

Antecedents and Consequences of Employees Empowerment

Said Shaban Hamed
Faculty of Commerce
Al-Azhar University
Egypt
E-mail: said_shaban@hotmail.com

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ABSTRACT

This research examines the relationship between role clarity, organizational trust and employees empowerment, the relationship between employees empowerment and job involvement, job satisfaction. The research used a cross-sectional design. A random sample of 862 employees was selected to participate in this research. Self-administered questionnaires were used in data collection. The results show statistically significant positive relationships between role clarity, organizational trust and employees empowerment, and also a statistically significant positive relationships between employees empowerment and job involvement, job satisfaction. The article discusses implications of these findings.

Keywords: *role clarity, organizational trust, employees empowerment, involvement, job satisfaction*

INTRODUCTION

In the era of globalization there is need for employees empowerment in organization so that employees will be in position to make quick decision and respond quickly to any changes in environment . organization that are committed to employees empowerment they are in position to motivate and retain their employees , employees empowerment is concerned with trust , motivation ,decision making and breaking the inner boundaries between management and employees .(Ongori,2009). In recent years there has been considerable academic and practitioner interest in the topic of employees empowerment, which has become a buzzword, and recent management trends in both the public and private sector (Pitts, 2005).

Employees Empowerment has received a wide recognition as an important subject in management circles, mainly, because it is seen as one of the fundamental elements of managerial and organizational effectiveness that increases when power and control are shared in organization (Ergeneli, et al., 2007). Empowerment programs have been introduced in a number of organizations in order to improve productivity, increase customer satisfaction and enhance competitive advantage (Hardy and Leiba-O'Sullivan,1998). Thus, employees empowerment has been hailed management technique which can be applied universally across all organizations as means of dealing with the needs of modern global business (Demitriads, 2005).

Generally, employees empowerment comprises of an innovative approach in working with people and a shift of power from the top management control to lower level management of the organization. (Tzafrir, et al., 2004). Researchers and leaders have advocated for empowerment of employees to help organizations compete successfully in highly competitive marketplace (Tjosvold and Sun, 2005). Employees Empowerment is seen as a motivational technique if designed and implemented properly in organizations. Thus, employees

empowerment will lead to improvement of performance of the organization through increased levels of employee's participation and self-determination (Greasley, et., al., 2005). Basically, employee empowerment is mainly concerned with trust, motivation, decision making and breaking the inner boundaries between management and employees as then verses us (Ongori and Shunda, 2008)

Empowerment practices are often implemented with the hopes of overcoming worker dissatisfaction and reducing the costs of absenteeism, turnover, and poor quality work (Klein, et. al., 1998). Empowerment enables employees to participate in decision making, helping them to break out of stagnant mindsets to take a risk and try something new. Empowering practices allow employees to decide on their own how they will recover from a service problem and surprise-and-delight customers by exceeding their expectations rather than waiting for approval from a supervisor. And perhaps, most importantly, empowerment is viewed as critical in the process of organizational change. Rather than forcing or pushing people to change, empowerment provides a way of attracting them to want to change because they have ownership in the change process. (Bowen and Lawler, 1995)

RESEARCH OBJECTIVES

This research attempt to answer the following questions:

1. What is the nature of the relationship between role clarity , organizational trust and employees empowerment at post offices in Riyadh region Saudi Arabia?.
2. What is the nature of the relationship between employees empowerment and Job involvement and job satisfaction at post offices in Riyadh region Saudi Arabia?.
3. To what extent are role clarity and organizational trust interpreted employees empowerment?.

4. To what extent is employees empowerment interpreted Job involvement and job satisfaction?.

5. How can we increase the effectiveness of role clarity, organizational trust, employees empowerment, job involvement and job satisfaction at post offices in Riyadh region Saudi Arabia?

The above research questions have been split into the following objectives:

1. To understand and discuss the nature of the relationship between role clarity, organizational trust and employees empowerment at post offices in Riyadh region Saudi Arabia.

2. To analyze and discuss the nature of the relationship between employees empowerment and Job involvement and job satisfaction at post offices in Riyadh region Saudi Arabia.

3. To develop a set of recommendations for increasing the effectiveness of role clarity, organizational trust, employees empowerment, job involvement and job satisfaction at post offices in Riyadh region Saudi Arabia.

4. To raise major implications for human resource development research and practice based on the findings of this study.

THEORETICAL FRAMEWORK AND HYPOTHESES

Employees Empowerment

Spreitzer(1995) defines employees empowerment as intrinsic task motivation manifested in a set of four cognitions (meaning, competence, self determination and impact) reflecting an individual's orientation to his or her work role. In summary, they are defined as follows:

- Meaning is the value of work goals or purposes judged by an individual's perception relative to his or her own personal mission or expectations .

- Self-determination is an individual's sense of having choice in initiating and regulating actions.
- Competence refers to self-efficacy specific to work; that is, the individual's capability to perform work activities with necessary skills and knowledge.
- Impact is the degree to which a person can influence strategic, administrative or operating outcomes at work.

Smith and Mouly (1998) define employees empowerment as a transfer of power from the employer to the employees to make quick and quality decision .

Brymer (1991) defines employees empowerment as a process of decentralizing decision making in an organization, whereby managers give more discretion and autonomy to the front line employees.

Bowen and Lawler (1992) also defined employees empowerment as sharing with front-line employees' information about an organization's performance, information about rewards based on the organization performance, knowledge that enables employees to understand and contribute to the organizational performance, and giving employees the power to make decisions that influence organizational direction and performance.

Conger and Kanungo (1988) view employees empowerment as a process of enhancing the feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of providing efficacy information.

The concept of empowerment refers to the ability to do things; it means to be able to do. (Gibson 1991). Employees who feel strong empowerment have qualities, which make possible a strong sense of self-esteem, successful professional performance and progress in their work (Suominen, et al., 2005). Employees Empowerment can be

defined as a process whereby the individual feels confident he can act and successfully execute a certain kind of action (Irvine, et al., 1999). Finally, Griffith, et al., (2008) define employees empowerment as organizational efforts that increase individuals' perceptions of power, control, and ability to influence the larger system of which they are a part.

Through the pervious definitions I can say that employees empowerment have the following characteristics:

1. Employees empowerment increases the effective influence of individuals and team work by giving them more freedom to perform their duties.
2. Employees empowerment focuses on the real ability of individuals in solving work problems and crises.
3. Employees empowerment makes the individuals responsible for the outcomes of their actions and decisions.

Elements of Employees Empowerment

Fracard (2006) see that employees empowerment contains three elements. Each needs to be present for employees empowerment to be successful.

1. **Style:** Empowered employees have a working style of self-management and possess a team spirit. Employees make, implement, and are held accountable for work-related decisions.
2. **Skills:** Empowered employees are trained to have effective problem-solving and communication skills. They challenge inefficient policies and identify problems.
3. **Staff:** Empowered employees are bred in empowering organizations. With empowering leaders as drivers, immersed in a culture of empowerment and reinforced by empowering management practices, employees are expected to grow.

Employees Empowerment Types

Suominen, et al. (2005) classify Employees Empowerment into three types:

1. **Verbal Empowerment:** Verbal Empowerment refers to the ability to state one's opinion and debate one's views in different kinds of groups. Participation in decision-making is also an integral part of verbal empowerment. It has been reported that increased decision-making authority strengthens employee organizational commitment, autonomy (meaning the freedom to apply their skills and knowledge) and job satisfaction.

2. **Behavioral Empowerment:** Behavioral Empowerment refers to the ability to work in groups in order to solve problems; to identify problems that need to be solved; to collect data about work problems and recommend solutions; and to learn new skills and handle a more challenging job. Other aspects of behavioral empowerment include reporting and group work.

3. **Outcome Empowerment :** Outcome Empowerment includes the ability to determine the causes of problems and to solve them, as well as the ability to make improvements and changes to the way the work is done with a view to increasing the effectiveness of the organization.

Employee Empowerment Benefits

Employees Empowerment provides significant benefits to the organizations such as:

1. Empowerment makes employees feel that they are vital to the success of the organization. In addition it serves as a vote of confidence in the employee's ability to significantly contribute to the organization objectives. Empowerment places people at the centre of the circle rather than on the fringes. Then in the long run employees would be committed towards achieving the organization objectives. Any change which takes place in organization is effected by employees. Employee Empowerment facilitates the process of change in the organization.

2. Employees Empowerment builds commitment and develops a sense of belonging to the organization. Acceptance and Ownership are basic human needs that are satisfied through the empowerment process in organization (Greasley, et. al., 2005).

3. Empowered people join in creating their own destiny, and their work becomes exciting, stimulating, enjoyable and meaningful (Moye, et al, 2005) .

4. Reduce the number of administrative levels in organizational structures, which lead to more effective communication and reduce time decision.

5. Increased focus and attention of senior management strategic issues and leave the day-to-day matters to subordinates.

6. Provides a suitable environment for the implementation of modern management strategies such as Total Quality Management and others (Ongori and Shunda, 2008).

7. Increase employee loyalty, while at the same time reducing turnover, absenteeism, and illness (Ripley and Ripley, 1992; Spatz, 2000).

Employees Empowerment Strategies

Some employees' empowerment strategies have been identified in some management literature which will enhance and promote empowerment in an organization. Block (1987) suggests that one good strategy that enhanced the feelings of empowerment in employees is to express confidence in them as well as establishing a realistic high performance for them. He also suggests another empowerment strategy by creating opportunity for employees to participate in decision making.

Benis and Nanus (1985) also suggest an empowerment strategy by setting inspiring and challenging task to the employees. Ugboro and Obeng (2000) suggest a performance-based reward system and enriched jobs that provide autonomy and control, task identity,

opportunities for career advancement, and task meaningfulness as ways to empower employees. Hills (1991) proposes that TQM may empower employees by delegating responsibility for functions that were formerly within management's domain, which may thus serve to institutionalize empowerment on a more or less prominent base. Managers have the sole responsibility to identify and remove the conditions that foster a sense of powerlessness and which lowers self-efficacy belief of employees.

Employees Empowerment Pillars

In order for Employees Empowerment process to be successful in any organization, the following pillars should be put in place by management:

1. Resources : includes financial , information , tools and equipments.
2. Coaching : managers must act as mentors in their organizations .
3. Alignment : Alignment of organization goals with the strategy (integration)–goals formulated by management should be specific, measurable, achievable and realistic and should have the time limit to be achieved. This will motivate employees to work towards achieving these goals.
4. Information : Employees should get the necessary information in good time to make thoughtful decisions. Information should be readily available and quickly transmitted to all concerned employees.
5. Climate : high degree of trust among the employees should be highly encouraged and maintained.
6. Training of employees should be encouraged by management in organization in order to develop the knowledge and skills of their employees (Ongori and Shunda, 2008).

Employees Empowerment Steps

The process of Employees Empowerment have several steps:

1. Acquire empowerment. Upper management starts the empowerment process. They must be willing to relinquish authority and decision-making power to lower levels of the organization.

2. Choose employees to empower. Employees must want to be empowered. Some employees are unwilling to accept additional responsibilities and decision-making power regardless of potential rewards. They need skills to make correct decisions and accomplish additional responsibilities.

3. Provide role information. Upper management defines employee's role and assigns responsibilities, authority, and decision-making power to meet organization and department goals. It also defines boundaries to clarify decisions employees will and will not make. Also, specify performance criteria and rewards for outstanding achievement.

4. Share organization information. Blanchard, et al, (1999) see that organization must help employees to understand the need for change, share good and bad information, and view mistakes positively. Explain organization vision and values, clarify priorities, and learn decision-making and problem-solving skills.

5. Provide training to employees. Fracard (2006), see that organization must train new employees. Current employees with experience and knowledge also need training. Training should be continuous because it is a major key to the success of a business.

6. Inspire individual initiatives. An inspired employee is a highly productive resource to organization and department. Bartlett and Ghoshal (1997), see that organization must build on the belief of the individual a sense of ownership (create small performance units, decentralize resources and responsibilities), develop self-discipline, establish clear standards and expectations, and provide a supportive

environment (coaching, openness to challenges, and tolerance for failure (Fracard, 2006).

Role Clarity and Employees Empowerment

Role clarity refers to an individual's perceptions about the expectations and behaviors associated with his/her role (Kahn, et al, 1964).

Role clarity includes the clarity of expectations about the goals and objectives of a work role (termed goal clarity) and clarity of the behaviors necessary to fulfill a work role (termed process clarity). (King and King 1990)

Role clarity is proposed as an antecedent of employees empowerment because unless individuals have a clear sense of their responsibilities, and how to achieve them, they are unlikely to believe that they have the necessary skills and abilities to perform tasks adequately (i.e., feel empowered). Spreitzer (1996) argues that creating clear goals, tasks and lines of responsibility improves empowerment in the workplace. Role clarity increases intrinsic motivation to perform as it increases the expectation that effort will lead to performance and that performance will lead to outcomes (Jackson and Schuler 1985; Tubre and Collins, 2000). Spreitzer (1996) argues that it is only when individuals understand their roles that those roles can take on personal meaning. Individuals with an understanding of their work goals and how to achieve them can judge the value of their work and therefore experience higher perceptions of meaning. Clear lines of responsibility and authority are related to perceptions of confidence (Conger and Kanungo 1988).

Similarly, clear task requirements and low uncertainty are also related to feelings of competence. Individuals with clear work goals and an understanding of how to achieve those goals are likely to feel that they can perform their job with skill and thus feel more competent. Individuals who are uncertain of their role expectations are likely to

hesitate or not take the initiative due to feelings of uncertainty (Spreitzer, et al., 1997). In contrast, individuals are likely to feel that they have control over their work environment under high levels of role clarity. This creates feelings of being able to determine and take actions to complete tasks, and thus increase self-determination.

A lack of role clarity is likely to make individuals feel helpless and thus reduce their perceptions regarding the impact they have in their work area (Spreitzer, et al., 1997). In contrast, individuals who understand their work roles are more likely to take actions and decisions that influence results in their work area (Sawyer, 1992). Prior research shows that higher levels of role ambiguity are related to lower levels of psychological empowerment (Spreitzer, 1996; Smith and Langfield, 2003). Hall (2008) finds that role clarity has a positive impact on the employees empowerment. This leads to Hypothesis 1

H1: There is a positive association between role clarity and employees empowerment.

Organizational Trust and Employees Empowerment

Organizational trust involves employees' willingness to be vulnerable to their organization's actions. This willingness can be rendered only when an organization clearly communicates its actions to its employees through informal and formal networks. (Tan and Lim, 2009). Tan and Tan (2000) define organizational trust as the global evaluation of an organization's Trustworthiness as perceived by the employee. It is the employee's confidence that the organization will perform an action that is beneficial or at least not detrimental to him or her. Rousseau, et al. (1998) defines organizational trust as a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another. Barney and Hansen (1994) define organizational trust as the mutual confidence that one's vulnerabilities will not be exploited in an

exchange. Hosmer (1995) also defines organizational trust as the expectation by one person, group or firm of ethical behavior- that is, morally correct decisions and actions based upon ethical principles of analysis - on the part of the other person, group, or firm in a joint endeavor or economic exchange.

Several researchers have advocated the importance of organizational trust. (Hart, et al., 1986) find that autonomy is an emergent factor associated with trust. Employees' trust in the organization, more specifically, management motives is likely a critical attitudinal antecedent to one's sense of self-determination. The more employees trust management, the more likely they will accept their authority as truly autonomous, as opposed to management-controlled influence. Robbins, et al., (2002) suggests a link between trust in management and willingness to take risks in one's work. The more an employee trusts the motives and changes implied by the authority granted, the more likely he or she will perceive a sense of choice or self-determination in the initiation and continuance of work behaviors and processes.

Studies discussing the reasons for failure and the conditions conducive to success in empowerment practices emphasize the importance of trust (Andrews, 1994). Other studies accept trust as a critical prerequisite before managers empower employees (Mishra and Spreitzer,1998; Robbins,et al , 2002). However, a look at the literature reveals a lack of field research in this area. A study to determine the factors hindering or resulting in the spread of empowerment in a company where personnel empowerment efforts had failed noted that both employees and managers underlined the importance of trust (D'Annunzio and McAndrew, 1999).

Examining many firms (Andrews,1994), claims that the lack of trust within an organization is a key element of failure, forming a hidden and invisible barrier preventing personnel empowerment efforts from resulting in success. Empowerment is the fruit of trust.

Trust has been identified as a critical ingredient to enhance organizational effectiveness and competitive advantage in the competition for human talents, job satisfaction and long term stability and well being of organizational members (Huff and Kelley, 2003). Organizations that see the value of their employee create a culture of mutual trust among organizational members and between management and employees. These organizations are known as high performance Organizations. Trust inside organizations directly affects profits , innovation, and organizational effectiveness; however evidence seem to indicate that trust in both public and private organizations has been declining for several decades (Kramer,1999) . Trust is a foundation for social order within and beyond organizations, especially in increasingly complex, global, fast – paces business environment, and has a number of important benefits for organizations and their members. For example, Trust plays a paramount role in the creation and development of psychological contract that binds an employee to the organization, and it can play a key role in explaining employees 'attitudes and behaviors at work .Trust is particularly important for organizations competing in the global marketplace in which there are uncertainty and risk because partners' culture, values and goals may be very different (Huff and Kelly, 2003). Moye, et al., (2005) discover that empowered teachers in their work environment have higher levels of interpersonal trust in their principals. Ergeneli, et al, (2007) states that in relationships between employees and managers, mutual trust creates a distinctive atmosphere for personnel empowerment. This leads to Hypothesis 2

H 2: There is a positive association between Organizational trust and employees empowerment.

Employees Empowerment and Job Satisfaction

Balzer, et al., (1997) define Job satisfaction as the feelings a person has about her or his job. 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).

Meaning and self-determination are expected to improve job satisfaction. A sense of meaning is considered necessary for individuals to feel satisfied at work. Having a job that allows fulfillment of ones' desired work values are likely to increase job satisfaction (Locke 1976). Low levels of meaning have been linked to feelings of apathy and lower work satisfaction (Thomas and Velthouse 1990). Liden,et al , (2000) argue that individuals who feel that their jobs are significant and worthwhile have higher levels of satisfaction compared to those who feel their jobs have little value. Empirical research finds a positive association between meaning and work satisfaction (Spreitzer ,et al, 1997; Liden, et al, 2000). Self-determination positively influences job satisfaction due to its effects on intrinsic motivation. Individuals who have autonomy in determining their actions and behaviors find work more interesting and rewarding, thus creating feelings of satisfaction with their job. Higher levels of autonomy increases the amount of intrinsic rewards from work. (Thomas and Velthouse 1990). Self-determination improves job satisfaction as accomplishments can be attributed more to the individual than to other persons (Liden, et al, 2000).

Empirical results show a positive relationship between self-determination and job satisfaction (Spreitzer ,et al, 1997; Smith and Langfield 2003). Although prior research indicates that competence and impact are positively correlated with job satisfaction, it does not

support a direct association of competence and impact to work performance (Spreitzer, et al, 1997), as such, only meaning and self-determination are expected to influence job satisfaction. Thomas and Tymon (1994) postulate that empowerment would accrue in higher levels of job satisfaction. They state because the task assessments [i.e., the facets of empowerment] generate intrinsic rewards associated with the job, they should be positively related to job satisfaction.

Jun and Lee (2000) in a study of South Korean hotel employees find that four empowerment factors significantly predicted job satisfaction. Fuller, et al., (1999) in a study of nurses in the south-eastern USA, also find that psychological empowerment moderated (i.e. enhanced) the relationship between transformational leadership and job satisfaction. In addition, Gernalis and Terziovski (2003) study on Australian banks reveal that empowerment practices, when simultaneously implemented, are associated with greater employee well-being, productivity, performance, and service quality. Based on this discussion, the following hypothesis is proposed.

H3: There is a positive association between employees empowerment and job satisfaction

Employees Empowerment and Job Involvement

After reviewing the literature on Job Involvement, the researcher finds that there were four different approaches to study Job Involvement.

1. The first approach was suggested by Allport (1943), emphasizing Job Involvement as a job attitude characterized by an active participation at work, Job Involvement is the degree to which an employee is participating in his job and meeting such needs as prestige and autonomy. In this conceptualization, Job Involvement could be measured by the degree to which he feels that he is actively participating in his job (Blue, 1985). Job Involvement depends on the

extent to which an individual seeks some self – expression and actualization in his work or the opportunity to make job decisions, the feeling of contribution to a success, the chance to set one’s own work pace and self determination (Saleh and Hosk,1976).

2. The second approach is based on the central life interest type of Job Involvement developed by Dubin (1956) . Job Involvement is the degree to which the job is perceived to be the main source for the satisfaction of important needs versus non-job-oriented activities (Blue, 1985). Lawler and Hall (1970) consider Job Involvement as the degree to which a person perceives his total work situation to be an important part of his life and to be central to him and his identity because of the opportunity it affords him to satisfy his important needs.

3. The third approach considers Job Involvement as central to self -esteem. For example, Job Involvement is referred to as the degree to which the employee perceived that his job performance is central to his self – concept. As Hackman (1968) puts it, this type of Job Involvement operates in zero defect and MBO programs, by getting the employee to commit himself to goals he sets for himself. Thus, goals are important to the employee’s self -esteem and he or she becomes involved in achieving such goals.

4. The fourth approach suggested by Vroom (1964) , who defines Job Involvement as the degree to which the employee perceives that his job performance is consistent with characteristics that are central to his self – concept. Huselid and Day (1991) find that Job Involvement and organizational commitment inversely associated with the leave of work. Chughtai, (2008) also finds that there is a positive relationship between Job Involvement and job performance, organizational citizenship behavior. Noorliza and Hasni,(2006) find that employee empowerment has a significant impact on Job Involvement ,job satisfaction and organizational commitment . This leads to Hypothesis 4.

H 4 : There is a positive association between employee empowerment and Job Involvement.

METHOD

Sample

The research design adopted for this study was cross-sectional survey method. The survey instrument used was a questionnaire. Questionnaire is the most used instrument in the literature of employee empowerment (Demitriades, 2005; Tjosvold and Sun, 2005; Ergeneli, et al, 2007). The target population was employees of post offices in Riyadh region were 1724 employee. A convenience sample of employees was randomly selected to ensure representative of the participants. This was applied to get perception of employees about the antecedents and consequences of employees empowerment in their organizations. The sample size was 862, the researcher visited the post offices over two – months period. The researcher personally handed out a structured self – administered questionnaire to employee who agreed to participate in the study and returned after at a later time to pick up the completed questionnaires. Of a total 862 questionnaires distributed, 629 usable ones were retrieved, resulting in response rate of about 73%. This rate is considered satisfactory for survey research type (Babbie, 2001).

Measures

1. Role Clarity was assessed by Sawyer (1992), the scale has 4 items. The response was 5 – point likert scale with 1 representing very uncertain, 5 very certain (Cronbach alpha = 0.76).

2. Organizational trust was measured by 5 items scale developed by Tan and Lim (2009). The response was 5 – point Likert scale with 1 representing strongly disagree and 5 strongly agree (Cronbach alpha = 0.83).

3. Employee empowerment was measured by 12 items scale developed by Spreitzer (1995). The response was 5 – point Likert scale with 1 representing strongly disagree and 5 strongly agree (Cronbach alpha = 0.81).

4. Job involvement measure was developed by Kanungo (1982) . which consisted of 9 items , the response was 5 – point Likert scale with 1 representing strongly disagree and 5 strongly agree (Cronbach alpha = 0,80).

5. Job satisfaction was measured using a six-item instrument adapted from Rusbult and Farrell (1983). The response was 5 – point Likert scale with 1 representing strongly disagree and 5 strongly agree (Cronbach alpha = 0.81).

Results

Table 1 presents means, standard deviation, and correlation among the study variables. Correlation analysis was used to describe the strength

Table 1 Descriptive statistics and correlations for all variables .

Variable	Mean	S .D.	1	2	3	4	5
Employees empowerment	4.3	.52	1.00				
Job involvement	4.2	.10	.76*	1.00			
Role clarity	3.6	.28	.61**	.33	1.00		
Job satisfaction	4.4	.22	.60*	.15	.37	1.00	
Organizational trust	4	.39	.73*	.17	.23	.19	1.00

* p < 0.05; ** p < 0.01.

of the relationship between employees' perceptions of empowerment and job involvement. Results indicated that there was a significant positive correlation between employees empowerment and job involvement ($r = .076, p < .05$). Employees empowerment was significantly correlated with role clarity ($r = .61, p < .01$) and employees empowerment was also significantly correlated with job satisfaction ($r = .60, p < .05$). Finally, employees empowerment was also significantly correlated with organizational trust ($r = .73, p < .05$).

Hypotheses Testing

The results of the regression analysis show that role clarity is positively related to employees empowerment ($t = 2.37, p < .05$). The result indicates that when role clarity increases, employees empowerment also increases. The beta coefficient for role clarity was significant ($\beta = .73, p < .05$), indicating a direct and positive relationship between role clarity and employees empowerment. ($R^2 = .37$), this means role clarity was interpreted 37 % of the variance of employees empowerment. Thus support is found for Hypothesis 1. The results also show that organizational trust is positively related to employees empowerment ($t = 3.3, p < .05$). The result indicates that when organizational trust increases, employees empowerment also increases. The beta coefficient for organizational trust was significant ($\beta = .49, p < .05$), indicating a direct and positive relationship between organizational trust and employees empowerment ($R^2 = .53$), this means organizational trust was interpreted 53 % of the variance of employees empowerment. Thus support is found for Hypothesis 2. As well as the results also show that employees empowerment is positively related to job involvement ($t = 3.78, p < .05$). The result indicates that when employee's empowerment increases, also job involvement increases. The beta coefficient for employees empowerment was significant ($\beta = .45, p < .05$), indicating a direct and positive relationship between employees empowerment and job

involvement ($R^2 = .57$), this means employees empowerment was interpreted 53 % of the variance of job involvement. Thus support is found for Hypothesis 3.

Finally, the results show that employees empowerment is positively related to job satisfaction ($t = 3.6, p < .05$). The result indicates that when employee's empowerment increases, also job satisfaction increases. The beta coefficient for employees empowerment was significant ($\beta = .45, p < .05$), indicating a direct and positive relationship between employees empowerment and job satisfaction ($R^2 = .36$), this means employees empowerment was interpreted 36% of the variance of job satisfaction. Thus support is found for Hypothesis 4.

DISCUSSION

One of the major findings of this study is that a significant relationship exists between the organizational trust and employees empowerment. This result supports the studies that emphasize the importance of organizational trust as one of the factors influencing empowerment practices (e.g., Andrews, 1994, Ergeneli, et al, 2007). As Koberg, et al. (1999) stated trust tends to enhance communication, provide opportunities for effective problem solving and encourage individual discretion; thus, trust enables individuals to feel empowered. The current study results indicate that organizational trust provides a positive employees empowerment. When belief in the organization management's reliability, dependability and competence increases, employee empowerment increases as well. This result might mean that as individuals become aware of the fact that their personal goals can only be reachable with the cooperation of others and when the employees believe that their organization management is competent, reliable, responsible and dependable, they will probably view their organization management as willing to help them to complete their

tasks without error and on time, which increases the perception of employee empowerment.

Moye, et al. (2005) stated that trust contributes to a positive working environment characterized by supportive relationships. Since trust is a salient component of well functioning organizations (Ergeneli, et al., 2007), this finding can provide post offices managers with a useful framework for analyzing the concept of organizational trust as a contribution to individuals' perceptions of empowerment. This is one of the fundamental factors of managerial and organizational effectiveness.

Other major findings of this study are that a significant relationship exists between employee empowerment and job satisfaction. This result supports a consistent finding that employee empowerment is a significant predictor of job satisfaction (Liden, et al, 2000; Spreitzer, et al, 1997, Carless, 2004). It suggests that individuals who find the work they perform consistent with their beliefs, attitudes and behaviors are more likely to be happy in their job. Employee empowerment leads to job satisfaction among the employees. Job satisfaction arises due to employees being involved in decision making in post offices. Job satisfaction results from being taken for training and development to advance their skills, given challenging work and good employees relations. This finding is consistent with Moye and Hankin (2006).

Also findings relive that a significant relationship exists between the role clarity and employees empowerment. Role clarity helped to clarify employees work roles by increasing goal clarity and process clarity. This indicates that role clarity can improve employees 'understanding of the goals and objectives of their work roles, and the most appropriate behaviors to fulfill their work roles. This supports the view that organization management can communicate performance information to individuals, which can improve employees understanding of their own work roles. And This also supports prior research which shows that role clarity is an

antecedent of employees empowerment (Spreitzer 1996 ,King and King 1990; Sawyer 1992).

Finally, finding of this study is that a significant relationship exists between employees empowerment and job involvement , employee empowerment leads to increases job involvement through increase their contribution in achieving organizational objectives and giving the opportunity to control on their work , and finally their self -determination for work. This finding supports prior research which shows that employees empowerment have a significant impact on Job Involvement (Noorliza and Hasni, 2006).

CONCLUSION

The research results show statistically significant positive relationships between role clarity, organizational trust and employees empowerment, and also a statistically significant positive relationships between employees empowerment and job involvement, job satisfaction. The research has shown that empowerment in organizations is now a common management approach; empowerment assumes that both managers and employees will receive sufficient preparation in order to undertake empowerment process.

Employees empowerment do exist in post offices but needs to enhanced, supported by management and employees. Therefore, there is need for good leadership to be in place at all levels of the organization to formulate and implement polices of employees empowerment. Employees empowerment increases job involvement and promotes good employee relations in organization. Management should involve and consult employees in decision making process of their organizations. In addition there is need to train employees properly to cope with any changes in macro – environment. Employees who are empowered will make the organization to survive, grow and face challenges with confidence. Management at all levels of the

organization should trust their employees and encourage open communication.

Employees empowerment is strongly criticized in increasing the work load of employees. Therefore, management should ensure that employee empowerment is seen as an opportunity rather a strategy to increase the work load of other employees. Similarly management should put in place internal controls to check the misuse of power and authority in their organizations. Thus employees empowerment without adequate training of employees would be a major treat to employee relation in organization. Managers should note that empowerment will not happen naturally in organization, but must be initiated and is an ongoing process.

This research will contribute to the existing literature of employees empowerment, specifically will inspire managers to come up with various interventions on how to retain employees in their organizations by using employees empowerment as one of the strategies.

This research will make management to view employees empowerment as an opportunity of maximizing job involvement and job satisfaction. One of the main limitations of this study was the use of a cross – sectional design, which does not allow for assessment of impact or cause and effect. Thus, I could not test whether role clarity and organizational trust cause employees empowerment, nor could I test where employee empowerment positively cause higher level of job involvement and job satisfaction. Another limitation of the current study relates to characteristics of the sample. The study was conducted in post offices. I don't know whether these results would generalize to other types of organizations.

Future research needs to explore the effects of variables that were not measured in the current study, which can also directly or indirectly influence employees empowerment such as organization' structure,

climate, and culture, the consequences of employee empowerment such as organizational performance and work turnover.

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