

# **CHAPTER- III**

## **Review of Existing Literature**

### **3.1 : Introduction**

We have made an attempt to explore factors of empowerment and satisfaction in employees and attempted to decipher if a relation can be established among these two dimensions. The same is portrayed through a model. This chapter deals with a thorough analysis of previous work on empowerment and satisfaction. The first portion of this literature review gives a general discussion about empowerment and satisfaction as seen amongst the workforce. The second part deals with analysis of previous researches conducted on empowerment concept in banks. The third segment discusses the research gap in this arena that becomes evident after a thorough analysis of previously conducted studies on empowerment and satisfaction.

Empowerment and also satisfaction of the workforce have garnered considerable vigilance from management theorists and corporates alike. This is more so from continuously fluctuating employment relations in today's business world. Today's businesses place considerable emphasis on staff, loyalty, commitment, and morale. Researchers accept that empowering employees through independent decision making, formulation of autonomous work groups, and administration of suitable training techniques and developmental programs can help organizations to reach for the aforementioned objectives.

### **3.2: General Discussion on Empowerment and Satisfaction of Employees**

**Conger and Kanungo (1988)**<sup>1</sup> in their paper have considered numerous facets of empowerment. They have also analyzed the flaws present in the constructs of empowerment that already exist. The paper has addressed those problems by providing and analysing the total process of empowerment. An endeavour towards synchronization of various past empowerment approaches has been attempted. This literary piece has also acted as a reference for studying empowerment and has demonstrated its relevance to management as an academic subject and as an implementable corporate practice. Thus here, the academicians

have made the judgement that, if implemented properly, it has the capability of bringing in self – sufficiency in employees. The belief here is that empowerment unearths circumstances that may actuate powerlessness in organizations. Not only that, it further strives to remove such situations by advocating various policies, both officially and unofficially. The researchers described five stages. (i) sentiments of powerlessness (ii) Usage of corporate tactics (iii) Provision of important information to subordinates (iv) Empowering experience of subordinates (v) Positive behavioral changes.

**Spreitzer (1995)<sup>2</sup>** has forwarded her significant contribution on empowerment by developing and validating an instrument that successfully evaluates psychological empowerment at the job. The sample used for construct validation was composed of middle – level staff in a FORTUNE 50 enlisted organization. 393 managers have constituted the sample developed by random sampling. Reliability of empowerment measures has been determined by Chronbach alphas. Univariate statistics and Pearson Correlations have analysed data. She has described a preliminary validation for empowerment dimensions from a psychological perspective.

**Spreitzer (1996)<sup>3</sup>** in her paper, has determined the job – unit structural highlights in empowered workplaces. After giving a definition of empowerment with a strong psychological bias, she has distinguished it from job enrichment. Through hypotheses testing, she has established the interconnectivity of empowerment and the social structural features at business houses. Psychological empowerment, according to her, is an inherent will force of personnel to effectively reach their work goals. She viewed that such feelings are moderated by meaning (congruence between work requests and an individual's convictions and morals) competence (feeling of self – adequacy in performance of one's work), self – determination (reasons for choosing a particular course of action) and lastly impact, (how an employee can

affect outcomes at work, and to what degree). 393 mid level managers from different units in a business enterprise have taken part. The dependent variable has been employee empowerment while control variables and predictor variables have acted as independent variables. Control factors are sex, age, education, and unit size. Role ambiguity, span of management, socio-political culture, easy availability of complete information and access to resources and work climate. The results have exhibited that positions which showed minimal role ambiguity, good socio – political support, and where information sharing and participative culture are the norm, have also boasted of a successful climate of empowerment.

**Lincoln et al (2002)<sup>4</sup>**, in their paper have conceptualized it as a subject of interest both across management and non – management disciplines. It has linked empowerment with education. It has viewed empowerment in subjective and objective directions and from a singular approach and from a community angle. The article states, that the meaning differs with organizations. It may also differ for different people inside a similar association . The authors said that both management and employees can possess totally opposite viewpoints over the same topic to suit their own needs. The authors acceded that for the management, empowerment has acted as a system for ensuring a highly devoted and responsible workforce, who can be held accountable at their levels for the positions that they assume. The authors opined that for employees, empowerment indicated more autonomy during exercise and execution of decisions.

**Spreitzer et al (1999)<sup>5</sup>** has pioneered a research, where they have accepted the traditional models of group effectiveness. They have described process improvement work teams as a bunch of working personnel or individuals who are closely inter dependent for the work that they perform, and who collectively, would point out, evaluate, and solve performance and

production problems. 43 process improvement work teams from a parts and components manufacturing plant of an automobiles company constituted the sample. Team involvement and performance, have been criterion variables, while empowerment, recognition, conflict resolution, role transparency, and information exchange have been predictor variables. The outcome has demonstrated how empowerment, team trust, problem solution, and recognition have made the participants more involved in team activities. Presence of mutual faith coupled with enhanced conflict resolutions have minimized barriers that had inhibited members from working cohesively as a team. Strong direct connection among recognition and team activities is seen. That the team involvement and threshold levels of role transparency and data sharing have had an affirmative influence on team performance are also demonstrated.

**Ugboro and Obeng (2000)**<sup>6</sup> in their study have expressed the views that company's higher administrative leadership and employee empowerment should be regarded as two elements of Total Quality Management which exert affirmative effect on satisfaction of customers. Through the survey study, they have made the interlink between higher management leadership, work and client satisfaction for those workplaces which have made TQM their culture and policy, to be implemented and practiced at all levels. Outcome demonstrates affirmative interrelations among all of them. Authors reasoned that TQM practices are effective in administering employee empowerment processes by delegating substantial autonomy and command to the resource personnel. The research has exposed that the open system of communication which is typical of TQM organizations, has empowered the staff to settle and sort out customers' grievance issues swiftly and also continuously trained employees on teamwork, problem recognition diagnostic skills.

**Scott (2003)**<sup>7</sup> prepared a report, where she has highlighted those variables which the nurses

and midwives have perceived to have contributed or increased empowerment at their level. Along with that, she has called attention to the variables which affected the empowerment of maternity specialists and medical caretakers. Six key themes emerged as essential contributors towards an empowering organizational culture: individual factors, interpersonal factors, professional issues, organizational issues, management, and historical legacy. It has involved 1781 participants. Data is subjected to Factor examination. The examination has demonstrated a moderately empowered and satisfied workforce. The staffs have perceived the following factors to have enhanced empowerment most frequently, which are: education, skills, knowledge, and self confidence. The following are found as most frequently inhibiting empowerment factors. These are: poor management style, lack of education, absence of support from management, and absence of recognition (from management and other professions). Again Factor Analysis has found the following to be relating to empowerment concept. These are: professional preparedness and support, recognition, clarity of role, and lastly patient/ client support.

**Melhem et al (2004)<sup>8</sup>** undertook a study, which has analyzed the empowerment of Jordan hospitality sector. 95 frontline staff in ten 4 star hotels have participated here. The output variable has been empowerment. Independent variables are autonomy and freedom, information and channel of communication, incentives and support, competences and technical awareness, and work satisfaction. Empowerment apparently is affected by communication, proper channel of information, the technical awareness, and abilities of competence of hotel employees. The prelisted variables resulted in empowerment changes among the staff. Satisfaction again was influenced by empowerment. The four variables mentioned above – freedom and autonomy, information and communication, incentives and support, skills and technical awareness – was strongly associated with hotel workers’

satisfaction. Freedom and autonomy, communication and information stream, incentives and support have strong positive correlation with employee empowerment, while skills and technical awareness are weakly affirmatively associated to empowerment. Empowerment has showed a weak correlation with skills and technical awareness.

**Laschinger et al (2004)<sup>9</sup>** did a research on 185 randomly chosen nurses. They have used Structural Equation Modeling (SEM). Six indicators evolved for structural empowerment. These are –opportunity, information, support, resources, informal, and formal power. Again four indicators have evolved for psychological empowerment, mentioned as meaning, confidence, autonomy, and impact. Perceived structural empowerment alterations have influenced variations in empowerment and satisfaction. The conclusion has been that prolonged affirmative changes in staff are often realized through empowerment.

**Spreitzer and Donesan (2005)<sup>10</sup>** , have made a thorough evaluation of three empowerment dimensions existing in business places – that is socio structural, psychological, and critical empowerment. They opined that in case of socio structural empowerment the emphasis has to be on workplace structure. The psychological perspective has talked about the personnel and their experiences. While the critical perspective put the focus on empowerment from a political dimension with emphasis on ability to dominate. Though this study viewed the three perspectives differently, they are thought of as being complementary to each other. Two particular themes of further research are also emphasized here. These are: Positive Organizational Scholarship and Advanced Change Theory. POS has dealt with utilisation of human potential, and facilitating a very favorable inclination towards both people and institutional welfare. POS tried to integrate various organizational theories to understand, explain occurrences, causes, and results of a hopeful standpoint Advanced Change Theory

emphasizes that the top leadership should change if management intend to induce affirmative transformation of their followers. The foundation of ACT was that the boss have to look inside first and make painful adjustments of own behavior to overcome hypocrisy between speech and action.

**Stander (2007)<sup>11</sup>** in his Ph.D. thesis, has determined measuring scales' reliability and validity and also determined the interrelations among psychological empowerment, leader empowering behavior, job satisfaction, institutional affiliation, and motivation in South Africa . The target team has comprised of the personnel of the selected organizations. Employees from managerial and non managerial categories have participated here. Six standardized questionnaires are utilized. The cross – sectional survey aimed determine the objectives by analyzing the questionnaires which managed the following – leader empowering behavior, job insecurity inventory, measuring empowerment, satisfaction at work, institutional affiliation, and job motivation. Descriptive statistics, factor analyses, Cronbach alpha, coefficient correlations, MANOVAS and regression analyses have evaluated the data. Empowerment has varied with race, tenure, position, and industry nature. Managers have been more empowered than their non – managerial counterparts. Significant differences exist across government and service organizations and also across manufacturing, mining, and chemical industries. Significant relation is seen between leader empowering behavior, satisfaction, and institutional affiliation. Regression examination has uncovered leader empowerment behaviour to positively affect satisfaction and institutional affiliation. The conclusion drawn has been that organizations could lift employee's levels of engagement through empowerment and creating job security.

**Tuuli, et al (2007)<sup>12</sup>** coordinated a research survey, where they have agreed that the



empowerment effects on performance may be indirect and may operate through motivation, ability, and opportunity to perform. Ultimately, they have drawn conclusion that job accomplishments persons and teams can be enhanced by improving empowerment.

**Spreitzer (2007)**<sup>13</sup> in her famous work, has done a comprehensive study of empowerment literature across two decades. In light of her exploration she has penned down the distinguishing characteristics of broad categories of empowerment – psychological and socio – structural. She has stated that the socio – structural component of empowerment encompasses power distribution through authority and responsibility, delegation in business enterprises, and has finally resulted in participative form of management. This dimension has made organizations improve upon the effectiveness at the point they changed traditional management policies, from top – down approach to modern high – involvement organizational practices, that have encouraged information and knowledge exchange, and reward management in lower levels of hierarchy. The researcher has listed some regular activities which empowered self administration: participative decision making, performance based pay, open flow of information, horizontal arrangement of staff body and training. The author has described psychological empowerment as how the employees have viewed their hold in the work exercises. She has defined four different analytical components of it: meaning, competence, self –determination, and impact. Following a careful evaluation as to effectiveness and importance of the two varieties of empowerment she has drawn the conclusion that neither are complete by themselves. The first variety has been too organization centric and the other has been too individual centric. She has recommended that synchronization of two approaches is important.

**Karakoc and Yilmaz (2009)**<sup>14</sup> published a research article on empowerment concept and the

various consequences of its organizational applications. The probable contributions are summarized by the authors as follows: Reduces the speed of the differentiation process, team building, providing multiple choices for developing employee specialization, stimulating originality, and promoting proper knowledge exchange and enhancing motivation at work. They have wrapped up by mentioning that a marked constriction of companies' market share has been evident which has forced emergence of new markets by product differentiation. Then people element need to become strategically sustainable competitive elements of a company. Empowered employees make this a possibility.

**Aydin and Ceylan (2009)<sup>15</sup>** , have aimed at finding how the organizational milieu and spiritual leadership influence employee satisfaction. This work has constituted 578 of workers in Turkey. Employee satisfaction here is dependent and work milieu and philosophical mentorship are independent variables. A mathematical formula has aimed at maximizing workers' satisfaction through a survey instrument, implemented to develop this formula. Data has undergone correlation and Factor analysis. Employee satisfaction is influenced in the positive direction by both work milieu and philosophical mentorship.

**Ongori (2009)<sup>16</sup>** published his views on empowerment, where he has opined empowerment to be efficacious in enhancing commitment of workforce and reducing their turnover. The author did mention that globalization has made it mandatory that organizations respond spontaneously to whatever alterations occur in the outside environment. This becomes possible only in empowered environments. Empowerment has reduced turnover, which made more committed and loyal workforce. Empowerment has also resulted in better customer service that has promoted healthy and friendly employee customer interactions. The author inferred that for fruitful empowerment rehearses, no trust deficit should exist among

employee and employers, and, all concerned should be motivated towards an open chain of communication.

**Men and Stacks (2013)**<sup>17</sup> have determined how organizational leadership has influenced public relations. It has also connected leadership styles with empowerment, and staff viewpoint about the enterprise reputation. The method employed was a numerical study and an on-line questionnaire documented the scores. Outcome has highlighted transformational leadership to exert a favorable influence on the personnel's perception of organization's reputation. Examples of desirable leadership behaviors encourage open and free communication channel, unity of purpose, and a shared vision, presenting an exemplary personality as an ideal one; worthy of emulation, motivating personnel to coordinate and cooperate to accomplish the common goals, kindling innovative thoughts and propositions, highlighting congenial dyadic relations and providing adequate relevance to employees' feelings and welfare. These have directly contributed to employees' favorable overall perspectives for organization. Transformational leaders as managers bring satisfied and committed employees.

**Demirci and Erbas (2010)**<sup>18</sup> conducted a thorough research which has illustrated the recurrent use of empowerment by management scholars and practitioners alike. They have found such employees to be enterprising, energetic and independently steering an organization towards its goals. However, they have opined that authority sharing and independent decision making needs to coexist with an inherent obligation towards utilizing this power for the just interests of everybody. They opined that managers should seek access to information possessed by top authority. Education and training is a necessary a continuous method that will facilitate accuracy in performance and democracy in governance. They have

agreed that to accomplish empowering environment, objective, and structural organizational changes have to be present.

**Akbar et al (2010)** <sup>19</sup> in a paper have mainly dealt with interconnections among empowerment and satisfaction of work personnel in Pakistani service sector. They have considered empowerment as entrusting the employees with decision making powers to bring in customer satisfaction. 200 personnel of Pakistani service industry have constituted the sample. Regression analysis, Independent Sample T test, and frequency distribution have been used. Significant positive changes are found in satisfaction with empowerment. Significant variations of satisfaction level are also noticed across genders, with male employees being more satisfied in their jobs.

**Behera , Sahoo, and Sundaray (2011)** <sup>20</sup> in their paper have mentioned numerous dimensions and factors that have influenced job satisfaction. They have outlined how retention and satisfaction of personnel are interlinked. The researchers have outlined the following factors or policies which if initiated would result in enhanced satisfaction and retention of employees. These are: stress management, career development plans, employee empowerment, involvement, positive work experience, pay for performance, job restructuring, promotion and training opportunities, perceived supervisor support, appraisal and award, just evaluation with response, and work life balance. These policies have undoubtedly enhanced retention. Employee retention, increase (i) customer satisfaction, (ii) high productivity (iii) greater profits (iv) qualitative enhancement of products or services (v) enhanced image (vii) cost reduction. The researchers after a thorough study has deduced that if enterprises are unable to nurture and sustain a contented workforce, then inevitably such dissatisfied personnel would leave for better opportunities as competent personnel are

consistently sought after.

**Karim, and Rehman (2012)** <sup>21</sup> did a study to evaluate how enterprise induced concepts of fairness and justice, employee's satisfaction about work and empowerment determine their allegiance towards their workplace for persons employed in semi – government organizations. 148 Pakistani Civil Aviation Authority personnel have constituted the sample. The following elements of professional existence are evaluated: employees' views regarding their empowerment status, transparency of justice system existent in the organizational environment, and extent of employee allegiance towards organizational causes and lastly employee satisfaction. Strong correlation is illustrated across commitment and satisfaction. Strong correlation is also seen between commitment of personnel and the prevalent enterprise justice system. Effect of empowerment is insignificant.

**Sager et al (2012)** <sup>22</sup> in their paper, have utilized feelings of happiness, delightment and satiation of expectations to describe employee satisfaction. Moreover they have pointed different contributors of satisfaction. Additionally various determinants of satisfaction which are basically of two types – organizational and personal is described. There are 10 (ten) organizational variables, like – organization development, benefits and reward policy, growth and development, workers' satisfaction, employment security, work culture, and condition, relations with supervisor, work group, types of leadership, and various other factors. The personal variables are: personality, expectation, age, and education and gender differences. They have also outlined some methods to be adopted in the organizations for increasing employee satisfaction. Those are: (a) an open communication channel characterized by consistency (b) Understanding various capabilities and shortcomings of the people and team development (c) Training and other improvement programs (d) Empowerment of employees

(e) Challenging and exciting work (f) Just and equity based reward and benefit policy. (g) Scope for professional ascent and career enhancement (h) Appropriate and reasonable work appraisal and reward for contribution. (i) Provision for regular and honest feedback (j) Building of a corporate culture (k) Use of information technology.

**Meyerson and Dewettinck (2012)**<sup>23</sup> have viewed empowerment as an essential element which give rise to fast paced decisions, enabling the business enterprises to competently acknowledge and counter the market changes. 226 personnel Telecommunication Company have been selected under random selection. The following tools of statistics – Spearman Correlation Method, Wilcoxon Test Method, and Multiple Regression – have been used. Significant improvement of employees’ performances, post the administration of empowerment programme are seen. Three factors have emerged which are equally significant for performance improvement. They are – authority delegation, award distribution and suggestion implementation. At the end, authority delegation are the most vital element succeeded by reward based on performance and lastly by implementation of suggestion systems for improved staff performance.

**Swarnalatha and Sureshkrishna (2012)**<sup>24</sup> have participated in a research to analyze all management exercises. Utilizing empowerment, teamwork, reward management, and lastly type of leadership, they have formulated a model which has evaluated staff satisfaction in Indian automotive industries. Sample size has been comprised of 234 front line management staff in the automobile sector in India. Chronbach Alpha has tested data reliability. 85% of employees reported moderate job satisfaction. So, appropriate management strategies have been recommended to heighten satisfaction. Significant relations could be determined across empowerment and satisfaction. Teamwork and satisfaction have been significantly related

with one another. A relation could be established between reward management and satisfaction. Significant relations have also existed between compensation and with leadership and satisfaction on opposite end.

**Hosseini et al (2012)** <sup>25</sup> have constructed a model concerning psychological empowerment which has substantiated the authority of employees. It has covered issues like competence, self sufficiency, impact, and trust. Numerous other organizational issues like unambiguous goals, transparent award management, resource accessibility, organizational structure, activity and output assessment, and avenues for professional growth are considered. Sample size has been 57 people determined by Cochran formula from the population that comprised of all staff of University of Isfahan with B.A. or M.S. degrees. The sampling technique has been clustering. Acceptable standards of empowerments are seen for all dimensions barring the trust perspective. Additionally it is demonstrated that dimensions like unambiguous goals, transparent reward management, resources access, activity assessment, and scope of career development show significant and linear relations. Training becomes inevitable component of empowerment processes.

**Alam and Shahi (2012)**<sup>26</sup> have covered satisfaction issues , through their quantitative research study, to unearth the satisfaction as also motivation of the personnel staff turnover of Medical Promotion Officers in Pharmaceutical sector in Khulna. Formal interview have produced the primary data, while secondary data has resulted from company's website, annual reports, and other documents. Descriptive analysis – mean , median, and mode – has analyzed the data in MS Excel. Results describe the following arenas as satisfying for job experience : (i) Company reputation of the respective MPOs, (ii) Hygienic work environment (iii) Comfortability in visiting doctors' chambers (iv) Transportation facility for official

purpose (v) Flexibility in working hour (vi) Encouragement and affirmation from supervisors (vii) Medical insurance, and (viii) Company recognition for work accomplishments. The research exposed various issues that have potentially led to dissatisfaction among the MPOs. These are: (a) job insecurity (b) lack of retirement benefits like provident fund (c) Lack of societal recognition (d) Excessive workload (e) Very high sales target, often unrealistic and unachievable (f) Non – existent healthy work-life situation (g) No family health insurance.

**Karegar, Nodehi, and Sabzi (2013)**<sup>27</sup> did a study which has endeavored to outline the elements responsible for influencing empowerment of man – power in companies and sales networks by going through the available books and resource and evaluating issues which are pertinent to the topic. Additionally it has analyzed the available inefficiencies and restrictions and also illustrated the practical solutions to sort out relevant problems. The authors have concluded that work capacities of work personnel of insurance organizations have increased through authority delegation and increased responsibility, and autonomy while taking decisions. Outcome is that empowerment is necessary in insurance organizations which will ultimately increase the insurance companies' efficacy.

**Awamleh (2013)**<sup>28</sup> in his article, has aimed at depiction of how empowerment improves employee's performance in many ways, and has provided an insight on empowerment from different aspects, highlight various empowerment practices. The sample has comprised of respondents working in private and government sector of Bahrain. It has a descriptive analytic approach with extensive reliance on audit of previous literature and also data analysis that has been secured through a specially formulated questionnaire. Following are the common obstacles to empowerment - deficient top administration uphold, being clueless and lack of ambiguity regarding empowerment methods, and paucity of funds. It has



advocated that more emphasis should be provided to scholastic and realistic maneuvers relating to empowerment. Enterprises must emphasize on implementing and enforcing laws which makes such an environment an obligatory duty. This result in organizational reengineering which should realign the organizational milieu.

**Barsi, Ziglari, and Abadi (2013)** <sup>29</sup> have performed a research which have ascertained how the organizational circumstances and management approaches have influenced an empowering culture in enterprises in Bandar Abbas. Empowerment has functioned as an experimental variable while organizational circumstances, management approaches and self sufficient resources are the predictor variables. 215 employees have constituted the sample. SPSS software has analyzed the data. They have shown the three components to exert affirmative influence on empowerment. The findings are: Top hierarchy should give attention to employees' viewpoints. Staff of any organization should enjoy horizontal relations across them characterized by co operation. Thus employee participation to a high extent is desirable.

**Mafini, and Poee (2013)** <sup>30</sup> have explained the interrelatedness of personnel satisfaction and organizational activity in government departments of South Africa. Employee satisfaction is denoted through these factors: working conditions, potentiality utilization, group activity, creativity, and autonomy. 272 managers and staff in government department have constituted the sample. Employee satisfaction with all its factors has been an independent variable. Organizational performance is predicted variable. Strong positive correlation could be established between satisfaction and performance. Regression analysis has showed that teamwork, potentiality utilization and creativity have contributed the most to performance increase.

**Celik, Iraz, Cakici, and Celik (2014)**<sup>31</sup> have explained how empowerment affects employee innovativeness and their creativity in Konyo Organized Industry. Here focus has been put on employee innovativeness and their creativities which have to be utilized for increasing productivity, to manage change and to get better outputs from the staff. Creativity and enterprise related innovativeness are taken as the dependent variables. Empowerment has acted as the predictor variable. Empowerment and organizational creativity have shown significant positive relation.

**Ameer, Bhatti, and Baig, (2014)**<sup>32</sup> , have presided over a research, which have enumerated how empowerment influences satisfaction. They have additionally attempted to observe the various agents which control employee performances. Here survey method has brought about the primary data. Top, middle, and lower grade of personnel of different Pakistani banks at Bahawalpur have comprised the sample, numbering at 100. Statistical tools employed have been correlation, regression and ANOVA. Empowerment and satisfaction denote predictor and predicted variables respectively. From the analysis, they deduced that empowerment is indeed capable of inducing satisfaction among respondents. The authors assert that the following empowerment variables have influenced satisfaction - : autonomy, communication and information flow, incentives and support and lastly skills and knowledge. The negative fallouts have been sorted as: (i) increase in arrogance, (ii) confidentiality and security risks (iii) high chances of failure (iv) chances of deterioration of mutual relations (v) unpreparedness of employees.

**Tvarijonavicius (2014 )**<sup>33</sup> in his thesis paper has elaborated the psychological empowerment framework and has also plotted its impact on satisfaction and behaviours of employees. He has stipulated a precise outline of psychological empowerment. The interdependency

between empowerment, satisfaction, and work behaviours have been elaborated. Spearman correlation coefficients have been effectively used to ascertain how the different variables are interconnected. For comparing the group means he has used Student's t-test, ANOVA and ANCOVA. Multiple linear regressions have considered on the interdependence between the variables. Employee satisfaction and behaviors have shown direct positive relation with psychological empowerment for specialists and managers alike. Specialists and managers, who have felt more psychologically empowered have been more happy with their positions, have performed better and have demonstrated more effort at work.

**Pande and Dhar (2014 )<sup>34</sup>** have investigated on 243 work people who have been surveyed to get ideas on ways to possibly change employee's work efficiency through empowerment, creativity, supervisory skills, and organizational loyalty. With historical researches, authors have developed a comprehensive questionnaire and a hypothesized framework. The questionnaire has been circulated online among entry-level personnel with over one year of involvement in any particular organization. Students have also participated in research, if in possession of experience, exceeding a year, while working in any enterprises previously. They have highlighted a model which has enumerated the various aftermaths of an empowerment enabling environment in any business unit. Such an environment has produced positive outcomes in organizational perspectives with moderating effects due to individual variances. An example has been empowerment enabling personality which has accelerated the desirable outcome. It has depicted a scenario, where enterprises have provided for a climate that is conducive to empowerment, and then the employees have perceived themselves as being better at work, and also more inventive in their jobs. They have displayed greater leadership capabilities and experienced more favourable emotions for their workplaces. It also clearly demonstrates that people with elevated feeling of self – worth,

effectiveness, innovativeness, and pro-activeness do best only when provided with an empowered work culture.

**Mohammadain and Amirkabiri (2014)**<sup>35</sup>, have attempted to unearth the interlink among empowerment, satisfaction, work load, and commitment of working personnel of the central office of Petro Pars Company in Tehran. Close by, how age, gender, and capabilities impact the factors have been dissected here. 270 employees of the business enterprise are the participants where sampling method utilized has been simple random sampling. Statistical methods used have been factor analysis, regression model, sign test, Friedman variance analysis, and Pearson Correlation coefficient. Significant relation exist across empowerment and commitment, empowerment and satisfaction, and, empowerment and work load. Also significant relations have been evident among satisfaction and load, and also among job pressure and commitment. Educational qualifications have significantly changed empowerment and commitment relations, and age has significantly altered job pressure and satisfaction relation.

**Clinton (2014)**<sup>36</sup> has presented his research, whose main area of concern has concentrated on elaboration and evaluation of a model which would suggest how psychological empowerment may function as a moderating agent between employee attitude and behavior. This cross – sectional study has depended on empirical and conceptual technique in association with testing of hypotheses which has substantiated the claim. 461 employees have comprised the sample. The following statistical tools – factor analysis, descriptive statistics, frequency analysis, validity and reliability tests, assumption test, correlation analysis, t test, and multiple regressions – are used. The author has found empowerment influences relation. He has portrayed that when the staffs delight in the advantages of extensive freedom during work,

and are accorded enhanced responsibilities in the execution of their duties; their performances and efficacy also increase. It has modified the evaluating scales of empowerment used and has evaluated it in a developed but non – western country, - Singapore: South –East Asian nation.

**Abu – Bakr BOUSSALEM (2014)<sup>37</sup>** , through his extensive study has unearthed how loyalty and empowerment in organizations are interrelated. Four dimensions have described empowerment – (meaningfulness, self determination, competence, and impact) in an Algerian Communication company. Sample has consisted of 71 employees. Mean, standard deviation, and multiple regression have been utilized. The outcomes have seen organizational loyalty of people as being enhanced with their empowerment. Empowerment has influenced loyalty which is statistically significant. 2. Meaningfulness and competence have an affirmative impact on loyalty. They have recommended that Algerian Communications Company in service sector need proper empowerment policies for gaining excellence. Empowerment has enabled both high level corporate and the staffs to gain updated knowledge and abilities and to be loyal to their work.

**Elnaga and Imran ( 2014 )<sup>38</sup>** have described, compiled and analyzed the summarized viewpoints from numerous previous researches, studies, papers, periodicals and journals which mentioned topic. The ultimate objective has been to chalk out how both are interconnected. Their main concern has been with establishing and building confidence and faith across employees and management, and motivating their participation. Participative type of administration are thought as very potent agent to optimally harness total abilities of personnel and induce them towards more creativity in their undertakings. Alongside this has also expanded the communication channel. Though empowerment in most cases act as an

asset; it has faced criticisms also. The researchers have recommended three essential empowerment elements which may lead to satisfaction, which are: accuracy and clarity, encouragement and support, and, autonomy and freedom.

**Yaghi (2015)<sup>39</sup>** , have studied how job malleability and satisfaction have been interdependent, and how empowerment has acted as a mediator in this relations. A positive correlation exist between work based emotions, job malleability, and psychological empowerment. Also satisfaction and psychological empowerment have been significantly positively correlated. Again good negative correlation has been prevalent across satisfaction and intentions for turnover. Equitable reward perceptions have positive correlations with psychological empowerment, while depicting negative correlations with desire to leave organizations. Empowerment has also acted like a mediator, influencing how work flexibility affects satisfaction. He has finally deduced that empowerment has enhanced the sense of equitable reward management which in effect has heightened job satisfaction. Again with improved satisfaction, there are lower intentions for turnover.

**Amin et al (2015)<sup>40</sup>** have participated in a research, which show satisfaction experienced by the construction workers. The basic assumption has been that satisfaction has become indispensable for increasing productivity. They have banked on primary data, which they have collected from field survey method through questionnaires. Construction site employees – labourers, artisans and management – of two construction site companies which undertook large projects have comprised the study population. 158 personnel have participated to constitute the data. Results show the following factors to be influencing worker's satisfaction, which are: recognition, work environment, task itself, and job security, supervision and wages. From this study, they have deduced that a work well done should be followed by

encouragement, recognition, and a suitable reward system. They have also recommended that enterprises should guarantee adequate wage administration policy, followed by system of timely payment. Presence of competent and cooperative teammates has also influenced employee satisfaction.

**Kariuki et al (2015)** <sup>41</sup> estimated the different dimensions of production and examined how it can be affected through empowerment in a manufacturing firm – Tata Chemicals Magadi Limited (TCML) at Kenya. They have inspected and investigated how empowerment dimensions may be tied up with organizational performance. Genders, age, are control variables. Organizational performance are predicted variables and employee empowerment is predictor variable. The four perspectives of empowerment have significantly positively affected performance. Only gender has significantly but negatively affected performance. Training and sharing of information have moderate influence on empowerment. Autonomy and scope of self decision ability are not seen to affect performance significantly. Accordingly, a few dimensions are more advantageous than others .

**Hema (2016)**<sup>42</sup> wrote an empowerment, article where, she has vigorously described different approaches of empowerment. She has also provided with tips for empowering people and shown its various advantages and disadvantages. Her postulation about empowerment has entailed entrusting employees with a specified quantum autonomy and responsibility for taking work decisions. It has believed that since employees possess more in – depth knowledge regarding issues and problems that they face, these people are better poised to take organizational decisions at their level. The inference drawn has been that the manager have to trust his staff to make effective self controlled decisions The author defined the three empowerment dimensions – socio structural, psychological, and critical.

### **3.3 : Employee Empowerment and Employee Satisfaction in Banking Sector**

**Hunjra et al in (2010)**<sup>43</sup> had undertaken research with the objective to register the consequences and implications of numerous personnel policies and conventions, on satisfaction. They also highlighted the important variables that modulate satisfaction in Pakistani banking sector. Satisfaction differences across banks are documented. 295 personnel employed in major lender organizations of Rawalpindi , Lahore, and Islamabad have comprised the sample. Regression, correlation, and independent sample t test have been deployed through SPSS to dissect the information acquired through convenience sampling. Autonomy, leadership behavior, team activities, and work culture have functioned as independent variables. Employee satisfaction is the result variable. Evidently, the male personnel are seen as being better satisfied with jobs as compared with the female employees. Positive, significant correlations have existed among all the three variables.

**Kozarevic , et al (2013)**<sup>44</sup> in their study have ascertained the factors and overall satisfaction levels of working class people of Bosnia and Herzegovina. Some valuable suggestions are made which ensures adequate assets utilization. 529 banking sector personnel are the sample. SPSS has analysed data. Results published demonstrate that respondents have predominantly given a positive assessment of management style and supervision quality. Also more than 70.4% work personnel did not demonstrate disappointment with their compensation. Overall they have shown satisfaction regarding work stability and timely pay and also the pension benefits. Some recommendations regarding implementation of stress reduction programmes, introduction of a more participatory management pattern, and facilitation of rewards for extraordinary performances are followed.



**George (2013)<sup>45</sup>** has dealt with psychological perspective of empowerment in her Ph.D. thesis where the focus has shifted on the interrelations across empowerment and satisfaction, between empowerment and job stress, and satisfaction and stress. 337 employees have comprised the sample. Descriptive statistics are used. Cronbach Alpha has measured the internal validity and reliability of the instrument. Various statistical methods like Percentage analysis, Cross tabulation, Pearson Correlation, Chi square- test of Independence, Z test, One way ANOVA, and Post- Hoc test have been appropriately employed to visualise the relation between dependent and independent variables. Satisfaction and empowerment has shown positive correlation. Empowerment and work stress have been negatively correlated. Negative relation is also seen between satisfaction and stress. Effectively that has meant that as empowerment and also satisfaction is increased, job stress of those respondents has decreased. She has further established that empowerment with all its dimensions – meaning , competence, impact, and self – determination – have significant positive correlation with satisfaction. Four banks are selected, through Stratified Random Sampling, whose employees have comprised the sample. These are: Family bank, Commercial bank, National bank, and Barclays. The survey design has been descriptive research. Examination of survey values has entailed statistical measures where descriptive and chi- square tests have been conducted. Output shows that as the staffs have got more power in important organizational decisions; a corresponding positive significant outcome has been noted in organizational performance. The research article has deduced that decision making by employees have led to improvement in organizational performance. Further inference has been that prioritizing sessions of brain storming during staff meetings at the bank make the staff motivated. Recognition and awards should be linked with profitable and implementable ideas.

**Makinda and Kwasira (2014)<sup>46</sup>** , have aspired to understand how being involved during

decisions have affected the employees' performances in Nakuru town banks. Stratified Random Sampling has chosen four banks whose personnel have comprised the sample. Two public and two private sector banks are chosen. The survey design has been descriptive research. Statistical measures entailed have been descriptive and chi-square tests. They have depicted that as the personnel have undergone more involvement while conducting important organizational decisions, a corresponding positive significant outcome in organizational performance have been documented, with heightened employee participation during important decisions process, the organizational performance has also increased. The research article has deduced that decision making by employees have led to improvement in organizational performance.

**Zeglat ( 2014 )<sup>47</sup>** has conducted a study whereby she has projected to inquire into the influences of two most commonly recruited modes of empowerment – structural and psychological on customer predisposition in commercial banks. They have initially evaluated empowerment practices' impact over employees' customer related behavior, followed by ascertainment of that particular mode of empowerment which has influenced most profoundly the customer related behavior in that particular industry. Next it has discerned degree of both psychological and structural empowerment exercises that are commonly prevalent in commercial Jordanian banks. Finally the paper has put the focus on customer – related behaviours. Psychological and structural empowerment factors be controlled variables. Customer related behavior is the measured variable. Non – probability sampling, - judgmental sampling – technique has been deployed. The questionnaire is of items that determines and describes structural and psychological empowerment and also customer-oriented behavior. Structural empowerment is evaluated by six dimensions, namely communications, rewarding / incentives, training, information sharing, knowledge and skills,

and delegation of authority. The scale has 19 Items. For psychological empowerment, four perspectives are taken from the literature, including competence, meaning, self-determination (choice), and impact. For customer- related behavior, two dimensions have been deployed to judge employee behavior during their provision of services to customers, namely, role-prescribed customer service and extra – role customer service. Customer – related behavior have been influenced positively and significantly by three structural empowerment dimensions. Affirmative impact of three psychological empowerment elements on customer – related behavior is deciphered. Self-determination has not caused any positive effect on customer – related behavior. Multiple regressions has successfully computed and postulated that customer – related behavior is more effectively and positively altered by psychological empowerment than by structural empowerment.

**Kalaimani (2014)**<sup>48</sup> in her doctoral thesis has researched the event of occurrence of empowerment components and satisfaction facets in banking industry. It analyzed how they jointly influence the performance. Private and government owned banks at Tirupur have been selected. 405 employees have been the sample. She has used descriptive statistical analysis, t – test, ANOVA, correlation, and multiple regression. It is seen that in private sector, employee empowerment score has maximum correlation to performance, but moderate correlation to satisfaction score. Both satisfaction and performance are seen as being weakly correlated. Again data analysis of government banks has demonstrated empowerment as being unequivocally related with satisfaction. A moderate degree of correlation of empowerment to performance has also found. For government banks, outcome has been that more the empowerment, greater is the satisfaction. Various suggestions have been forthcoming from the author which may enhance satisfaction and improve efficacy. (i) Provision for avenues for enrichment and arrangement of relaxation programs, (ii) enforcing

a considerate approach for employees' convenience during transfer, (iii) Improvement in working environment, (iv) Allocation of achievable task, (v) Avoidance of shortage of manpower, and (vi) Job rotation within the branch.

**Raziq and Maulabakhsh (2014)** <sup>49</sup> have described enterprise or work environment by emphasizing these parameters: working hours, safe and secured employment, camaraderie among peers, esteem needs, and congeniality with top management. Some variables, when found, have brought in job satisfaction. These are employee loyalty, sense of ownership, enhanced employee commitment, efficacy, and productivity. Work environment has been predictor variable with job satisfaction the response variable. Investigation has uncovered the workplace to well impact satisfaction. They have inferred that an amicable atmosphere at the work environment has added to improve steadfastness, commitment, efficiency, effectiveness, and productivity among the employees, and also induced ownership feelings in them. The final benefit has been organizational effectiveness enhancement.

**Basha and Reddy (2014)** <sup>50</sup> in their work, have supervised the banking professionals working with SBI and ICICI banks in Andhra Pradesh. It has undertaken to estimate how employee effectiveness is affected by job autonomy. They have additionally attempted to translate the limit of employee communication in upgrading execution quality. Simultaneously, they have evaluated how their productivity is affected by training. Here researchers have likewise attempted to rationalize if rewards have motivated employees. Focus has been put on weighted averages, correlation coefficients, and independent t – tests through SPSS and Microsoft Excel Software. Outcome has depicted that autonomy scenario at ICICI as superior as that of SBI, while SBI could boast of more effective communication channel and training opportunities. Again the reward and organizational culture of ICICI

bank drives the way. Study has inferred that the government banks show better communication and training while the private banks boast of advanced autonomy, rewards, and organizational culture practices.

**Ghosh and Sarkar (2015)** <sup>51</sup> did a research study which has thoroughly analyzed the empowerment scenario in West Bengal banks and have administered questionnaires to officers, clerks, association/ union leaders, customers, and also has engaged in personal discussions, interactions with them. Empowerment is denoted the predictor variable, while service quality and competitive advantages are the dependent ones. The author have found officers, in general to be empowered in all the sampled banks. Particularly they found officers more empowered than the clerks. The scientists inferred that a committed, , contended, and loyal labor force is an imperative necessity to attain excellence in organizational activities to deliver value added quality product and services, to face challenges and to obtain competitive advantage.

**Baijal (2015)** <sup>52</sup> , assessed how demographic factors have impacted empowerment. Managers of both middle and lower ranks of Union Bank of India are the respondents here. Sample is of 550 employees from 54 branches of the said bank in NCR of India. The questionnaire administered has evaluated the under mentioned empowerment variables – autonomy, extent of involvement during decisions, goal clarity, communication, extent of feedback, initiative for training and development ,fairness of reward system, view of the work, response to problem solving, accounting for performance, role perceptions, and organizational commitments. Independent factors are employee age, gender, and qualification. The study outcome has demonstrated that age and qualification have influenced empowerment. However, gender has caused no variations in empowerment.

**Minajhul (2016)** <sup>53</sup> has undertaken a research to estimate how empowerment has affected satisfaction, and also how satisfaction has affected service quality. Fourteen aspects of empowerment, service quality and, satisfaction have been embraced here. 20 different commercial enterprises of Bangladesh comprising of private banks, leasing and insurance companies have participated. Miscellaneous congregations of work personnel are taken as sample. Descriptive statistics, Pearson correlations and regression analysis have analyzed the data through SPSS which have strengthened the popular belief that satisfaction and quality service are significantly dependent on empowerment. Employee empowerment here has heightened satisfaction. Satisfaction is dependent on several empowerment facets like power, knowledge, information, reward, meaning and impact.

**Kokila (2016)** <sup>54</sup> in her doctoral thesis, has depicted how employee' satisfaction and various empowerment facets are related. Questions used in previous empowerment literatures have estimated degree of empowerment. A standardized instrument MSQ – Minnesota Satisfaction Questionnaire – has estimated employee satisfaction. Sample size has been 513 employees. Statistical tools like Reliability Analysis, Confirmatory Test Analysis, Chi Square Analysis, ANOVA, Pearson Correlation, and, Multiple Regression Analysis have been utilized. Employee empowerment is taken predictor variable. Various empowerment aspects have been outlined as: power, information, reward, knowledge, self – esteem, and leadership. Predicted variable has been employee satisfaction. 48.5% personnel show moderate empowerment, 26.3% have demonstrated strong empowerment, and 25.1% have demonstrated low degree of empowerment. Again data show 46.8 % have experienced satisfaction to a moderate extent, 27.1 % have large extent while 26.1% of employees talk of low satisfaction. Also, outcome has exposed the capacity of empowerment to behave as a contributory agent of satisfaction with employee self – esteem emerging the most effective,

followed by employee leadership. The next factor that has contributed the most has been employee power, then employee reward, followed by information access and employee knowledge.

### **3.4: Research Gap**

This topic, empowerment, is facing maximum deliberations, both in academia related to business organizations and also in the corporate world. Critical analysis of existent literature demonstrates that majority of literary research activities in relevant field is in backdrop of foreign companies. In Indian organizational scenario, this domain is still now a less frequently chartered territory, and where can be done. A lot of beliefs and assumptions concerning empowerment can be suitably tested, contested and then validated in national economy. It is an evolving concept where many possible results and possibilities and potentialities can be explored and achieved. A large vacuum exists in establishing a firm interlink between empowerment and satisfaction of banking employees in West Bengal. The researcher tries to fill this void by undertaking the research in select branches of various banks (both private and nationalized) in West Bengal.

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