

# A STUDY ON THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON JOB SATISFACTION: SPECIAL REFERENCE TO BRANDIX APPAREL SOLUTIONS LIMITED IN KAHAWATTA

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## ABSTRACT

Business environment is rapidly changing and businesses must be enriched with capabilities in order to retain in the environment in a profitable way. Success of every organization depends on highly satisfied employees in the organization. Psychological empowerment is one of the concepts which help to increase job satisfaction. The researcher identified there is a lower level of job satisfaction at Brandix Apparel Solutions Limited. Hence, the purpose of this study was to identify positive impact of psychological empowerment and its dimensions (Meaning, Competence, Self-Determination and Impact) on job satisfaction. Among the 950 of operational level employees a survey questionnaire used to collect data from a sample of 260 employees in Brandix Apparel Solutions Limited in Kahawatta. SPSS 23.0 and used to conduct the statistical analysis of all data in the industry. Simple regression and multiple regression were conducted to test hypotheses. The findings indicated that psychological empowerment and its dimensions such as Meaning, Competence, Self-Determination and Impact were positively impact on job satisfaction. Further this study would provide ways to organizations in the same line in how to increase level of job satisfaction.

**Keywords:** competence, impact, job satisfaction, meaning, psychological empowerment, self-determination

## Introduction

According to Sri Lanka Export Development Board, (2017) Sri Lankan Textile and Apparel Industry is the leading industry in the country which contributes 47 percent to the total export earnings. Moreover, Apparel Industry has been the Sri Lanka's largest gross export earner since 1986 and employs about 15% of the country's workforce. Because of the globalization, there is a high demand for Sri Lankan apparels to export in European countries including United Kingdom, Italy, Germany, Belgian, Australia, Netherland, etc (Embuldeniya, 2015).

With the globalization, increase the integration of economies around the world through trade, financial flows and transfer of technology. Globalization influences many industries and Textile and Apparel Industry is one among them. It means because of the globalization Textile and Apparel Industry enabled consumers to source their Textile and Apparel Industry preference beyond the national boundaries. Nowadays Textile and Apparel Industry environment is growing and rapidly

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changing. Therefore, today each and every organization is facing huge competition in the market. With that competition organizations want to stabilize in the market by facing competition and achieving competitive advantage. Achieving these objectives depend on committed, highly motivated, satisfied and innovative human resource in the organization. On the other hand, success or failures of the organization depend on qualifications and performance of the employees because employees' knowledge, skills and abilities cannot be imitated by competitors rather than technology (Elnaga & Imran, 2014).

A well-managed business normally considers employees as primary source of productivity. As well as employees are the core foundation of the business and contributors to firm development. To ensure achievement of firm goals, organization should create better environment for its employees through policies which satisfy employees regarding their job (Parvin & Kabir, 2011).

Job satisfaction is an employee's feeling of achievement and success of the job. It is generally perceived that there is direct link with productivity and personal wellbeing. Further it implies enthusiasm and happiness of employees' work (Kaliski, 2007 as cited in Aziri, 2011). Job satisfaction is the result of different kind of attitudes that employees hold toward the job. The consequences of job satisfaction important to an organization because organization's efficiency, productivity, employee relations, absenteeism, turnover and employee wellbeing depend on it. Absenteeism and turnover are some of the human resource factors which limit the achieving of organizational objectives in the apparel industry. Job satisfaction helps to reduce absenteeism, turnover and accidents and help to increase employees' morale and productivity. There are three major factors which influence the employees' job satisfaction. They are organizational factors, group factors and individual factors. Wages, promotions opportunities, nature of works, policies and procedures of the organization and working conditions are the organizational factors which influence the job satisfaction. Size and supervision are the group factors and self-respect and status are the individual factors which influence the job satisfaction (Vani & Janani, 2016).

Therefore, in order to increase the job satisfaction of employees, management of the organization has to know whether employees are satisfied with the job and extent of employee job satisfaction (Perera, 2016). As well as organization should identify which kind of factors influence the employees' job satisfaction and have to give concentration on these factors in order to increase level of employee job satisfaction. In this study, psychological empowerment has been identified as factor which influences the job satisfaction and focuses on how psychological empowerment impacts on employee job satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

### Research problem

The scale of Employee Job Satisfaction was developed by Brayfield and Rothe in 1951. It was validated and reliable one. According to the pilot survey results, researcher found that there is a lower level of job satisfaction than expected level.

On the other hand, today high level of employee turnover among operational level employees have been identified as a contemporary management issue in Sri Lankan apparel industry (Amarathunge, 2016). Further, individuals those who are less satisfied with the job tend to leave organization. It means there is a direct link with level of job satisfaction and the intention to leave the organization (Rasch and Harrell as cited in Amarathunge, 2016).

Brandix Apparel Solutions Limited has established in 11th June in 2013 and currently there are 218 employees are working in the company. By considering these things it can be concluded that employees of the Brandix Apparel Solutions Limited have high level of intention to leave the organization and employees of the Brandix Apparel Solutions Limited in Kahawatta have less job satisfaction.

Therefore it can be mentined the problem statement as,

“To what extent employees’ job satisfaction in Brandix Apparel Solutions Limited in Kahawatta?”

Research question

Among the factors affecting to job satisfaction, employees in the manufacturing organizations, Psychological Empowerment is one of the factors which is positively impact on the employees’ Job Satisfaction. It means there is higher level of Psychological Empowerment and greater level of Job Satisfaction (Olcer, 2015; Saif & Saleh, 2013). Further employee job satisfaction is clearly related to the psychological empowerment (Pelit, rslanturk, & Arslanturk, 2011). The researcher pointed out that psychological empowerment is influence on job satisfaction (Carless, 2004).Saif & Saleh (2013); Olcer (2015) reviewed that there is an positive impact of meaning on job satisfaction. Moreover, researcher found that meaning is significant predictor of job satisfaction (Carless, 2004).

Wang & Lee (2009) pointed out there is a positive effect of competence on job satisfaction. Moreover it has been found competence is positively impact on job satisfaction ( Saif & Saleh, 2013).

Olcer (2015) established a positive impact of self-determination on job satisfaction. The researcher discussed that self-determination is positively impact on job satisfaction of employees (Saif & Saleh, 2013).Olcer (2015); Wang & Lee (2009) reviewed that there is an positive impact of impact on job satisfaction. Further Saif & Saleh (2013) pointed out impact is positively impact on job satisfaction of employees.

Therefore it can be able to tell psychological empowerment is one of the factor which impact on job satisfaction of employees. This research will investigate how psychological empowerment effect on job satisfaction of employees.based on that following research questions are developed.

*Does Psychological Empowerment positively impact on Job Satisfaction of operational level employees at Brandix Apparel Solutions Limited in Kahawatta?*

Research objectives

#### **Main objective**

1. To find out whether there is an impact of Psychological Empowerment on employees’ Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

### Specific objectives

1. To find out whether there is an impact of Meaning on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.
2. To find out whether there is an impact of Competence on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.
3. To find out whether there is an impact of Self-determination on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.
4. To find out whether there is an impact of Impact on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

### Conceptual Framework

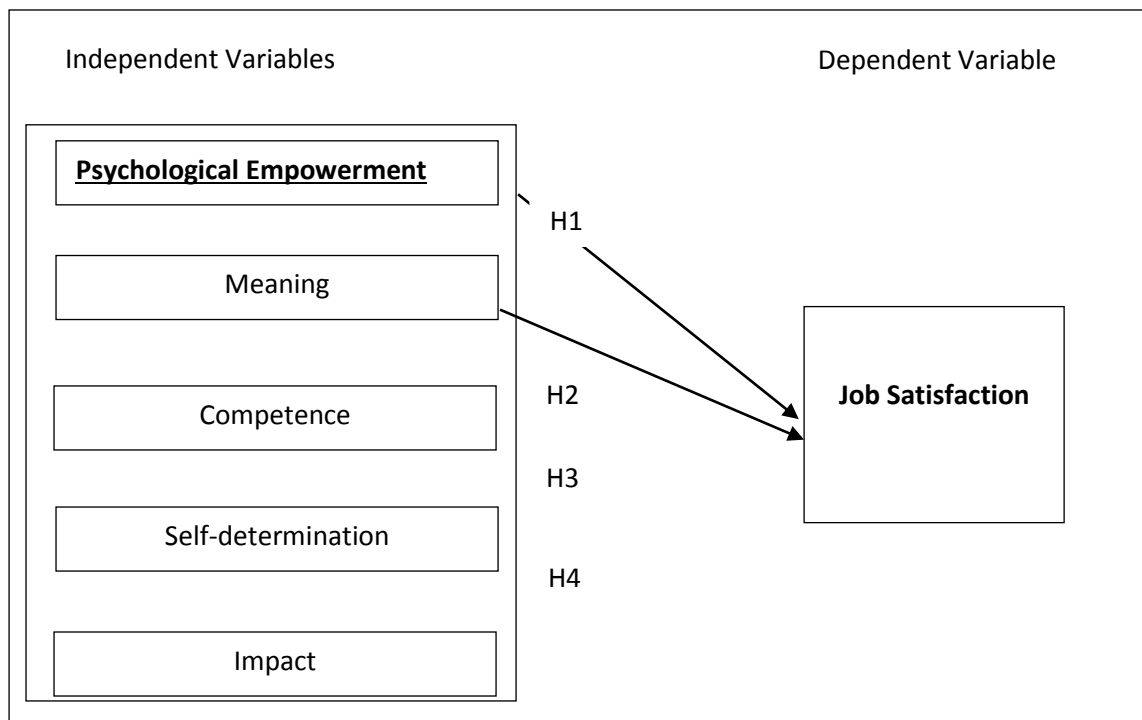
The conceptual framework of the study is a vital part of the study and it includes the system of concepts, assumptions, expectations, beliefs and theories that helps and informs the study (Casanave & Yongyan, 2015). According to Casanave & Yongym (2015), Conceptual framework should serve two purposes as shows how study fits into what is already known (relationship to existing theory and research) and shows how your study makes a contribution on the topic to the field (untexual goals).

Conceptual framework is a system of interrelated abstractions or ideas that condenses and organizes knowledge about study (Grant & Osanloo, 2014). Grant & Osanloo (2014), emphasizes that, the theoretical framework is the foundation from which all knowledge is constructed for a study. Moreover, it defines conceptual framework provide a grounding base for the literature review, methods and analysis.

The creation of conceptual framework basically depends on the variables of that particular study. Mainly there are two types of variables in the study as independent variable and the dependent variable.

The independent variable is an active variable which operate the values of the variable to understand its effect on another variable (Sekaran, 2014). Dependent variable is the variable which affects by the independent variable and dependent variable is depend on the independent variable (Sekaran, 2014).

In this study, psychological empowerment is the independent variable and job satisfaction is the dependent variable. Meaning, competence, self-determination and impact are the dimensions of independent variable.



## Hypotheses

Employees in the manufacturing organizations, Psychological Empowerment is positively impact on the employees' Job Satisfaction. It means there is higher level of Psychological Empowerment and greater level of Job Satisfaction (Olcer, 2015; Pelit, Ozturk, & Arslanturk, 2011; Saif & Saleh, 2013). Based on that following hypotheses can be developed.

- H1: There is an impact of Meaning on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.
- H2: There is an impact of Competence on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.
- H3: There is an impact of Self-determination on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.
- H4: There is an impact of Impact on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

## Operational Definitions for concept and variables

### Job Satisfaction

Job satisfaction can be defined the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values and the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Job satisfaction can be defined how people feel about their job (Saif, N. I. & Saleh, A. S., 2013).

## **Psychological Empowerment**

Psychological Empowerment considers as manifested in a set of four cognitions about workers' orientation to work role. Those are meaning, competence, self-determination, and impact (Spreitzer, 1995).

### **Meaning**

Meaning is individuals' belief about his or her work is important to him or her and individuals' desire for what he or she is doing (Spreitzer, 1995).

### **Competence**

Competence means the degree to which an individual can perform task activities skillfully when he or she attempts to do so (Spreitzer, 1995).

### **Self-determination**

Self-determination is the individuals feeling of independence to perform responsibilities, make decisions about the work and have sufficient authority (Spreitzer, 1995).

## Research Design

Depend of nature of the study there are three types of purposes as exploratory, descriptive and testing hypotheses (explanatory). In this study research strategy is survey method because in this case select sample from the population and make conclusions. Then draw conclusions about the population parameters based on the sample statistics. In this study research method is mono method. Mono method considers only one approach. Under the mono method there are two methods as quantitative and qualitative method (Azorin & Cameron, 2010). Based on that in this study applies only the quantitative method. Time horizon may be cross sectional or longitudinal. If the data are collected just once in order to answer the research question, time horizon of such a study is called as cross sectional (Sekaran, 2014). In this case time horizon is cross sectional because data are collected just once. The unit of analysis means the level of aggregation of the data during subsequent analysis. It may be individual or groups or organizations or culture or industry or country (Sekaran, 2014). In this study unit of analysis is individual level because the data gather from each individual and treating each employee's response as an individual data source.

## Sample Design

According to the Sekaran (2014) population is the entire group, events or things of interest that the researcher willing to investigate. Target population of this study is 950 of operational level employees in the Brandix Apparel Solutions Limited. Sample is a subset of the population and by

studying the sample the researcher should be able to draw conclusions regarding the population (Sekaran, 2014). According to the Umasekaran's (2014) table sample size is 260 of operational level employees in the Brandix Apparel Solutions Limited. There are two types of sample techniques as probability sampling and non-probability sampling. In probability sampling, the elements of the population have known chance to being selected as sample subject while non-probability sampling, the elements of the population has not known chance to being selected as sample subject (Sekaran, 2014). Based on that, the probability sampling techniques has been used for this study.

There are several types of probability sampling techniques and this study comes under simple random sampling technique because in simple random sampling technique, elements of the population have known and equal chance to being selected as a sample subject. Simple random sampling technique has the least bias and offers the most generalizability (Sekaran, 2014).

Data source of this study is primary data source because information is collected for the first time by using questionnaires which are developed by the researcher. Questionnaire consists with three sections.

Section 1 consists with questions related to the dependent variable of Job Satisfaction. In order to measure the dimension of Job Satisfaction researcher used an instrument which was originally developed by Brayfield & Rothe (1951). The respondents indicate their level of agreement to each statement on a five-point scale ranging from "strongly agree" to "strongly disagree". In this construct, 5 for strongly agree and 1 for strongly disagree. Section 2 consists with questions related to the independent variable of Psychological Empowerment. In order to measure the dimension of job satisfaction researcher used an instrument which was originally developed by Spreitzer (1995). The respondents indicate their level of agreement to each statement on a seven-point scale ranging from "strongly agree" to "strongly disagree". In this construct, 7 for strongly agree and 1 for strongly disagree. Finally, in order to measure Psychological Empowerment researcher, use main four dimensions such as Meaning, Competence, Self-Determination and Impact. Further section 3, consist with demographic factors.

### Descriptive Statistics

Table 1: Descriptive Measure

Variable	Mean	Standard deviation
Job satisfaction	3.21	.889
Meaning	3.28	1.032
Competence	3.45	.798
Self determination	3.84	.998

Impact	2.98	.916
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As per Table-1, average mean value of employees' job satisfaction (Dependent Variable) and competence, self-determination and impact (Independent Variables) were less than 3 (Average of the 5-point Likert Scale). The level of the employees' job satisfaction is 3.21 in the organization. Hence, it can be seen the level of employees' job satisfaction is lower than the expected level. It can be proved the operational level employees of Brandix Apparel Solutions (Pvt) Ltd have lower level of job satisfaction than the expected level. Further, psychological empowerment and the dimensions of psychological empowerment show lower level than the expected level (Average of the 7-point Likert Scale).

#### Reliability and Validity

Most common way to measure reliability is Cronbach's Alpha test (Feild, 2009). Field said that when Cronbach's Alpha value of the scale is greater than 0.6, it is a good model. The results of the Cronbach's Alpha test are given in the Table-2 which shows the reliability of dependent variable and independent variables are at a satisfactory level since the Cronbach's Alpha values are greater than 0.7.

Validity means whether an instrument really measures what it expects to measure (Feild, 2009). Researcher used KMO and Bartlett's Test in order to measure validity. Field (2009) emphasizes, in order to validate a scale, acceptable value of KMO and Bartlett's test is 0.5. KMO and Bartlett's test values are given in Table-2.

Table-2: Reliability and Validity

Variable	No. Of items	Cronbach Alpha	KMO	VIF value
Job satisfaction	18	0.813	0.853	1.456
Meaning	3	0.824	0.891	1.854
Competence	3	0.761	0.796	3.456
Self determination	3	0.798	0.784	4.741
Impact	3	0.851	0.869	1.541



Multi-Collinearity effect means there should not be a linear relationship between two or more of the predictors (Feild, 2009). If the Variance Inflation Factor (VIF) value is greater than 10, multi-collinearity effect is high. Therefore, multi-collinearity effect should be less than 10.

### Correlation

Table -3: correlation

Variable	Psychological empowerment	Meaning	Competence	Self-determination	Impact
Job Satisfaction	0.793 (p=0.000)	0.620 (p=0.000)	0.793 (p=0.000)	0.793 (p=0.000)	0.721 (p=0.000)

### Regression

Table-4: Coefficient

Variable	Beta Value	P- Value
Constant	-7.498	1.000
Meaning	0.293	0.000
Competence	0.179	0.001
Self determination	0.278	0.001
Impact	0.121	0.008

The overall objective of the research was to find out whether there is a positive impact of psychological empowerment on job satisfaction.

Based on the regression results in Table 4, regression coefficient ( $\beta$ ) represents the impact of psychological empowerment on job satisfaction and the  $\beta$  value is 0.793. It determines, when psychological empowerment increase by one it is expected that job satisfaction increased by 0.793. It suggests that there is positive impact of psychological empowerment on job satisfaction operational level employees at Brandix Apparel Solutions (Pvt) Ltd. According to findings of past literature Pelit, rslanturk, & Arslanturk (2011); Saif & Saleh (2013) pointed out there is a positive impact of psychological empowerment on employee job satisfaction.

Based on the regression results, regression coefficient ( $\beta$ ) represents the impact of meaning on job satisfaction and the  $\beta$  value is 0.293. It determines, when meaning increase by one it is expected that job satisfaction increased by 0.293. It suggests that there is positive impact of meaning on job satisfaction operational level employees at Brandix Apparel Solutions (Pvt) Ltd.

Based on past studies, Saif & Saleh (2013); Olcer (2015) reviewed that there is an positive impact of meaning on job satisfaction. But the findings of Wang & Lee (2009) study is different from reseacher study.

Based on the regression results, regression coefficient ( $\beta$ ) represents the impact of competence on job satisfaction and the  $\beta$  value is 0.179. It determines, when competence increase by one it is expected that job satisfaction increased by 0.179. It suggests that there is positive impact of competence on job satisfaction operational level employees at Brandix Apparel Solutions (Pvt) Ltd.

The findings of the research different from studies which was conducted by Saif & Saleh (2013); Olcer (2015). Further Wang & Lee (2009) pointed out there is a positive effect of competence on job satisfaction.

Based on the regression results, regression coefficient ( $\beta$ ) represents the impact of self-determination on job satisfaction and the  $\beta$  value is 0.278. It determines, when self-determination increase by one it is expected that job satisfaction increased by 0.278. It suggests that there is positive impact of self-determination on job satisfaction operational level employees at Brandix Apparel Solutions (Pvt) Ltd.

This finding supported Saif & Saleh (2013); Olcer (2015) who established a positve impact of self-determination on job satisfaction.

Based on the regression results, regression coefficient ( $\beta$ ) represents the impact of impact on job satisfaction and the  $\beta$  value is 0.221. It determines, when impact increase by one it is expected that job satisfaction increased by 0.221. It suggests that there is positive impact of impact on job satisfaction operational level employees at Brandix Apparel Solutions (Pvt) Ltd.

Based on past studies, Saif & Saleh (2013); Olcer (2015); Wang & Lee (2009) reviewed that there is an positive impact of impact on job satisfaction. Further findings of Khera (2015) pointed out impact is positively correlated with job satisfaction.

Based on the past findings, it can be decided, findings of this study line with the past literature. Therefore, the tested hypotheses prove from these findings.

## Conclusion

The Main objective of the research

find out whether there is an impact of Psychological Empowerment on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Specific objectives are found out whether there is an impact of Meaning, Impact, Self-determination, Competence on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Psychological empowerment is one of the factor which impact on job satisfaction of employees. This research investigated how psychological empowerment effect on job satisfaction of employees. This Research problem is "Does Psychological Empowerment Positively Impact on Job Satisfaction of Operational Level Employees at Brandix Apparel Solutions Limited in Kahawatta?"

Target population of this study is 950 of operational level employees in the Brandix Apparel Solutions Limited. According to the Sekaran's (2014) table sample size is 274 of operational level employees in the Brandix Apparel Solutions Limited. The researcher distributed 274 questionnaires in order to collect data for the study. Only 260 questionnaires were returned back. Therefore, analysis was done based on that 260 questionnaires and the response rate is 82%.

With the globalization, increase the integration of economies around the world through trade, financial flows and transfer of technology. Globalization influences many industries and Textile and Apparel Industry is one among them. Brandix Apparel Solutions is established in Kahawatta. area and operational level employees are directly involved with the final product in the organization. In this study, through preliminary survey researcher identified lower level of job satisfaction in the organization. Therefore, overall objective is to identify the impact of psychological empowerment on job satisfaction of operational employees in Brandix Apparel Solutions Limited in Kahawatta. Through regression analysis of this study, it was found out that there is a positive impact of psychological empowerment and its dimensions (Meaning, Impact, Self-Determination and Impact) on job satisfaction of operational employees in Brandix Apparel Solutions Limited in Kahawatta.

Four hypotheses (H1, H2, H3, H4 ) used in the study are as discussed below.

First hypothesis: H1: There is an impact of Meaning on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

H1 is accepted since  $p=0.000 < 0.05$ . Further the coefficient of Meaning is 0.293 which is positive; implying that Meaning has positively effects on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Second hypothesis: H2: There is an impact of Competence on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Since the p- value is  $p=0.001 > 0.05$ , H2 is supported by the data in this study. Further the coefficient of Competence is 0.179 which is positive; implying that Competence has

positively effects of employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Third hypothesis: H3: There is an impact of Self-determination on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Since the p-value is  $p=0.001 < 0.05$ , H3 is supported in this study. Further the coefficient of Self-determination is 0.278 which is positive; implying that Self-determination has positively affects employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Fourth hypothesis: H4: There is an impact of Impact on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

H4 is also supported in this study since the p-value is  $p=0.008 < 0.05$ . Further the coefficient of impact is 0.121 which is positive; implying that impact has positively effects on employees' Job Satisfaction in Brandix Apparel Solutions Limited in Kahawatta.

Hence, this organization needed to increase level of job satisfaction and it is essential to get better step to improve level of psychological empowerment of operational employees in Brandix Apparel Solutions Limited in Kahawatta.

### Research Implications

A finding of this study provides some suggestions for managers to increase level of job satisfactions of operational employees in a manufacturing sector and this study provide opportunities to future studies.

Job satisfaction of employees is considered as an important factor which help organizations to retain in the market. Since this study has found psychological empowerment as an important factor which increases job satisfaction. Therefore, managers can use psychological empowerment as a way to increase job satisfaction.

Managers should create great desire and feeling within the employees about what he or she doing. On the other hand, it's better to provide independence to perform responsibilities and make decisions about the work. Further, if the management can join employees to strategic and administrative activities, its help to increase level of job satisfaction and mangers should trust the employees' skills and capabilities.

### Recommendations

This study has found psychological empowerment as an important factor which increases job satisfaction. Therefore, we can use psychological empowerment as a way to increase job satisfaction.

Showing employees that you genuinely care about their well-being is one of the most effective ways to increase job satisfaction.

Giving feedback can be tough, and most managers did not give their feedback to their team, but employees crave it. There's no need to be rude with your feedback, but if you're straightforward and honest, employees will respect that.

Maintain good Communicate in the work place. Lack of communication is the source of a lot of frustration in the workplace. Work on creating a culture of open and honest communication within your team.

Showing employees that you genuinely care about their engagement levels at work is a great way to increase job satisfaction.

For employees to be satisfied at work, they need to feel like they're in control. They need to feel like they have the autonomy they need to do amazing work that they can be proud of.

Give your employees reasons and opportunity to stretch out on their own and even lead others.

People need to know when they are meeting expectations and, more importantly, when they are not. Be consistent and diligent in your measurement and rewards so employees are motivated to do their best.

Establish specific roles and responsibilities with employees so all are clear and can work together cooperatively.

#### Suggestions for Future Research

This research on investigating the impact of psychological empowerment on job satisfaction in Brandix Apparel Solutions Limited in Kahawatta and 260 sample respondents. In terms of geographical coverage, the present research is relatively limited to Brandix Apparel Solutions Limited in Kahawatta. So, future researches can carry out a research sample covering a wider geographical & industrial area. Future researchers can conduct broad studies about other factors which affect to job satisfaction.

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