Employee Empowerment and Job Satisfaction in Deposit Money Banks in Nigeria

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Abstract: *The main aim of this paper is to examine the relationship between employee empowerment and job satisfaction in deposit money banks in Nigeria. The correlational research design was considered imperative in this study as it deals with a multivariate analysis of the relationship existing amongst the study variables such as employee empowerment (predictor variable) with self-determination as its dimension and job satisfaction (criterion variable) with working conditions as its measure. The researchers purposively selected five managerial staff from each of the twenty deposit money banks with main branch in Port Harcourt metropolis in Rivers State, making a total of one hundred staff as respondents for the study under review. Complete enumeration sampling method was employed for the study. This method was used because the population of the study being one hundred (100) was a manageable size. The researchers used both the primary and secondary data in the course of the study. The Pearson Product Moment Correlation (PPMC) statistic was adopted to test the hypothesis. The outcome of the study revealed that employee empowerment is positively and significantly related with job satisfaction. It was then recommended that all deposit money banks in Nigeria should empower their employees in order for them to be satisfied with their job since empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Deposit money banks in Nigeria should implement empowerment practices with the hope of overcoming employee dissatisfaction and reducing the costs of absenteeism, turnover and poor quality working condition.*

Keywords: *Employee Empowerment, Job Satisfaction, Deposit Money Banks.*

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 organisational effectiveness that increase when power and control are shared in the organisation (Ergeneli et al., 2007). Today, more than seventy percent of organisations have adopted some kind of empowerment initiative at least for a part of their workforce (Lawler, Mohrman & 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 organisations 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 organisation. In a current competitive world, employees are one of the important tools for the development and survival of the organisation and for achieving its goals and objectives. Employees are the most valuable asset of the organisation. Empowerment means encouraging the people to make decisions with the least intervention from higher management (Handy, 1993). Empowerment is a new concept in the organisation and management, which attracts many employees. Employee empowerment starts with the concept of strategic fit between people, tasks, technology and organisation 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 organisation. Conger and Kanungo (1988), believe that empowering others does not only enhances the function of organisations, but also enhances productivity. Employee self-efficiency need to increase for the betterment of the organisation (Conger & Kanungo, 1988).

Job satisfaction is the feelings a person has about his or her job (Balzer, et al., 1997). Job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment (Spector, 1997). Job satisfaction was one of the earliest anticipated outcomes of empowerment (Spreitzer, et al, 1997). Organizational scholars have long been interested in why some people report being very satisfied with their jobs and others express much lower levels of satisfaction (Locke, 1976). The drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). Satisfied workers also tend to engage in organizational citizenship behaviors; that is, altruistic behaviors that exceed the formal requirements of a job (Schnake 1991; Organ and Ryan 1995). Dissatisfied workers show an increased propensity for counterproductive behaviors, including withdrawal, burnout, and workplace aggression (Spector 1997) (Ellickson and Logsdon 2001).

Job satisfaction is commonly defined as the extent to which employees like their work (Agho, Mueller, & Price 1993), an attitude based on employee perceptions (negative or positive) of their job or work environment (Reilly, Chatman, & Caldwell 1991; Pool 1997) (Ellickson & Logsdon 2001). Job satisfaction can be manifested as employee commitment that results from

an increased sense of meaningfulness at work and improved accomplishments (Kanter, 1983 & Locke, 1976). Job satisfaction reflects employee perceptions of job performance. Employees with high levels of job satisfaction will feel that they are contributing positive value and outcomes to the organization. They also feel that they have a clear understanding of their job contribution. In addition, satisfied employees tend to perceive that they are treated fairly both inside and outside of an organization. In short, employees' positive perceptions of their jobs and their organization can be revealed through job satisfaction.

Job satisfaction is a valuable indicator that management can use to assess overall employee development within an organization. Most satisfied employees tend to have very high self-confidence, which boosts their performance (Bogler, 2004 & Luthans, 2007). Job satisfaction is linked to the employees' willingness to develop work skills and personalities because they can sense whether the organization is concerned about their well-being. Job satisfaction cannot be ignored if improving job performance is a priority for management. Individual personalities are often unique, and thus, employees' expectations regarding their jobs differ across individuals. Individual consideration is therefore important for motivating employees to achieve better job performance. Likewise, Luthans (2007) suggests that job satisfaction is closely related to employees' positive emotional state. The perceived state is often a result of whether employees sense that they will gain in terms of personal development through a job experience. A study by Stup (2007) also suggests that employees who perceive that they are treated fairly by leaders tend to value the organizational structure. As a result, employees will have stronger trust in and attachment to the organization, as well as show higher job satisfaction.

The study conducted by Dickson and Lorenz, (2009) concluded that empowerment is 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; & Liden, Wayne & Sparrowe, 2000). Choong and Lau (2011); & Ning, Zhong, Libo & Qiujie (2009) stated significant and positive relationship between employee empowerment and job satisfaction in their research studies. Therefore the need to adopt employee empowerment as an empowerment tool to enhance employee job satisfaction in deposit money banks in Nigeria has been advanced for proper research in this study.
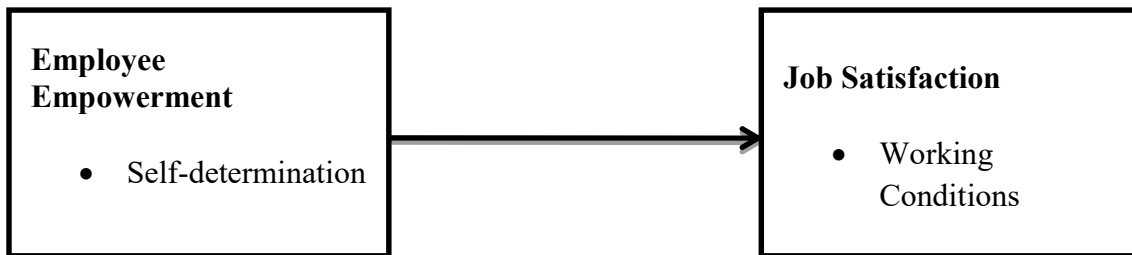
Operational Conceptual Framework

Fig. 1: *Operational conceptual framework showing the relationship between employee empowerment and job satisfaction.*

Source: *Researcher's Conceptualisation (2015).*

Research Question

What is the relationship between employee empowerment and job satisfaction in deposit money banks in Nigeria?

Research Hypothesis

H_{01}: There is no significant relationship between employee empowerment and job satisfaction in deposit money banks in Nigeria.

Literature Review

The theoretical framework for this study is anchored on Kanter's Structural Empowerment Theory and supported by the two-factor theory.

Kanter's Theory of Organisational Structural Empowerment.

Kanter's (1977) organisational structural empowerment theory will form the conceptual framework for this study. The concept of organisational structural empowerment was first introduced over 30 years ago after a five-year study, which was reported in Kanter's seminar work, Men and Women of the Corporation (Kanter, 1977). The five-year study took place at a large industrial corporation and speaks to organisational behavior and empowerment. Kanter's theory proposes that a leader's effectiveness on the job is influenced by the structural aspects of a work environment that provides access to formal and informal power. A structurally empowered work environment offers access to information, support, resources, and opportunity to all employees (Kanter, 1993).

Kanter (1977, 1993) found that the empowerment-structured organisation leads to increased autonomy, job satisfaction, and commitment among employees. Kanter identified three variables of structural behavior in organisations: (a) the structure of opportunity, (b) the structure of power, and (c) the relative number of people based on their size and social composition. Most people are found to work in hierarchal systems that define who or which roles have the capacity for mobility and opportunity for growth or change. These systems also

define a network of power relationships. This is individual power that goes beyond the power allocated to a particular position or title. The distributions of social types or characteristics define population the make-up of the workforce (Kanter, 1977, 1993).

Kanter's theory has proven to have measurable impact on both employee empowerment and job satisfaction as well as organisational morale and success (Wagner et al., 2010). It has also been noted that retention rates of employees improve when empowerment principles are put in place (Krebs, Madigan, & Tullai-McGuinness, 2008). Challenges have forced organisations and leaders to rethink their strategies of operations and structure. Kanter's theory still resonates as one of the most basic frameworks to guide practice in order to improve organisational efficacy.

The focus of Kanter's theory is on the employees' perception of the actual conditions in the work environment, and not on how they interpret this information psychologically. This 'structural' empowerment has been found to predict job satisfaction (Lautizi, Laschinger, & Ravazzolo, 2009; Wong & Laschinger, 2013), organisational commitment (Smith, Andrusyszyn, & Laschinger, 2010), leadership practices (Davies, Wong, & Laschinger, 2011; Wong & Laschinger, 2013), and job stress and burnout (Laschinger, Wong, & Grau, 2013) on nurse staff.

The Two-Factor Theory

The two-factor theory (also known as Herzberg's motivation-hygiene theory) argues that job satisfaction and dissatisfaction exist on two different continua, each with its own set of factors. This runs contrary to the traditional view of job satisfaction, which posits that job satisfaction and dissatisfaction are interdependent. Herzberg and his collaborators investigated fourteen factors relating to job satisfaction in their original study, classifying them as either hygienic or motivation factors. Motivation factors increase job satisfaction while the presence of hygiene factors prevent job dissatisfaction. Although largely replaced by newer theories of motivation in academia, the two-factor motivation theory still continues to influence popular management theory and the methodology of studies in some areas of the world.

The most substantial difference between these two factors has to do with the inbuilt range of dissatisfaction or satisfaction within each other. Motivation probably contains things which encourage action over a period; therefore motivators are those that encourage satisfaction and long-running attitudes. He also said that motivators instigate optimistic attitudes in jobs to satisfy the employees desire for self-actualisation (Maslow, 1954), which could be a person's ultimate purpose. Occurrence motivators could possibly result to grand job satisfaction; while the nonexistence of motivators does not mean dissatisfaction. Hygiene factors merely causing passing act tolerate the possibility of causing great dissatisfaction even though their nonappearance doesn't aggravate a satisfaction level that is high. In what way does Herzberg establish non-bipolar relationship? According to House and Wigdor, (1967) job satisfaction comprises of two different independent features. These features are not on opposing ends of the variety but rather entail two different and discrete scales. Herzberg (1968), when there is lack of job satisfaction this does not result to dissatisfaction but rather there is lack of satisfaction also reverse job dissatisfaction is not satisfaction, rather "no dissatisfaction". For

instance, contemplating on hygiene factors and working circumstances. When air conditioner in a working area stops functioning employees would really be dissatisfied but, when air-conditioner functions throughout the day as expected employees won't take note to be thankful and satisfied.

Concept of Employee Empowerment

A new way of management is employee empowerment or participative management involving the people responsible for the work processes-the people who know the processes best is where quality starts. Some think that employees work only for financial return. If they are incapable to be an integral part of the organization, this may be true. Allowing employees to have independence and feedback within the organization is what makes the empowerment process successful. Employee empowerment does not mean that management abandon from its responsibility of performance or for leading the organization. Rather, in an employee empowered organization, management's responsibility comes to create and foster an environment in which it is apparent that employee input is desired and cultivated. The management must trust and communicate with employees when employees are empowered, their confidence degree and self-reliance will increase. This extra confidence is a good thing because it creates job satisfaction and high levels of productivity. However, in some cases, confidence levels can be taken too far and end up crossing the line into arrogance. Arrogant employees are difficult to deal with, don't take direction well and can become insubordinate. Working in this type of work environment takes its toll on employees and they once again become dissatisfied with their job and productivity levels decrease (Elnaga and Imran, 2014).

Empowerment can be defined as a collection of practices that combine information sharing, delegation of authority, and increased employee autonomy with an increased reliance on teams or as method of delegation which enables work decisions to be taken as near as possible to the operating units and their customers (Ayupp & Chung, 2010; Raub & Robert, 2012).Various researchers have considered the dimensions of empowerment through different perspectives such as involvement, participation, decision-making authority, and delegation. Wilkinson (1998) stated that the empowerment term is generally used to refer to a form of employee involvement initiative and participation. From the decision-making perspective, empowerment is defined as "a philosophy of giving more responsibility and decision-making authority to more junior people in the organisation (Shackleton, 1995, p.130). From the delegation perspective, Seibert et al. (2004) considered empowerment as increasing individual motivation at work through the delegation of authority to the lowest level in an organisation where a competent decision can be made.

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 recognised the need to continue the implementation of psychological empowerment.

Abadi and Chegini (2013) showed in their study 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 Qiujie (2009) stated that job satisfaction items revealing most dissatisfaction were workload and compensation, professional promotion, amount of work responsibility, work environments, and organisational 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.

Concept of Job Satisfaction
Job satisfaction study is concerned with two kinds of effect which are the effect of establishments on people and the effect of people on establishments with emphasis on Job satisfaction and those who examine gender variances (Artz, 2010; Pallone et al., 1971; Bender et al., 2005; Kaiser, 2007; Sousa-Poza & Sousa-Poza, 2003). To be put simply, Job satisfaction deals with individuals feeling about segments of the jobs and also the job as a whole.

Therefore, establishments should be concerned about job satisfaction. First, the humanitarian point of view talks about how individuals merit been treated justly and respected. Job satisfaction may be considered as a replica of getting a treat. It can also be considered as a pointer of sentimental feelings (Haccoun & Jeanrie, 1995). Next, the utilitarian viewpoint said that job satisfaction could guide employees' actions which might lead towards disturbance of organisational function.

Job satisfaction may be determined either by taking into account replies to many job aspects or by replies to a one definite statement, even though using various facet methods remains a better choice in the management and psychology literature. Rice et al. (1991), Staples and Higgins (1998), and Wanous et al. (1997), shows that single-item of job satisfaction methods produce outcomes regularly as combined methods. Thus Highhouse and Becker (1993) believe that single-item methods could be favored due to job satisfaction outline in addition to its essentials which is wellthought-out by employees although not specified broadly. Thereby, job satisfaction may be measured as a multidimensional concept (Poulin, 1995). It can also define an individual's total emotional response to work and its related features (Cranny et al., 1992).

Job satisfaction remains an objectively composite job-related variable. Job satisfaction is the "overall approach of the workers created by their approach to the wages, working environment, control, promotion connected with the job, social relations in the work, appreciation of talent and some similar variables, personal behavior and group relations different from the work life" (Blum & Naylor, 1986). There are general selections of job satisfaction facets which are satisfaction with pay, promotion, supervisor and Co-workers Job satisfaction gives a whole positive feeling related to the job. If employees feel fulfilled about their ideas within the job which gives positive feeling and in return 10 result to job satisfaction (McCormick & Tiffin, 1974). In the 1970s, Edwin Locke (1976) brought about a highly effective explanation where he explains job satisfaction to be "a positive emotional state coming from the evaluation of one's job or from job experiences". Due to the appraisal of his empirical findings, he said the seven work problems connected to job satisfaction are mentally stimulating job, personal interest in the specific job, work that is not too physically tiring, perceived equitable rewards, appropriate working conditions, employees' self-esteem, management assistance (e.g. managing the work setting by minimising disagreement) and making sure that good pay and promotions are available.

Outcomes from some new researches gave other features in line to job satisfaction. Hackman and Lawler (1971) research findings shows that when there is increase in all four essential scopes (i.e. job variety, task identity, autonomy and feedback), employees who desire better satisfaction needs through these dimension are liable to be satisfied and motivated with their jobs unlike others whose four dimensions are not high. Later research began observing job satisfaction elements like emotional tendencies, attitudes, and the work environment.

Methodology
Research Design
The cross sectional survey, a type of the quasi-experimental design was used in this study because the variables were not under the control of the researcher and the research intend to generate new act without intentional manipulation of variables.

Population of the Study
The number of deposit money banks in Nigeria with operational permit totals twenty two. Given the insecurity nature of some part of the country, not all the deposit money banks were used in the study. The researchers selected twenty deposit money banks that have a main branch in Port Harcourt metropolis. The twenty deposit money banks with main branch in Port Harcourt metropolis, Rivers State, Nigeria are Access Bank Plc., Citibank Nigeria Ltd., Eco bank Nigeria Plc., Fidelity Bank Plc., First Bank Nigeria Ltd., First City Monument Bank Plc., Globus Bank Ltd., Guaranty Trust Bank Plc., Heritage Banking Company Ltd., Key Stone Bank, Polaris Bank, Stanbic IBTC Bank Ltd., Standard Chartered Bank Nigeria Ltd.. Sterling Bank Plc., Sun Trust Bank Nigeria Ltd., Union Bank of Nigeria Plc., United Bank For Africa Plc., Unity Bank Plc., Wema Bank Plc. And Zenith Bank Plc. The researchers purposively selected one branch manager, one operations manager, one human resources manager, one customer relations manager and one internet technology manager from each deposit money bank making a total of five managerial staff from each deposit money bank and a final total of one hundred (100) managerial staff from the twenty deposit money banks.

Sample Size and Sampling Technique
Complete enumeration sampling method was employed for the study. It was used because the population of the study being one hundred (100) was a manageable size.

Methods of Data Analysis
The hypotheses were analysed by means of the Pearson Product Moment Correlation (PPMC). The Pearson Product Moment Correlation was calculated on SPSS 21.0 version software package to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Result

H$_{01}$: There is no significant relationship between employee empowerment and job satisfaction in deposit money banks in Nigeria.

Table 1: Employee empowerment and job satisfaction

		EE	JS
EE	Pearson Correlation Coefficient	1	.446[**]
	Sig. (2-tailed)		.000
	Sum of squares and Gross Products	2098.990	848.960
	Covariance	21.202	8.575
	N	100	100
JS	Pearson Correlation Coefficient	.446[**]	1
	Sig. (2-tailed)	.000	
	Sum of squares and Gross Products	848.960	1725.840
	Covariance	8.575	17.433
	N	100	100

Note: EE = employee empowerment; JS = job satisfaction; * = correlation is significant at the 0.05 level (2-tailed).

As shown from the data analysis using a sample size of 100 on table 1, the relationship between employee empowerment and job satisfaction is strong, positive and significant. Evidence show that Pearson product correlation coefficient is .446** and the probability value less than the critical value (i.e. r = .446, p = .000 < 0.05). In other words, employee empowerment positively predicts job satisfaction. This means, if employee empowerment in deposit money banks in Nigeria increases, job satisfaction will as well, increase. Therefore, the null hypothesis which states that there is no significant relationship between employee empowerment and job satisfaction was rejected, while the alternative hypothesis which states that there is a significant relationship between employee empowerment and job satisfaction was accepted.

Summary of Hypothesis

Table 2: Summary of Hypothesis Testing Result

S/N	Hypothesis	Result	Decision
Ho$_1$	There is no significant relationship between employee empowerment and job satisfaction of deposit money banks in Nigeria.	r = .446** p-value = .000	Reject Ho7 since p-value <0.05 significance level.

Source: *Survey Data, 2015*

Discussion of Findings

Employee Empowerment and Job Satisfaction

Findings from the test of the formulated hypothesis shows that the relationship between employee empowerment and job satisfaction in deposit money banks in Nigeria is strong, positive and significant. This was shown by Pearson product correlation coefficient = .446 and the probability value less than the critical value (i.e. $r = .446$, $p = .000 < 0.05$). This finding is consistent with the findings of the studies conducted by Carless, (2004); Seibert, et al., (2004); and Hechanova, et al., (2006) who revealed that employee empowerment leads to job satisfaction. The finding of this study is also in line with the findings of Abadi and Chegini (2013) who stated that empowerment and its dimensions, access to information, reward systems, self-determination and competence had a significant positive relationship with job satisfaction.

Conclusion

Based on the findings, the researchers concluded that the relationship between employee empowerment and job satisfaction is strong, positive and significant. The finding from the study shows that when employee empowerment in deposit money banks in Nigeria increases, job satisfaction will as well increase. Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Employee empowerment is therefore a necessity for job satisfaction.

Recommendations

The researchers made the following recommendations on the basis of the findings of the study:

i.   Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Deposit money banks in Nigeria are therefore encouraged to empower their employees in order for them to be satisfied with their job.

ii.   Empowered employees depict more trust in their managers. Deposit money banks in Nigeria that wants their employees to be satisfied with their job should implement empowerment practices with the hope of overcoming employee dissatisfaction and reducing the costs of absenteeism, turnover and poor quality working condition.

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