, Vol. 32 pp.191-8.
- Cheung, C. K. (n.d.). "Job Satisfaction, Work Values, and Sex differences in Taiwan's Organizations". *The Journal of Psychology*, 133 (5), 563-575.
- Cranny, C. J. (n.d.). *Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance*. New York: Lexington Books.
- Davar V, S. M. (n.d.). *Banking services marketing*, Tehran, Negahe Danesh publication.

- Desalegn, N., Akalu, L., & Haile, M. (2015). Ethiopian Anesthetists Job Satisfaction Level and Factors Affecting Their Level of Job Satisfaction. *Journal of Anesthesiology*, 3(5), 17-24.
- Elnaga, A. & Imran. (2014). The Impact of Employee Empowerment on Job Satisfaction. *American Journal of Research Communication*, 2(1), 13-26.
- George, E. & Z. K.A. (2018). . An Overview of Employee Empowerment in the Banking Sector. .
- Girma, B., , Nigussie, J., Alemayehu Molla, M2 and Mareg, Moges. (2021). Health professional's job satisfaction and its determinants in Ethiopia: a systematic review and meta-analysis . *Archives of Public Health* , 1-12.
- Girmay Aklilu, (. (n.d.). The Impact of Employee Empowerment on Job Satisfaction of Commercial Banks of Ethiopia, Dire Dawa Branch. *Diredawa, Ethiopia: Research Journal of Finance and Accounting*, Vol.9, No.11, 2018.
- Gruban, B. (2010). Brez motiviranih in zavzetih zaposlenih lahko na uspeh preprosto kar pozabimo. *Ekonomika demokracija*, 14(2), 3–6.
- Hamermesh D. (2001). (n.d.). The changing distribution of job satisfaction. *Journal of Human Resources* 36, 1-30.
- Health, A. o. (n.d.). Health professional's job satisfaction and its determinants. *Health professional's job satisfaction and its*.
- Hotchkiss, DR., Banteyerga, H., & Tharaney, M. ((2015). Job satisfaction and motivation among public sector health workers: evidence from Ethiopia. *Human Resource Health.*, 13(1).
- Jazini A, (. (n.d.). Factors affecting empowerment of Naja staff officers, police knowledge periodical, 8(4): 9-25.
- Jim Durcan (1974). (n.d.). Organizational climate: A review of theory and research', *Psychological Bulletin*, vol. 81, no. 12, pp. 1096-1112.
- Jin-Liang, W. (. (n.d.). The influence of psychological empowerment on work attitude and behaviour in Chinese organizations': *Journal of Business Management*, Vol. 6(30) : 8938-8947.
- Johan. E. Mathien and James L. (1991). (n.d.). Farr further evidence for the discriminate validity of measures of organizational commitment, job involvement and job satisfaction, *Journal of applied psychology* Vol. 76, No.1, 127-133.
- K.K.Jain, F. V. (n.d.). "Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil", *International Lanka*", *GITAM Journal of Management*, Vol. 6, Issue-2, April-June 2008,.
- Kandula, S. R. (n.d.). Employee Involvement and Empowerment for Business Results: A Study of Power Grid': *Indian Journal of Industrial Relations*, Vol. 39(4) : 520-529.
- Karl, K. A. (n.d.). "Job Values in Today's Workplace: A Comparison of Public and Private Sector Employees". *Public Personnel Management*, winter, 27(4), 515-528.

- Kumar, N., & Garg, P. . (2011). Impact of motivational factors on employee's job satisfaction- A study on some selected organization in Punjab. . *Asian journal of management research*, 2(1), 672-683.
- Locke, E. (. (n.d.). "The Nature and Causes of Job Satisfaction", in *Handbook of Industrial/Organizational Psychology* Edited by M.D. Dunnette (Chicago: Rand McNally, 1976): 901-9
- Malcolm, P. (1992). *Career Development Helps To Realize Potential*. Management Development Review.
- Manonmani, A. (2019). The impact of employee empowerment on job satisfaction in banking sector in case of Thanjavur district. , 6(5), . *Journal of Emerging Technologies and Innovative Research*(6), 2349-5162.
- Marchington, M. G. (n.d.). "New developments in employee involvement". Employment Department Research Series N'o.2. Manchester. Manchester School of Management.
- McMahon, W. P. (2006). *The Systems Theory Framework Of Career Development And Counseling: Connecting Theory And Practice*. . *International Journal for the Advancement of Counselling* , 153-166.
- Mohammadi, M. (. (n.d.). *Ways evaluation empowering employees*. Birjand University :Tehran.
- Nurga. (2021). *Preceived effect of employee empowerment on job satisfaction in the case of Bank of Abyssinia s.c. Addis Ababa University, Addis Ababa, Ethiopia*. Addis Ababa, Ethiopia.
- Obiekwe, O, Obibhunun, L., & Omah, O. (2019). Impact of employee job satisfaction on organizational performance. *Academic Journal of Current Research*, 6 (12), 3244 – 5621.
- Orgambidez, A. a. (2020). *International Journal of Nursing Studies*. Exploring the link between structural empowerment and job satisfaction through the mediating effect of role stress.
- Rahman I. Masud, G. B. (n.d.). *Where the Job Satisfaction of Bank Employees*.
- Raja, S., Abraiz, A., Tabassum, T. & Jawad, M. (2012). Empowerment effects and employees job satisfaction. *Academic Research International*, 3(3), 2223-9944.
- Reinharth, L. & (. (n.d.). Expectancy theory as a predictor of work motivation, effort expenditure, and job performance. *Academy of Management Journal*, 18(3), 520-537.
- Rhodah Nyasani Makinda, J. K. (n.d.). *An Assessment of Employee Empowerment on Organizational Performance, A Survey of Selected Banks in Nakuru Town*.
- Risambessy, A., Swasto, B., Thoyib, A., & Astuti, E. (n.d.). , 2012. *The Influence of Transformational Leadership Sty Motivation, Burnout towards Job Satisfaction and Employee Performance*. *J. Basic. Appl. Sci. Res*, 2(9), 8833-884.
- Saira, Mansoor, S., & Ali, M. . (2021). Transformational leadership and employee outcomes: the mediating role of psychological empowerment. *Leadership & Organization Development Journa*, 42(1), 130–143.

- Schneider, D. &. (n.d.). A comparison of job satisfaction between public and private [Electronic version]. *Public Administration Quarterly*, 17(1), 68-84.
- Shelton, S. (2001). the effects of employee development programs on job satisfaction and employee retention. . *International journal of business and public management*, pp.10-60.
- Srisvata, S. (. (n.d.). An empirical study of job satisfaction and work adjustment in public sector personnel's. *Prestige Journal of Management and Research*, 5(2) 184-189 69 *view of Business Research Papers*, Vol. 3, Issue-5, November 2007, Pg. (193-208).
- Suneja & Swati, 2. (n.d.).
- Suriadnyana, I. G. (2020). The efect of employee empowerment and work stress on employee organiza tional commitment mediated by job satisfaction (Case study of fnancial services cooperatives in Den pasar). *Jurnal Ekonomi Dan Bisnis Jagaditha*, 7(2), 7 92–103.
- Tenaw T , Siyoum , M., Tsegaye, B., Biku, T., and Workneh, Z. (2021). Health Professionals Job Satisfaction and Associated Factors in Ethiopia: A Systematic Review and Meta-analysis . *Health Services Research and Managerial Epidemiology*, 8, 1-12.
- Urmi Nandan Biswas (1998). (n.d.). "Life style stressors, organizational commitment, job involvement and perceived organizational effect".
- Varma, C. (2018). importance of employee motivation & job satisfaction for organizational performance. *International Journal of Social Science & Interdisciplinary Research*, 6 (2), 10-20.
- Vaughan, W. D. (n.d.). "A study of job satisfaction in six university libraries", *College and Research Libraries*, Vol. 35pp.163.
- Vroom, J. (. (n.d.). Involvement, job satisfaction and job performance personnel psychology, 59,616-622<http://www.libraryjournal.com/article/CA6533042.htm>.
- Wilkinson, A. (1997). Empowerment: theory and practice.,. *International Thomson*, personal review, 27(1), 40-56.
- Wolf, M. G. (n.d.). Need gratification theory: A theoretical reformulation of job satisfaction/dissatisfaction and job motivation. *Journal of Applied Psychology*, 54(1), 87-94.
- Yazdani, B. O. (n.d.). Factors affecting the Empowerment of Employees.*European Journal of Social Sciences*, 20 (2), 267-274.
- Yih Chung, J. (. (n.d.). "A study if job satisfaction in Taiwan." *Dissertation Abstracts International*, A 53/05, p.1689 November, 1992.



Harla Journal of Sustainable Development in Business and Economics gives access to this work open access and licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

[\(Creative Commons Attribution-NonCommercial 4.0 International License\)](https://creativecommons.org/licenses/by-nc/4.0/)