

A Study of the Impact of Psychological Empowerment on Job Satisfaction, Customer Satisfaction and Organizational Commitment a Case Study in Tejarat Bank of Iran

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Abstract

The research investigated the relationship between employee empowerment and customer satisfaction, job satisfaction and organizational commitment of Iranian bank clerks, a case study of Tejarat bank branches in Mazandaran province in Iran. To attain these objectives, previous researches recommended that banking sectors must implement motivational personnel practices; in particular, employee empowerment as it is recognized as a main factor in building trustful-relationships with the organizations, which can in turn lead to higher levels of performance. The method used for primary data collection was through questionnaires. Three different types of questionnaires were used to obtain data from the staff. The target population was 200 employees from Tejarat Bank branches; however, 120 questionnaires were returned. The data were analyzed descriptively and presented through figures, tables and percentages and inferential statistics (correlation) were used to analyze data using the statistical package for social sciences (SPSS). The findings indicate that employees in the banking sector find that empowerment strongly influences their job satisfaction. Also, it was found that by psychologically empowering the employees, their organizational commitment rose and they believed the customers felt more satisfied with them if they were given more authority.

Key words: Empowerment, Job Satisfaction, Customer Satisfaction, Tejarat Bank,

Introduction

In the financial sectors, empowering employees is considered as a key answer to the increasingly competitive demanding customer's absorption, but only few studies have addressed the connection between empowerment job satisfaction, customer satisfaction and organizational commitment at the service. Literature in banking sector shows that the bank employees are facing problems like lack of job satisfaction lack of commitment in their work place. (Chen &Lien, 2008; Kelley, 1990; and Bajpai, Naval and Deepak, 2004 etc.). Although all financial service sectors have a kind of interest towards empowering their staff, there is still a level of vagueness about what enabling really means and what it really consists of (Bowen & Lawler, 1995a, b). The term 'empowerment' has always been used almost roughly and there is no common consensus about it. However, it has long been practical to mean an organizational approach for entrustment (Conger & Kanungo, 1988). There is also a motivational feature to it, where it is used to show a multifaceted process with impacts on performance in financial sectors. Depending on where the term 'empowerment' is used, there should be adequate attention being paid to it. In our definition of empowerment, we will use the term to imply the power which is given to the employees when making decisions. However, empowering the employees, especially front-line employees, won't mean anything unless the employees feel the change in their authority when making decisions. In order to make a



connection between empowerment and performance indices, many measures in administrative level will be executed in our study. These measurements include applying the rules, formulating quality standards and training the staff.

Lack of information, authority and autonomy in the one hand not only disrupts timely services but also reduces employee satisfaction. Employee empowerment on the other hand leads to higher job satisfaction and nurtures quick delivery of service to the customers (Fulford, Enz 1995). Empowerment hands over power to an organization's lowest level in order to make appropriate decisions (Conger, Kanungo 1988), and increases inherent motivation of the employees and upturn individual performance (Spreitzer 1995). Employee empowerment includes the necessary background of providing tools, and training, encouraging and motivating the employees of an organization to make sure sustainable performance is attained. It eases the construction of a comprehensive quality setting that helps an organization to produce quality products and services. Although empowerment gives the employees ability and makes them self-assured to deliver their best and as a result service quality increases, employees in different organizations rarely enjoy autonomy and power vital to achieve certain tasks, which cause stark penalties for the enterprises (Coulthard 2014). Employees do not feel a sense of belongingness and attachment to the organizations due to lack of empowerment including insignificant authority, noninvolvement in organizational decision-making, meaningless job, poor salary structure and low status (Dawson 1989), which greatly influences overall satisfaction of the employees and their offered services.

Statement of the Problem

The review of relevant literature presented that employee empowerment and employee satisfaction has been studied expansively in relation to different variables. But much of it has done on the industrial set up; thus there is lack clear cut material on the socio economic organization such as a 'bank'. Furthermore, no comparisons have been reported of employee's empowerment and employee satisfaction in Northern Mazandaran Province banks. In recent years, the banking industry has undergone a great many changes. Banks are increasing in number, and with each new branch being opened more number of persons are recruited. The assertiveness of these persons which is one of human relation leads us to study their level of empowerment towards level of satisfaction of the employees in banks.

The world of work is changing so fast that employees are worrying about low job satisfaction, poor morale, stress, time off and poor job performance. There will be no relief from the pressure to do at work. When people are given a boring job, which is too small for them, they become bored, uncaring and probably make exorbitant errors. Over a long period of time people can become hurt and depressed. Others turn to outside expression of disapproval and may even damage gadgets and interrupt production. Increasing evidence from studies of job satisfaction and commitment at work supports this view. Many of these problems come from treating people just as machine that has to fulfill a specific task in a certain period. Much managerial work is led at swift pace, a pace that may even have a clear direction but is approved at that is a rate that may have a changeable design. Establishing people to these work-related conditions makes stresses on them that they have little control over and are ill-prepared to deal with. Work itself should be the ground for the personal satisfaction and lively performance of people. If you receive anything less you will get less. Simply supposing employees to be happy, struggled and outstanding at work,



whatever they do is confident thinking. Being sensible about people have to achieve at work is important. People and organizations need to know the direction they are travelling in but equally, if they are band of unwilling travelers, they will be a strain on the direction of the organization. The palpable point is that people are the sources of all success. By making the conditions for significant personal learning among employees in the organization, the probability of its achievement is increased. It requires management guarantee and practical advising skills that ease and empower employees to deal with their problems at work and to make that most of them in their organizational employee satisfaction.

Hence empowerment motivates people from inside. Money is important but is not the only or main standard prompting employee motivation. Job satisfaction, opportunity to develop new skills, decision making, etc. are often equal to monetary rewards in employee scale of standards. But empowerment is relatively a new concept in Iran. Studies, of course, have been made on the effect of motivation from sources other than empowerment. Hence the motivational aspects of empowerment in Iranian condition become an interesting topic for research. This study clearly aims at ascertaining level of empowerment towards level of satisfaction of the employees in Tejarat ban Braches in Mazandaran province. It also classifies the measures of the banks and their industry in empowering the employees. The study mainly focuses in studying the present factors of empowerment. Empowerment outputs of the bank and its related influence on individual level employee satisfaction. This problem is precisely met in the thesis to throw certain lights on the relationship between empowerment and satisfaction of employees in Tejarat bank branches in the banking sector of Mazandaran Province.

Research Methodology

Descriptive research methodology was applied for this research. The justification for use of this methodology to think about contemporary phenomena in different areas including psychology, history, sociology, political science, anthropology, economics management has been recognized by many researchers (Halinen and Tornroos 2005). The descriptive research is concerned with developing decision models rather than real world phenomena. Descriptive study is highly appropriated for the impact of empowerment on satisfaction among employees in banking sector with respect to Mazandaran Province. The scope of the present study is limited to the branches of Tejarat bank in Mazandaran province (Iran). The intended population of this research study consists of front line bank employees who directly deal with customers during business hours. Totally 20 banks are selected from the all bank branches in Mazandaran. The study is based on survey covering a sample of 120 front line employees working in branches in different cities of Mazandaran Province including Sari, Babol, joybar, Qaemshahr and Neka. Structured questionnaire was used for data collection. One questionnaire for every employee was granted. Discussions, with front line employees in the concerned field and the literature survey helped in created the potential scale of items pertinent for the study. The questionnaire was conversed with the senior members of bank before the pilot study. The items were evolved through exploratory study. Cronbach's Alpha reliability was done to determine the reliability of questionnaire.

Data Analysis

Testing the Assumption of Normal Distribution

In order to run an appropriate test for the correlation between the variables, the researcher had to meet one assumption; normality of data distribution. Table 1 below shows the normality test for the five sets of scores.

Test of Normality for Participants' Five Variables

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee_Empowerment	.138	120	.000	.910	120	.000
Customer_satisfaction	.179	120	.000	.863	120	.000
Job_satisfaction	.135	120	.000	.890	120	.000
Organizational_commitment	.178	120	.000	.900	120	.000
Psychological_empowerment	.139	120	.000	.958	120	.001

As it can be seen in Table 4.9 above (result of Shapiro-Wilk), the data were not normally distributed for the two sets of scores ($p < .05$). Therefore, the non-parametric Spearman Rank-Order Correlation was used to find the relationship among the mentioned variables.

Answering the First Research Question

The first research question of this study was as follows:

RQ1. Is there any statistically significant relationship between the employee empowerment and customer satisfaction of Iranian bank clerks?

The first research question of this study asked whether there was any statistically significant relationship between the employee empowerment and customer satisfaction of Iranian bank clerks. Table 2 below shows the descriptive statistics for the two variables.

Table 2 the Descriptive Statistics for the Employee Empowerment Factors and Customer Satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Employee_Empowerment	120	33.00	85.00	68.5583	10.55103	111.324
EE_JobMeaningfulness	120	5.00	14.00	10.8000	2.18705	4.783
EE_JobMerit	120	6.00	18.00	14.4167	2.78225	7.741
EE_HavingOption	120	5.00	14.00	11.4500	1.99516	3.981
EE_Effectiveness	120	5.00	13.00	10.6083	1.90221	3.618
EE_Involvement	120	11.00	27.00	21.2833	4.22713	17.869
Customer_satisfaction	120	54.00	101.00	81.2000	14.46735	209.304
Valid N (listwise)	120					

According to Table 4.10 above, the minimum, maximum, and mean scores for the employee empowerment and customer satisfaction were 33, 85, 68.55 and 54, 101, and 81.20. The mean scores for the five components of the employee empowerment are as follows: job meaningfulness

(10.80), job merit (14.41), having option (11.45), effectiveness (10.60), and involvement (21.83). The result of the Spearman test was presented below.

Table 3 the Spearman Rank-Order Correlation Test for the Employee Empowerment Factors and Customer Satisfaction

Item	Employee Empowerment	1- JM	2- JMrt	3- HO	4-Ef	5-Inv
Customer satisfaction	.312**	.141	.270**	.224*	.324**	.453**
	.001	.125	.003	.014	.000	.000
	120	120	120	120	120	120

The Spearman Rank-Order Correlation was run to determine the relationship between the employee empowerment, its factors, and customer satisfaction. As the Table above shows, there was an average positive relationship between these two variables, which was also statistically significant, $r_s = .31$, $p < .05$. As to the employee empowerment factors, the following results were found: no significant relationship between job meaningfulness and customer satisfaction ($r_s = .14$, $p > .05$), significant relationship between job merit and customer satisfaction ($r_s = .27$, $p < .05$), significant relationship between having option and customer satisfaction ($r_s = .22$, $p < .05$), significant relationship between effectiveness and customer satisfaction ($r_s = .32$, $p < .05$), and significant relationship between involvement and customer satisfaction ($r_s = .45$, $p < .05$). Thus, the researcher safely rejects the null hypothesis meaning that there is statistically significant relationship between employee empowerment and customer satisfaction of Iranian bank clerks.

Answering the Second Research Question

The second research question of this study was as follows:

RQ2. Is there any statistically significant relationship between employee empowerment and job satisfaction of Iranian bank clerks?

The second research question of this study asked whether there was any statistically significant relationship between the employee empowerment and job satisfaction of Iranian bank clerks. Table 4 below shows the descriptive statistics for the two variables.

Table 4 The Descriptive Statistics for the Employee Empowerment Factors and Job Satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Employee Empowerment	120	33.00	85.00	68.5583	10.55103	111.324
EE_JobMeaningfulness	120	5.00	14.00	10.8000	2.18705	4.783
EE_JobMerit	120	6.00	18.00	14.4167	2.78225	7.741
EE_HavingOption	120	5.00	14.00	11.4500	1.99516	3.981
EE_Effectiveness	120	5.00	13.00	10.6083	1.90221	3.618
EE_Involvement	120	11.00	27.00	21.2833	4.22713	17.869

Job_Satisfaction	120	138.00	200.00	183.3583	11.50360	132.333
Valid N (listwise)	120					

According to Table 4 above, the minimum, maximum, and mean scores for the employee empowerment and job satisfaction were 33, 85, 68.55 and 138, 200, and 183.35. The mean scores for the five components of the employee empowerment are as follows: job meaningfulness (10.80), job merit (14.41), having option (11.45), effectiveness (10.60), and involvement (21.83). The result of the Spearman test was presented below.

Table 5 the Spearman Rank-Order Correlation Test for the Employee Empowerment Factors and Job Satisfaction

Item	Employee Empowerment	1-JM	2-JMrt	3-HO	4-Ef	5-Inv
Job Satisfaction	.711**	.361**	.356**	.543**	.622**	.675**
	.000	.000	.000	.000	.000	.000
	120	120	120	120	120	120

The Spearman Rank-Order Correlation was run to determine the relationship between the employee empowerment, its factors, and job satisfaction. As the above Table shows, there was a medium high positive relationship between these two variables, which was also statistically significant, $r_s = .71$, $p < .05$. As to the employee empowerment factors, the following results were found: statistically significant relationship between job meaningfulness and job satisfaction ($r_s = .36$, $p < .05$), significant relationship between job merit and job satisfaction ($r_s = .35$, $p < .05$), significant relationship between having option and job satisfaction ($r_s = .54$, $p < .05$), significant relationship between effectiveness and job satisfaction ($r_s = .62$, $p < .05$), and significant relationship between involvement and job satisfaction ($r_s = .67$, $p < .05$). Thus, the researcher safely **rejects** the null hypothesis meaning that there is statistically significant relationship between employee empowerment and job satisfaction of Iranian bank clerks.

Answering the Third Research Question

The third research question of this study was as follows:

RQ3. Is there any statistically significant relationship between employee empowerment and organizational commitment of Iranian bank clerks?

The third research question of this study asked whether there was any statistically significant relationship between the employee empowerment and organizational commitment of Iranian bank clerks. Table 6 below shows the descriptive statistics for the two variables.

Table 6 the Descriptive Statistics for the Employee Empowerment Factors and Organizational Commitment

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Employee_Empowerment	120	33.00	85.00	68.5583	10.55103	111.324
EE_JobMeaningfulness	120	5.00	14.00	10.8000	2.18705	4.783
EE_JobMerit	120	6.00	18.00	14.4167	2.78225	7.741



EE_HavingOption	120	5.00	14.00	11.4500	1.99516	3.981
EE_Effectiveness	120	5.00	13.00	10.6083	1.90221	3.618
EE_Involvement	120	11.00	27.00	21.2833	4.22713	17.869
Organizational_commitment	120	107.00	168.00	145.5750	12.35515	152.650
Valid N (listwise)	120					

According to Table 4 above, the minimum, maximum, and mean scores for the employee empowerment and organizational commitment were 33, 85, 68.55 and 107, 168, and 145.57 respectively. The mean scores for the five components of the employee empowerment are as follows: job meaningfulness (10.80), job merit (14.41), having option (11.45), effectiveness (10.60), and involvement (21.83).

Answering the Fourth Research Question

The fifth research question of this study was as follows:

RQ5. Does gender have any statistically significant role in employee empowerment, customer satisfaction, job satisfaction, organizational commitment, and psychological empowerment?

In order to run an appropriate test for the mean difference among the above variables, the researcher had to meet the assumption of normality of data distribution. Table 7 below shows the normality test for the sets of scores.

Table 7 the Result of Normality Test for the Role of Gender

	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Empowerment	male	.130	85	.001	.902	85	.000
	female	.165	35	.017	.890	35	.002
Customer satisfaction	male	.175	85	.000	.869	85	.000
	female	.214	35	.000	.826	35	.000
Job satisfaction	male	.142	85	.000	.885	85	.000
	female	.138	35	.090	.873	35	.001
Organizational commitment	male	.191	85	.000	.890	85	.000
	female	.173	35	.010	.919	35	.014
Psychological empowerment	male	.119	85	.004	.956	85	.005
	female	.182	35	.005	.948	35	.098

a. Lilliefors Significance Correction

The result of the Shapiro-Wilk test of normality shows that the data are not normally distributed for the sets of scores (Sig <.05 at least for one set in each group). Therefore, the Mann-Whitney U t-test was used for the mean comparison. The descriptive statistics of the groups is shown below.

Table 8 the Descriptive Statistics for the Scores of Males and Females

Gender	N	Mean	Std. Deviation	Std. Error Mean
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Employee Empowerment	male	85	69.1294	10.99436	1.19251
	female	35	67.1714	9.39175	1.58750
Customer satisfaction	male	85	80.2471	15.32265	1.66197
	female	35	83.5143	12.03028	2.03349
Job satisfaction	male	85	184.0235	11.69755	1.26878
	female	35	181.7429	11.01428	1.86175
Organizational commitment	male	85	145.6706	13.13881	1.42510
	female	35	145.3429	10.37798	1.75420
Psychological empowerment	male	85	51.0941	8.94111	.96980
	female	35	53.1714	7.67918	1.29802

There were 85 male and 35 female participants in each group. The mean of the male and female participants related to the Employee Empowerment are 69.12 and 67.17 respectively. The mean of the male and female participants related to the Customer satisfaction are 80.24 and 83.51 respectively. The mean of the male and female participants related to the Job satisfaction are 184.02 and 181.74 respectively. The mean of the male and female participants related to the Organizational commitment are 145.67 and 145.37 respectively. And, the mean of the male and female participants related to the Psychological empowerment are 51.09 and 53.17 respectively. The next table shows the result of the inferential test.

Table 9 the Result of the Mann-Whitney U T-Test for the Comparison Males and Females

	Employee Empowerment	Customer satisfaction	Job satisfaction	Organizational commitment	Psychological empowerment
MW-U	1272.000	1393.000	1259.000	1378.500	1321.000
Wil-W	1902.000	5048.000	1889.000	2008.500	4976.000
Z	-1.245	-.546	-1.321	-.630	-.963
Asymp. Sig. (2-tailed)	.213	.585	.187	.529	.336

Based on the Table 4.20 above, there was no difference between the male and the female participants as to the employee empowerment, $U = 1272$, $P > .05$; there was no difference between the male and the female participants as to the Customer satisfaction, $U = 1393$, $P > .05$; there was no difference between the male and the female participants as to the job satisfaction, $U = 1259$, $P > .05$; there was no difference between the male and the female participants as to the Organizational commitment, $U = 1378.50$, $P > .05$; and there was no difference between the male and the female participants as to the psychological empowerment, $U = 1321$, $P > .05$. Hence, the researcher **accepts** the null hypothesis meaning that gender does not have any statistically significant role in employee empowerment, customer satisfaction, job satisfaction, organizational commitment, and psychological empowerment

Discussion of Findings



Discussion of the first research question

The first research question of this study was as follows: RQ1. Is there any statistically significant relationship between the employee empowerment and customer satisfaction of Iranian bank clerks?

The respondents answered questions regarding job meaningfulness, job merits, determination, effectiveness and involvement. Employee's responsiveness to customers' needs in Tejarat Bank is directly related to the cognitive conditions of the employee. If the employee is satisfied with his/her abilities to assist customers well, he/she has a better sense of self-determination and meaningfulness towards the job, customers treated by such employee will likely notice the openness and willingness of the employee to meet their needs quickly. In fact, one of the main goals through the usage of empowerment practice is to enrich employees' performance by delivering quicker responses to the customers' needs. Given that most of the employees in Tejarat Banks of Mazandaran, 100 employees, agreed that the front-liners in this bank are able to provide prompt and adequate responses to the customers' needs, it can be concluded that employee empowerment in some degree influenced on customers service quality.

The findings from the questionnaire clearly show that there is a strong relation between employee empowerment and customer satisfaction. These results are consistent with previous studies. Gazzoli et al. (2009), for instance, found that employee empowerment has a positive and direct effect on employees' attitudes and their understanding of the customer-oriented behavior. Also, Lee et al. (2006) found that empowerment is strongly associated with extra-role customer service which means that they had better performance of service-oriented behavior and attitudes. Additionally, Chebat and Kollias (2000) proved that structural empowerment is the most efficient managerial tool for achieving employees' commitment toward customer orientation. This study also measured the impact of psychological empowerment, as an independent variable, on customer-oriented behavior. A positive and significant impact of psychological empowerment on customer-oriented behavior was found. Such a result is consistent with previous studies in terms of the impact and direction. Chaing and Hsieh (2012) found that psychological empowerment can cause employees to become more responsive to customer requests and contributes to a high quality of service performance. Odeh (2008) found that employees who are psychologically empowered are more likely to attain a positive relationship with customers and engage in behaviors that lead them to assist the customers. Additionally, Hancer and George (2003) found that employees' feelings of psychological empowerment increase their belief that they can bring about providing the customers what is expected of them. Pecci and Rosenthal (2001) also found a positive relation between psychological empowerment and customer-oriented behavior. In terms of the dimensional level of psychological empowerment, three dimensions (i.e., meaning, competences and impact) show a positive and significant impact on customer-oriented behavior, which is in line with Pecci and Rosenthal's (2001) and Odeh's (2008) findings. However, self-determination did not result in a positive or significant impact on the dependent variable, which, in fact, contradicts the previous literature (e.g., Pecci and Rosenthal, 2001). Such inconsistencies in findings for the self-determination dimension might be due to the cultural reasons and differences. The reason for such findings may be that a high feeling of psychological empowerment makes employees more motivated and engaged in more favorable customer-oriented behavior. In other words, having high



feelings of meaningful jobs, having more competences and giving subordinates more impact on their jobs and organizations will motivate subordinates to service customers better. On the other hand, having higher levels of structural empowerment might lead to more formality and rigidity within the organization.

Discussion of the Second Research Question

The second research question of this study was as follows:

RQ2. Is there any statistically significant relationship between employee empowerment and job satisfaction of Iranian bank clerks?

On the basis of results, it is concluded that employee empowerment has positive and significant impact on employee job satisfaction. This study confirms that employee empowerment leads towards higher level of employee's job satisfaction. It is clear that employees will increase their required effort to perform efficiently organizational tasks if employees get staff feedback on having top individual and work abilities to obtain the necessary internal motivation. As a result, by achieving organization to determined goals, job satisfaction will enhance as a member of organizational success collection. The obtained results from this study were consistent with the findings of Fry et al. (2005) and Anami et al. (2011). The feeling to effectiveness had an effect on the job satisfaction among employees of Tejarat Bank of Mazandaran Province, Iran. According to the new theories of organization and management, it is always claimed that in many cases involved with employees can greatly help organizations promote their view and working methods as an important section of the organization. In other words, the employees have high job satisfaction if ideas of the management are in line with the needs and desires of the individual and the employees. So, the application of human resource management policies will result in order to create a sense of effectiveness and to be valuable to motivate employees and improve job satisfaction. As a result, the second null hypothesis was rejected. The results of this research were in line with the research findings of Spritzer (1997) and Mir-kamali et al (2010). Being effective had effects on job satisfaction among employees of Tejarat Bank of Mazandaran province, Iran. This result ratifies earlier studies of Wagner and Herter (2006), Hunjra et al. (2011) and Yasothai et al. (2015), which supports the theory that empowering employee's upturns employee job satisfaction. Pelit et al. (2011) also found that employee empowerment can have positive impacts on job satisfaction. The relationship between employee empowerment and employee satisfaction is also tested in relation to the eight dimensions of employee empowerment, which shows the significant and positive correlation between seven dimensions such as power, knowledge, information, reward, meaning, competence and impact of employee empowerment and employee satisfaction. Although the study of Spreitzer et al. (1997) denied the effect of impact on job satisfaction, Thomas and Tymon (1994) found an affirmative relationship between impact and job satisfaction. Bendaravičienė and Bakanauskienė (2012) conducted a study on university employees' job satisfaction in Lithuania and established significant relation between reward and recognition and employee satisfaction. Many organizations exercise empowerment as an effective tool to encourage workers for their betterment and growth (Ghosh 2013). Gallup's research indicates that organizations, in which the employees are more engaged and empowered, gain 27% higher margins and enjoy 50% greater customer loyalty (Wagner, Herter 2006). In Toyota, some employees are empowered in product assembling, and a research regarding job satisfaction



revealed positive relation of higher than 70% (Elnaga, Imran 2014). The study of Kirkman and Rosen (1999) also shows that the level of job satisfaction and commitment to the organization of the employees are meaningfully, and those with more power and autonomy in making their work related decisions perform better in their jobs.

Answering the Third Research Question

The third research question of this study was as follows:

RQ3. Is there any statistically significant relationship between employee empowerment and organizational commitment of Iranian bank clerks?

The findings of the research show that there is a strong relationship between psychologically empowering employees and their organizational commitment. Our study has shown that bank clerks in all Branches of Tejarat bank in Mazandaran feel psychologically empowered, because all scores are well over the scale midpoint. It is of great importance for managers to have employees with high level of psychological empowerment, because it shows that they see themselves as capable to do their work, they have impact on actions in their work environment, they regard themselves as effective and they consider their work as important. Psychologically empowered employees will be more content with their job (Seibert, Wang & Courtright, 2011) and they will be more committed to their organization (Chang, Shih & Lin, 2010). Perceiving the level of job satisfaction is important for managers, because it is related to a number of desirable organizational outcomes such as high productivity, low absenteeism, low turnover rates (Yang & Wang, 2013), mental and physical health (Shahmohammadi, 2015), for what any organization is seeking. Employees with the highest level of job satisfaction are most likely to recognize organizational values and goals, and will stay loyal to the organization longer (Ahmad & Oranye, 2010; Lourdes Machado et al., 2011). Managers should focus on employees' job satisfaction, because otherwise they will leave organization together with the knowledge (Alniaçik, Alniaçik, Erat & Akçin, 2013; Tnay, Othman, Siong & Lim, 2013); on the other hand, their performance on professional level will be worsen (Şirin, 2009). Employees will be satisfied, when they will perform their job with enthusiasm and will be praised for work done (Avram, Ionescu & Mincu, 2015). Organizations' effectiveness depends on employees' job satisfaction (Bitmiş & Ergeneli, 2013), although it has to be pointed out, that perception of job satisfaction is a subjective understanding which can differ from individual to individual, so it can be quite different (Belias, Koustelios, Vairaktarakis & Sdrolias, 2015). According to the results in our study, the highest score was found for affective organizational commitment. The scores for all branches were above the mean, suggesting that employees feel desire to be in their organization. Positive outcomes of employees' affective commitment are greater effectiveness, bigger desire for work, readiness for extra work (Choi, Tran & Park, 2015; Luchak & Gellatly, 2007), and desire to stay in the organization (Kleine in Weißenberger, 2014).

Many studies investigating the relationship between these two variables the consistency of the results in this research with the others. For example, the findings of Liden et al. (2000) show that organizational commitment has been an important outcome of psychological empowerment. The



results of a number of studies showed that there has been a positive relationship between psychological empowerment and organizational commitment, claiming that when employees feel more empowered, they tend to have a greater sense of commitment to the organization (Koberg et al., 1999; Spreitzer, 1995b). The results of some studies concluded that organizational commitment is the main result of psychological empowerment. These studies concluded that the sense of perceived empowerment will lead to employees who are more committed to their work and their organization in general (Laschinger & Finegan, 2005; Menon, 2001). Also in a study by Bordin et al. (2007) it is shown that organizational commitment was positively correlated to psychological empowerment. Another study in the nursing field done by Laschinger, Finegan, Shamian, and Casier (2000) found an affirmative relationship between psychological empowerment and organizational commitment. Furthermore, in a study administered by Janssen (2004) on a sample of teachers from a secondary school in the Netherlands, it was found that there is a positive relationship between psychological empowerment and organizational commitment when there is no struggle between employees and supervisors.

The study results show that employees who are more satisfied and committed with the organization they show more organizational commitment and show less turnover intentions. Relationship between job satisfaction and organizational commitment was found to be positive and significant. In addition, there were significant and positive relationship between dimensions of job satisfaction and organizational commitment and between components of organizational commitment and dimensions of job satisfaction. Nowadays, to improve the performance and productivity, organizations have to hire committed employees to obtain their goals. Because, employees with higher level of commitment to their organizations' objectives have higher job involvement, higher level of personal satisfaction, create better relationships with co-workers, maintain lower level of absenteeism, personal turnover, sabotages, counterproductive and withdrawal behaviors, and handle their duties better than employees with lower level of commitment. One of the best ways to promote employee's commitment is to increase their involvement in organization affairs and issues.

Discussion of the Fourth Research Question

The fourth research question of this study was as follows:

RQ5. Does gender have any statistically significant role in psychological empowerment, customer satisfaction, job satisfaction and organizational commitment?

The study showed no difference between male and female workers as to the job satisfaction and the Organizational Commitment. In fact, both male and female employees felt equally satisfied and committed. Similarly the findings of Koberg et al. (1999) on technically skilled, professional and managerial hospital employees showed that men and women reported no significant differences in the feeling of empowerment. This study also, found that there is no gender difference as to the psychological empowerment among the bank employees. Lockwood et al. (2012) also conducted a study and realized that gender does not have any relationship with psychological empowerment. On the other hand, some studies showed that women tend to feel less empowered than men. Wang and Zhang (2012) in their study among teachers found a statistically significant difference in the



level of psychological empowerment based on gender. Also Lim and Hechanova (2013), revealed that female managers reported that they were being left out from informal networks. Male managers also reported that they were given more duties than women in the same position. Spreitzer (1996) in their study could not find any relationship between gender and psychological empowerment. The studies of Patah et al. (2009) and Joo and Shim (2010) also realized that there were no noteworthy differences in the scores of both genders-males and females when compared, with the employee psychological empowerment. In a study on 191 male and 200 female nurses to confirm if the factor structure of Spreitzer's psychological empowerment questionnaire was equal between groups of 191 male and 200 female nurses, the results indicated that the structure of the psychological empowerment questionnaire could be presumed the same across genders (Boudrias, Gaudreau and Laschinger, 2004). From what discussed above, it may be inferred that if we make a comparison men and women working at different level or if they are discriminated on job responsibilities on the same job their perception about empowerment may not vary.

Conclusion

According to Spreitzer (1995a) psychological empowerment is defined as a motivational construct manifested in four cognitions: meaning, competence, self-determination and impact which reflect an active orientation to a work role where the individual wishes and feels that he or she is able to shape his or her work role or context. The present study tries to explain the relationship between psychological empowerment, job satisfaction and organizational commitment to support the role of psychological empowerment in the field of employee working in different banking sectors. This study found that psychological empowerment and Job satisfaction negatively and significantly affected the Job related stress of employees. When the Psychological Empowerment of employees in banking sector increases, their job satisfaction also increases. Similarly all the dimensions of Psychological Empowerment -Meaning, Competence, Impact and Self Determination have a significant and positive correlation with Job Satisfaction. This study gives inputs to the theory and managerial practices by helping improve the understanding of the importance of psychological empowerment in increasing organizational commitment of employees in banking sector. The findings of the study will be of importance for the banks in different ways. Previous studies have shown the importance of psychological empowerment in other service sectors like hotel industry, hospitals and schools [Koberg, Boss, Senjem and Goodman (1999); Avolio, Zhu, Koh and Bhatia (2004); Knol and Linge (2009); Fook et al. (2011); Kim, Losekoot and Milne (2011) etc.]. This research sheds light on the interconnection between psychological empowerment among clerical level employees in banking sector. Human Resource professionals can improve employees' psychological empowerment (McLean 2006) by giving them some education and training. The aim of empowerment to create a values where employee have enough lee ways to express themselves and have the freedom to make decisions about how their job can be handled better. Empowerment or participative management is one of the most effective ways of helping employees to utilize their inventive abilities to progress their performance in the organization they work for. In order to create effective Empowering employees it is necessary to make some sorts of communication channels. This will necessitate management to invest in augmented amounts of time communicating to employees and allowing for feedback. In addition, it will necessitate that management fairly evaluate the communication styles and approaches that are being used in the



organization to ensure the most effective processes possible. Further the banks can increase the meaning, self-determination, and competence and impact dimensions of psychological empowerment if they want their employees to attain more satisfaction in their jobs. Thus the banks can take measures to augment the psychological empowerment of employees by creating a feeling among the employees that the job they do is meaningful, they are capable of doing things, they have the freedom to do and that they do contribute to the overall result of the organization, for their employees to be more satisfied in their jobs. Increase in job satisfaction can also reduce the stress among bank employees.

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