

Employee Empowerment and Job Satisfaction: An Empirical study in IT Industry

Prof. (Dr). Surekha Rana, Vandana Singh

KGC, Dehradun, Department of Management Studies Gurukul Kangri University Haridwar, Uttarakhand, India

ABSTRACT:- The purpose of this study is to determine the relationship between employee empowerment and job satisfaction in IT industry. This study examines the influence of demographic factors in empowerment and job satisfaction. The sample was 475 employees from five top IT industries in India. The questionnaire comprising 45 statements was used for collection of data. The questionnaire was distributed amongst professionals of IT industry in Delhi (NCR) region. SPSS was used for the analysis. Correlation results indicate that employee empowerment and the empowerment dimensions had a positive and significant relationship with job satisfaction. The results also confirm a significant difference in empowerment and job satisfaction on the basis of demographic factors: gender, age, marital status, educational qualification, designation, income and experience. Age, educational qualifications and experience had a significant difference in empowerment, whereas, others indicated no significant difference in empowerment of IT professionals. Age, marital status, educational qualifications and experience had a significant difference in job satisfaction, whereas, others had no significant difference in job satisfaction of IT professionals in IT industry.

Keywords: *Employee Empowerment, Job Satisfaction, IT industry.*

I. INTRODUCTION

Employee empowerment is a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities (Hass, 2010). Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Employee Empowerment has received recognition in management circles because it is one of the fundamental elements of managerial and organizational effectiveness that increase when power and control are shared in the organization (Ergeneli et al., 2007). Today, more than seventy percent of organizations have adopted some kind of empowerment initiative at least for a part of their workforce (Lawler, Mohrman and Benson, 2001). In the last decade, empowerment has become particularly important for services, aiming to control or enhance service quality and customer satisfaction at the point of service production (Klidas et al., 2007).

Many managers and organizations think that they understand the term employee empowerment, but only few can actually do, and actually only fewer put it into practice. By empowering, employees feel the responsibility to lead and control the organization. In a current competitive world, employees are one of the important tools for the development and survival of the organization and for achieving its goals and objectives. Employees are the most valuable asset of the organization. Empowerment means encouraging the people to make decisions with the least intervention from higher management (Handy, 1993). Empowerment is a new concept in the organization and management, which attracts many employees. Employee empowerment starts with the concept of strategic fit between people, tasks, technology and organization structure. Empowered employees depict more trust in their managers. Empowerment practices are often implemented with the hope of overcoming worker dissatisfaction and reducing the costs of absenteeism, turnover and poor quality working condition. This concept is developed to define on beliefs and understanding of employees about their job role in the organization. Conger and Kanungo (1988), believe that empowering others does not only enhance the function of organizations, but also enhances productivity. Employee self-efficiency need to increase for the betterment of the organization (Conger and Kanungo, 1988).

Job satisfaction is the terminology used to depict employees' happiness, satisfaction and fulfillment of their desires, needs and wants at work. Numerous measures imply that employee job satisfaction is a variable in employee motivation, employee goal accomplishment, and positive employee morale in the workplace. Job satisfaction is workers contentment with their organization and their daily duties and responsibilities. Job satisfaction includes expectations and employee behaviour in an organization. It is the sense of achievement and success that employees feel with their daily work routine. Job satisfaction is in regard to one's feelings or state of mind highlighting their nature of work. It is the extent of contentment of individual with her or his job, in

other words, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facets level (whether or not the individual is satisfied with different aspects of the job). Hersey and Blanchard (1989) stated, "measuring job satisfaction removes a gap and discrepancies between the viewpoints of supervisors, managers and staff about job satisfaction factors in working condition or environment". High level of job satisfaction can lead to good health and mental position. The growth of interest of researchers in employee behavior and its outcomes has caused them to investigate different facets of the job. According to a study, job satisfaction is one of the most researched variables in industrial/organizational psychology. Job satisfaction is an emotional state emerging from a cognitive appraisal of job experiences. Intrinsic job satisfaction is about how an employee feels about his or her job while extrinsic job satisfaction is about how an employee feels about the aspects of his or her work that are external to the work itself. Intrinsic rewards such as challenging work, variety and opportunity to use one's own skills and extrinsic rewards such as pay, promotion and working conditions contribute to job satisfaction. Job satisfaction can also be seen within the broader context of the range of outlet which affects an individual knowledge resulting from actual observation of work or their quality of their life. Job satisfaction can be understood in term of its relationships with other key factors, such as general wellbeing, stress at work, control at work, homework interface, and working conditions.

Relationship between Empowerment and Job Satisfaction: Empowerment has now become an imperative for the organizations, especially for those who want to win external pressures with the help of their workforce support. Until the employees do not feel empowered they are not satisfied with their jobs. Empirical studies have depicted the empowerment as a significant predictor of job satisfaction. Empowered employees are more satisfied with their jobs (Spreitzer, Kizilos and Nason, 1997). A number of researchers have focused on the study of relationship of empowerment and job satisfaction (Fuller, 1999). Empowerment can affect job satisfaction to a particular extent (Bakker and Schaufeli, 2008; and Laage, 2003). The study conducted by Dickson and Lorenz, (2009) concluded that meaning, impact and self-determination cognitions of empowerment were positively associated with job satisfaction while competence cognition was not; nevertheless, an overall empowerment was found positively associated with job satisfaction. Researchers have come across the relationship of four cognitions of empowerment with different outcomes, but results have varied from one study to another (Carless, 2004; and Liden, Wayne and Sparrowe, 2000). Rana and Singh, (2016); Choong and Lau (2011); and Ning, Zhong, Libo and Qiuji (2009) stated significant and positive relationship between employee empowerment and job satisfaction in their research studies.

II. LITERATURE REVIEW

Rana and Singh (2016) survey results indicated that employee empowerment had a positive and significant relationship with job satisfaction in manufacturing industry. The results also confirm a significant difference between male and female employee empowerment and job satisfaction level, male employees were more satisfied with their jobs as compared to female employees. *Heather (2015)* concluded that authentic leaders played an important role in creating empowering professional practice environments that fostered high-quality care and job satisfaction. *Elnaga and Imran (2014)* based on descriptive study, developed three main guideline to create effective empowerment which led to a high degree of job satisfaction. And gave general guidelines for empowering Managers, delegation and participative leadership. *Saif and Saleh (2013)* stated that employees in Jordanian private hospitals perceived themselves as highly empowered and experienced a high level of satisfaction. Their study also indicated that 56% of the variation in employee satisfaction resulted from the implementation of psychological empowerment. The study also recognized the need to continue the implementation of psychological empowerment. *Abadi and Chegini (2013)* showed that empowerment and its dimensions that include access to information, reward systems, self-determination and competence, had a significant positive relationship with job satisfaction. *Shadpoor (2013)* results of the study showed that there was a meaningful, positive relationship between the empowering and job satisfaction of employees. *Sparks (2012)* results revealed that the Baby Boomer nurses reported higher mean total psychological empowerment scores than Generation X nurses. This meant that there were significant differences among the generations' psychological empowerment scores. But the result did not show any differences in total job satisfaction scores between the generations. *Choong and Lau (2011)* study results showed that empowerment and the four cognitions of empowerment: meaning, competence, self-determination and impact showed relationship with the job satisfaction. *Ning, Zhong, Libo and Qiuji (2009)* stated that job satisfaction items revealing most dissatisfaction were workload and compensation, professional promotion, amount of work responsibility, work environments, and organizational policies. A statistically significant positive correlation was found between empowerment and job satisfaction. The demographic factors influencing empowerment were work objectives and age. The influencing factors for job satisfaction were work objectives and education level. *Wilson and Crowe (2008)* found that a therapeutic relationship between nurse and patient was the main source of satisfaction for the

nurse. The nurses exhibited a higher level of job satisfaction and workplace empowerment. *Laschinger, et al., (2007)* concluded that higher quality relationships with their immediate supervisor were associated with greater structural and psychological empowerment and consequently, greater job satisfaction of managers. *Holdsworth and Cartwright (2003)* revealed that call centre agents perceived themselves as less empowered than other workers in a traditional office environment. The empowerment dimensions of meaning, impact and particularly self-determination, seemed to directly influence job satisfaction but not health. *Manojlovich, et al., (2002)* results revealed that structural and psychological empowerment predicted 38% of the variance in job satisfaction. *Ripley and Ripley (1992) and Spatz (2000)* stated that empowerment enhanced the responsibilities as well as employee motivation in their daily work, improved satisfaction, service quality, loyalty of employees and productivity giving them self-respect and increased quality of product & productivity and decreased the employee turnover.

Objectives of the study

- i. To analyze the significant difference in empowerment and job satisfaction on account of demographic factors.
- ii. To study the relationship between job satisfaction and empowerment.
- iii. To examine the relationship between empowerment dimensions (meaning, competence, self-determination and impact) and job satisfaction of employees.

Hypotheses

H₀1: There is no significant difference in empowerment and job satisfaction on account of demographic factors.

H₀2: There is no significant relationship of empowerment with job satisfaction.

H₀3: There is no significant relationship of empowerment dimensions with job satisfaction.

III. RESEARCH METHODOLOGY

Research Design

On the basis of the NASSCOM report (2013-2014) of IT industry, five top industries that gave their consent for the participation in this study, were approached by the researcher for the purpose of data collection.

Sampling

The sample size considered for present survey was 150 respondents from each IT industry. In total 750 questionnaires were distributed among employees of IT industry in Delhi NCR region, 553 were collected and out of them 78 were termed as inappropriate and finally 475 were identified as valid samples to carry further research. The respondents were executives and managers. The researcher further used convenience sampling to collect data from employees of IT industry. The survey was conducted by distributing the questionnaire amongst employees of concerned sector. The questionnaire comprised of three sections, the first section solicited demographic detail about respondents i.e. gender, age, marital status, educational qualifications, designation, income and experience. Whereas, the second part comprised of employee empowerment and third part of job satisfaction. The questionnaire measured on 5 point Likert scale, where 5 indicates strongly agree and 1 strongly disagree.

Data Analysis

The Statistical Package of Social Science (SPSS) was used for analysis. Independent Sample t-test, ANOVA and Correlation were applied to data analysis.

Results

Differences in the empowerment and job satisfaction of employees were analyzed on the basis of demographic variables. Based on various test results are summarized as below. A sample of 475 respondents has been taken for the study. Out of the total 475 respondents, 365 were male and 110 were female participants. Both male and female respondents' age ranged from 25 years to 45 years. Maximum 256 were married while rest unmarried employees. The majority of the respondents belonged to income group of 25,000-50,000 ₹/month and 0-5 years of job experience.

Empowerment	N	Mean	Std. Deviation	F-value/ t-test value	Sig.

Gender	Male	365	54.91	9.095	2.103	.520
	Female	110	52.85	8.548		
Age	25 or younger	73	52.12	9.724	4.801	.003
	25 – 35	361	55.10	8.751		
	35 – 45	32	54.44	9.682		
	45 or older	9	46.33	1.000		
Marital Status	Unmarried	219	55.40	8.801	2.170	.460
	Married	256	53.61	9.110		
Educational Qualifications	Graduate	265	52.93	9.420	9.154	.000
	Post-graduate	205	56.42	8.094		
	Doctorate	5	52.20	7.120		
Designation	Manager	196	54.41	9.467	-.047	.062
	Executive	279	54.45	8.682		
Income	₹. 25,000 - 50,000	267	54.02	9.203	.682	.563
	₹. 50,000 - 75,000	125	55.36	8.390		
	₹. 75,000 - 100,000	68	54.16	9.163		
	Above ₹. 100,000	15	55.20	9.930		
Experience	0 years – 5 years	229	54.89	9.070	6.049	.000
	5 years – 10 years	204	55.03	9.062		
	10 – 15 years	34	49.68	6.879		
	Above 15 years	8	46.25	1.389		

Table 1: ANOVA and t-test statistics for Empowerment on the basis of Demographic factors

As revealed in table 1, Age ($F = 4.801, p = .003 < 0.05$), Educational Qualifications ($F = 9.154, p = .000 < 0.05$) and Job Experience ($F = 6.049, p = .000 < 0.05$) had a significant difference in the empowerment of professionals in IT industry. Therefore, the null hypothesis is rejected. This study reveals that there is a significant difference in empowerment of professionals in IT industry on account of demographic factors. Whereas, Gender ($t = 2.103, p = .520 > 0.05$), Marital Status ($t = 2.170, p = .460 > 0.05$), Designation ($t = -.047, p = .062 > 0.05$) and Income ($F = .682, p = .563 > 0.05$) revealed no significant difference in empowerment of IT industry professionals. Therefore, null hypothesis is accepted.

Employees in the age group of 25-35 year were more empowered than other age groups. Therefore, it can be deduced that in the age group of 25-35 years professionals were more empowerment in IT industry than the other age group of 35-45 years, below 25 years and above 45 years.

Table 2: ANOVA and t-test statistics for Job Satisfaction on the basis of Demographic factors

Job Satisfaction		N	Mean	Std. Deviation	F-value/ t-test value	Sig.
Gender	Male	365	69.56	10.624	1.332	.081
	Female	110	68.06	9.143		
Age	25 or younger	73	65.85	7.657	4.566	.004
	25 – 35	361	70.18	10.427		
	35 – 45	32	66.69	13.367		
	45 or older	9	66.67	2.784		
Marital status	Unmarried	219	69.36	9.258	.289	.044
	Married	256	69.09	11.149		
Educational Qualifications	Graduate	265	68.61	10.409	4.410	.013
	Post-graduate	205	70.25	10.064		
	Doctorate	5	58.20	7.120		
Designation	Manager	196	69.66	10.773	.802	.109
	Executive	279	68.89	9.980		
Income	₹. 25,000 -	267	69.14	10.324	1.743	.157

	50,000					
	₹. 50,000 - 75,000	125	70.19	10.602		
	₹. 75,000 - 100,000	68	67.06	9.562		
	Above ₹. 100,000	15	72.00	10.078		
Experience	0 years – 5 years	229	69.77	9.378	7.057	.000
	5 years – 10 years	204	69.94	11.047		
	10 – 15 years	34	61.65	10.051		
	Above 15 years	8	66.88	3.044		

Table 2 show that Age ($F = 4.566, p = .004 < 0.05$), Marital Status ($t = .289, p = .044 < 0.05$), Educational Qualifications ($F = 4.410, p = .013 < 0.05$) and Job Experience ($F = 7.057, p = .000 < 0.05$) had a significant difference in the job satisfaction of professionals in IT industry. Therefore, the null hypothesis is rejected. This study reveals that there is a significant difference in job satisfaction level in IT industry on account of demographic factors. Whereas, Gender ($t = 1.332, p = .081 > 0.05$), Designation ($t = .802, p = .109 > 0.05$) and Income ($F = .1743, p = .157 > 0.05$) revealed no significant difference in job satisfaction of IT industry professionals. Therefore, null hypothesis is accepted.

Employees in the age group of 25-35years had the highest mean score for the job satisfaction. Therefore, it can be deduced that 25-35 years aged professionals were more satisfied in IT industry than the professionals in the other age group of 35-45 years, above 45 years and below 25 years

Table3: Correlation between Empowerment and Job Satisfaction

		Job Satisfaction	Empowerment
Job Satisfaction	Pearson Correlation	1	.584**
	Sig. (2-tailed)	-	.000
	N	475	475

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

Table 3 results show that, the correlation between empowerment and job satisfaction is 0.584 which indicates that there exists a positive relationship between empowerment and job satisfaction at 0.01 level of significance. On the basis of above result the null hypothesis is rejected (i.e. There is no significant relationship between empowerment and job satisfaction of the employees).

Table 4: Correlation between Empowerment dimensions and Job satisfaction

	Job Satisfaction	Meaning	Competence	Self-determination	Impact
Job Satisfaction	1	.570**	.475**	.607**	.648**

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

Table 4 depicts the results of correlation analysis between the empowerment dimensions and job satisfaction in IT industry. The results indicate that there is a positive and significant correlation between empowerment dimensions and job satisfaction. The relationship of job satisfaction with empowerment dimensions impact ($r = .648, p < 0.01$) is high followed by self-determination ($r = .607, p < 0.01$), meaning ($r = .570, p < 0.01$) and competence ($r = .475, p < 0.01$).

IV. CONCLUSION

The literature suggests that empowerment has an expressive role in many service organizations, including IT sector. The present study examined the relationship of employee empowerment with job satisfaction and difference in empowerment and job satisfaction on account of demographic factors in IT sector. Four dimensions were used to assess employee empowerment: meaning, competence, self-determination and impact. On the basis of analysis, it was concluded that employee empowerment had a positive and significant relationship with employee job satisfaction and the findings were consistent with the findings of the studies conducted by Carless, (2004); Seibert, et al., (2004); Hechanova, et al., (2006) and Rana and Singh, (2016). Empowerment dimensions: meaning, competence, self-determination and impact revealed positive significant relationship with job satisfaction. AbadiandChegini(2013) stated empowerment and its dimensions, access to information, reward systems, self-determination and competence had a significant positive relationship

with job satisfaction. Rana and Singh (2016) study showed that employee empowerment had a positive and significant relationship with job satisfaction. However, in another study competence dimension of empowerment has revealed insignificant relationship (Saif and Saleh, 2013).

Further, it has been observed that there was a significant difference in empowerment on the basis of age, educational qualifications and experience. However, there was no significant difference on the basis of gender, marital status, designation and income in the empowerment of professionals in IT industry. These results are consistent with the findings of previous researches (Wallach & Mueller, 2006; Ning, Zhong, Libo, & Qiujie, 2009; Ayupp & Chung, 2010; Bajjal, 2013; and Yilmaz, 2015). Kaymakc and Babacan (2014) indicated that there was no significant difference in empowerment on the basis of gender, tenure, education level, and title. There was a significant difference in job satisfaction among IT professionals on the basis of age, marital status, educational qualifications and experience. However, there was no significant difference on the basis of gender, designation and income in the job satisfaction of professionals in IT industry. Ning, et al. (2008); Soonhee, (2009); Akbar, et al. (2011); Kumar, (2014) and Rana and Singh (2016) revealed that on the basis of demographic factors gender, age, and education significant difference in job satisfaction was seen. Khera (2015) stated no significant difference on grounds of gender variability on job satisfaction. Schroder (2008) findings reflected that overall job satisfaction was influenced by age, educational level and different occupational level had different internal and external level of job satisfaction.

V. RECOMMENDATIONS

IT industry in Delhi NCR region is facing many problems for the last few years such as the increasing number of new entrants/competitors, economic conditions, political instability and energy crises. The factors have affected the corporate industry in general and IT industry specially. This study contributes to overcome the problems of employee empowerment in IT industry and give a fair idea that employee satisfaction can be achieved through empowerment. The present study will help to improve the process of empowering employees in IT sector. Almost all firms have recognized the importance of increased employee performance and satisfaction for organizational sustainability and development. All organizations expect a committed workforce, who can define their objectives and set the means for achievement (Carter, J.D.T 2009). This is possible only by empowered workforce. Since we have seen employee empowerment as an important factor that enhances employee job satisfaction, it is recommended that further studies should be carried at the various levels with larger sample size, and by varied additional more demographic factors in the study. Further, the study when carried out at larger scale, surely will enhance the applications in the field of research and implementation in industry worldwide.

REFERENCES

- [1] Abadi, M.V.N.A., & Chegini, M.G. (2013). The relationship between employees empowerment with job satisfaction in Melli Bank of Guilan Province. *Arabian Journal of Business and Management Review (OMAN Chapter)*, 2(12), 71-79.
- [2] Akbar, S.W., Yousaf, M., Haq, N.U., & Hunjra, A.I. (2010). Impact of employee empowerment on job satisfaction: An empirical analysis of Pakistani service industry. *Interdisciplinary journal of contemporary research in business*, 2.
- [3] Ayupp, K., & Chung, T.H. (2010). Empowerment: Hotel employees' perspective. *Journal of Industrial Engineering and Management*, 3(3), 561-575.
- [4] Baker, S., Fitzpatrick, J., & Griffin, M. (2012). Empowerment and job satisfaction in associate degree nurse educators. *Nursing Education Research*, 32(4), 234-239.
- [5] Bakker, A.B., & Schaufeli, W.B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior*, 29(2), 47-154.
- [6] Carless, S.A. (2004). Does psychological empowerment mediate the relationship between psychological climate and job satisfaction?. *Journal of Business and Psychology*, 18(4), 405-425.
- [7] Carter, J.D.T. (2009). Managers empowering employees. *American Journal of Economics and Business Administration*, 1(2), 39-44.
- [8] Choong, Y.O., & Lau, T.C. (2011). The effect of psychological empowerment on job satisfaction: The development of conceptual framework. *International Journal of Academic Research*, 3(2), 873-878.
- [9] Conger, J.A., & Kanungo, R.N. (1988). The empowerment process: Integrating theory and practice. *Academy Management Review*, 13(3), 471-482.
- [10] Dickson, K.E., & Lorenz, A. (2009). Psychological empowerment and job satisfaction of temporary and part-time nonstandard workers: A preliminary investigation. *Institute of Behavioral and Applied Management*, 10(2), 166-191.
- [11] Elnaga, A.A., & Imran, A. (2014). The impact of employee empowerment on job satisfaction theoretical study. *American Journal of Research Communication*, 2(1), 13-26.
- [12] Ergeneli, A., Ari, G.S., & Metin, S. (2007). Psychological empowerment and its relationship to trust in immediate managers. *Journal of Business Research*, 60(1), 41-49.
- [13] Fuller, J.B., Morrison, R., Jones, L., Bridger, & Brown. (1999). The effects of psychological empowerment on transformational leadership and job satisfaction. *Journal of Social Psychology*, 139(3), 389-391.

- [14] Haas, M.R. (2010). The double-edged swords of autonomy and external knowledge: Analyzing team effectiveness in a multinational organization. *The Academy of Management Journal*, 53, 989-1008.
- [15] Handy, M. (1993). Feeling the victims Total Quality Management, 11.
- [16] Heather, S.L. (2015). Linking nurses' perceptions of patient care quality to job satisfaction: The role of authentic leadership and empowering professional practice environments. *Journal of Nursing Administration*, 45(5), 276-283.
- [17] Hechanova, M.R.M., Alampay, R.B.A., & Franco, E.P. (2006). Psychological empowerment, job satisfaction and performance among Filipino service workers. *Asian Journal of Social Psychology*, 9, 72-78.
- [18] Holdsworth, L., & Cartwright, S. (2003). Empowerment, stress and satisfaction: An exploratory study of a call centre. *Leadership & Organization Development Journal*, 24(3), 131-140.
- [19] Kumar, A. (2014). An Empirical study: Relationship between employee motivation, satisfaction and organizational commitment. *International Journal of Management Business Research*, 4(2), 81-93.
- [20] Laage, L. (2003). Psychological empowerment, job satisfaction and organizational commitment in a chemical industry. Master Dissertation. Potchefstroom University.
- [21] Laschinger, H.K.S., Purdy, N., & Almost, J. (2007). The impact of leader member exchange quality, empowerment and core-self-evaluation on nurse managers' job satisfaction. *Journal of Nursing Administration*, 37(5), 221-225.
- [22] Lawler, E.E., Mohrman, S.A., & Benson, G. (2001). Organizing for high performance: Employee involvement, TQM, reengineering, and knowledge management in the fortune 1000. San Francisco: Jossey-Bass.
- [23] Liden, R.C., Wayne, S.J., & Sparrowe, R.T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships and work outcomes. *Journal of Applied Psychology*, 85(3), 407-16.
- [24] Manojlovich, R.N., & Laschinger, H.K.S. (2002). The relationship of empowerment and selected personality characteristics to nursing job satisfaction. *Journal of Nursing Administration*. 32(11), 586-595.
- [25] Ning, S., Zhong, H., Libo, W., & Qiujie, L. (2009). The impact of nurse empowerment on job satisfaction. *Journal of Advanced Nursing*, 65.
- [26] Rana, S., & Singh, V. (2016). Employee empowerment and job satisfaction: An empirical study of manufacturing sector. *International Journal of Business and Quantitative Economics and Applied Management Research*, 2(9), 75-80.
- [27] Ripley, R., & Ripley, M. (1992) Empowerment, the cornerstone of quality: Empowering management in innovative organizations in the 1990's, *Management Decision*, 30, 20-43.
- [28] Saif, N.I., & Saleh, A.S. (2013). Psychological empowerment and job satisfaction in Jordanian Hospitals. *International Journal of Humanities and Social Science*, 3(16), 250-257.
- [29] Seibert, S.E., Silver, S.R., & Randolph, W.A. (2004). Taking empowerment to the next level: A multiple-level model of empowerment, performance and satisfaction. *Academy of Management Journal*, 47(3), 332-349.
- [30] Shadpoor, R. (2013). Relationship between empowerment of employees and their job satisfaction in central headquarters of Iran insurance company during 2010-2011. *Journal of Basic and Applied Scientific Research*, 3(5), 407-414.
- [31] Soonhee, K. (2009). IT employee job satisfaction in the public sector. *International Journal of Public Administration*, 32(12), 1070-1097.
- [32] Sparks, A.M. (2012). Psychological empowerment and job satisfaction between Baby Boomer and Generation X nurses. *Journal of Nursing Management*, 20(4), 451-460.
- [33] Spreitzer, G.M., Kizilos, M.A., & Nason, S.W. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain. *Journal of Management*, 23(5), 679-704.
- [34] Spreitzer, M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465.
- [35] Wallach, V.A., & Mueller, C.W. (2006). Job characteristics and organizational predictors of psychological empowerment among paraprofessionals within human service organizations. *Administration in Social Work*, 30(1), 95-115.
- [36] Wilson, B., & Crowe, M. (2008). Maintaining equilibrium: A theory of job satisfaction for community mental health nurses. *Journal of Psychiatric and Mental Health Nursing*, 15(10).
- [37] Yilmaz, O. (2015). Revisiting the impact of perceived empowerment on job performance: Results from front-line employees. *International Scientific Journal-Turizam*, 19(1), 34-46
- [38] Zhang, Y., Dolan, S., & Zhou, Y. (2009). Management by values: A theoretical proposal for strategic human resource management in China. *Chinese Management Studies*, 3, 272-94.