

**EFFECT OF EMPLOYEE EMPOWERMENT ON EMPLOYEE JOB SATISFACTION
IN HOTELS WITHIN THIKA TOWN, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY AND
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DECLARATION

Declaration by the Candidate

I, Joygene Ogolla do declare that this entrepreneurship business plan is my own original work and to the best of my knowledge it has not been presented to any other institution of higher learning for similar or any other degree award.

Signature 

Date 15/12/2021

Joygene Ogolla

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Approval by Supervisor

I confirm that the work reported in this Entrepreneurship Business Plan was carried out by the aforementioned student under my supervision as the University Supervisor.

Signature 

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DEDICATION

I wish to dedicate this project to my family, friends and hospitality lecturers for their encouragement and support, their sacrifice and patience. I thank them for always being there for me through good and bad times and all I want is to make them happy by finishing school, graduating and making them proud. My prayer is that my hard work and dedication in doing this research will pay off.

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ABBREVIATIONS AND ACRONYMS

FEVS Federal Employee Viewpoint Survey

SPSS Statistical Package for Social Sciences

OPERATIONAL DEFINITIONS OF TERMS

Autonomy	The right or condition of self-government
Facets	A particular aspect or feature of something
Tenacious	Not readily relinquishing a position, principle or course of action determined.
Employee empowerment	This is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.
Employee satisfaction	This is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs such as nature of work or supervision.
Service Quality	It is a comparison of perceived expectations
Superiors	This is a colleague in a higher position
Job satisfaction	A feeling of fulfilment or enjoyment that a person derives from their job
Decision making	The action or process of making important decisions.

ABSTRACT

Job satisfaction and employee empowerment has always been an interesting domain for researchers. Employee empowerment helps organizations to get employees more motivated towards their work and reap the benefit of their performance and satisfaction towards the organization. The researcher's objective was to investigate the influence of psychological and structural empowerment on job satisfaction in hotels within Thika Town. The researcher targeted all hotel staff members who have been working for more than six months. A cross-sectional study was conducted in randomly selected hotels and the data collection entailed conducting a survey with employees of the selected hotels. A questionnaire detailing the socio demographic factors of the respondents and satisfaction level with various employee empowerment parameters was used. The study hypothesizes that higher levels of employee satisfaction were observed among organizations/hotels with various elements of employee empowerment. To carry out the researcher's data analysis data coding, data editing and data cleaning was involved. Spearman's correlation analysis was done to establish the relationship between employee empowerment and job satisfaction. The findings of this research will have explicit implications for both the employees and the organizations and will specifically highlight areas where organizations can impose interventions to increase their employee satisfaction and morale –two mechanisms that have been associated with an increase with employee output and quality.

Key Words: *employee empowerment, employee satisfaction, service quality, superiors, job satisfaction, decision making*

CHAPTER ONE: INTRODUCTION

1.0 Preview

This chapter covers studies done by previous researchers on the topic of effects of employee empowerment on Job satisfaction and its implications to the organizations\hotels.

1.1 Background of the Study

The interaction between management and employees may affect many facets within the business environment. Employee empowerment is often considered process oriented, although it can also be motivational. Lawler (1986) argued that employee empowerment consists of four separate processes: knowledge, information, power and rewards. In order to react to the changes and diverse requirements of customers and stakeholders, employees may face many challenges in steering their performance. They frequently struggle to seize and restrain their managerial authority Checkland (2004) to encounter those challenges. Some poor organizational arrangements like limited access of information, meaningless responsibilities, improper reward system, lack of authority to make work-related decisions and lack of control on job make it difficult for employees and reduce the quality of service which may lead to customer dissatisfaction bringing losses to the organization.

The movement of the human relations steered the experts to integrate various strategies that can deliver the greatest performance in their human resources (Sharma, Kaur 2011). These strategies involve diverse forms and an example is the industrial democracy, employee participation and managerial compliance. Internal settings like organizational structure and employee participation are the key determinants of an organization, which affects employee performance. Two main types of empowerment surface in the literature: structural empowerment and psychological empowerment. Structural empowerment is associated with the delegation of power by managers to employees, while psychological empowerment is based largely on self-

determination and intrinsic value. Job satisfaction is an emotional state resulting from experiences an employee has to work.

There are three types of satisfaction levels:

a) Emotional response to work environment, b) the relationship between expectation and reality and, c) satisfaction with compensation. Motowidlo (1996) argued that there were three factors that could describe a large proportion of job satisfaction: a) the immediate work environment, b) the social environment and c) the organizational environment.

Job satisfaction is the effective orientation that employees have towards their work. (Saari and Judge, 2004). It is also an effective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Kam, 1998). Job satisfaction describes the feelings, preferences or attributes of individuals regarding work (Chen, 2008). It can become an auxiliary factor in the organization in order to maintain the consistency and continuance of the employees' attempts to create fair promotions systems, recognize the necessary management methods, measure the organization success amount in the current situation and the employees' empowerment (Newsome et al 2008: 65).

Lashley (2001) said that employee empowerment has become part of everyday management language in recent years. It has also been involved with popular management movements such as Human Resource Management and Total Quality Management. Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision making in regards their specific organizational tasks.

There are two sets of arguments that have been used to justify the utilization of empowerment. The first one is democratic humanism which is usually seen as a response to the excesses of scientific management and problems of alienation. Associated with the enlightened managers,

this view of human nature can be seen in the work of McGregor and his Theory X and Theory Y constructs. While theory X assumes employees do not like work and avoid responsibilities and are motivated purely by financial considerations, Theory Y takes a more positive overview of human nature, assuming employees would want to exercise self-control and contribute to the organization so as to meet their need for self-actualization. These sets of assumptions were also reflected in the work of humanist's psychologists such as Maslow with his model of the hierarchy of needs and also Herzberg's motivation hygiene theory (Watson 1995). Participation would satisfy human growth needs of self-actualization and fulfilment and through this mechanism creates job satisfaction.

Workers contribute heavily to an organization's success and as they are closer to the work situation, they may be able to suggest improvements which management would be unable to by virtue of their position in hierarchy. Empowerment would increase job satisfaction and reduce turnover as workers feel more committed to achieving the organization's goals. In addition as workers are empowered this reduces the need for complex and dysfunctional systems of control hence increasing efficiency.

Empowerment is a state which is defined in relation with jobs and professions including four inner imaginations which show people's desires towards their professional roles. These inner imaginations are choice, meaning, choice, effectiveness and competency. (Thomas and Velthouse, 1990: 666-681)

Empowerment improves people's self-esteem as a process of power transfer through enabling them to recognize their abilities power and capability which include the recognition of the value of themselves and others (Cubin and Cohen, 2003:126)

Kanter's (1993) theory of structural focuses on the structures within an organization rather than an individual's own qualities Bradbury-Jones, Sambrook and Irvine (2007). He believes that a leader's power will only grow by sharing the power through empowering others and as a result, leaders will realize an increased organizational performance (Fox, 1998). Furthermore, Kanter says that with support, information and tools, people's skills will improve, they will increasingly make informed decisions and overall accomplish more, which is a benefit to the organization as a whole (Fox 1998). Empowered employees are committed to the organization, more accountable for their work and better able to fulfil job demands in an effective manner (Degner, 2005).

1.2 Statement of the Problem

There are many factors that affect job satisfaction and employee empowerment might be a major factor. Based on previous studies, hotels in Kenya have a very high employee turnover and hotels in Thika Town are not an exception. The labor turnover in Kenyan hotels indicates that labor turnover is higher (68%) in three-star rated hotels compared to (13%) in five-star rated hotels.

1.3 Purpose of the Study

The study is sought to investigate the effect of employee empowerment on employee job satisfaction.

1.4 Conceptual Framework

INDEPENDENT VARIABLE

Employee Empowerment

(Based on Kanter's Theory)

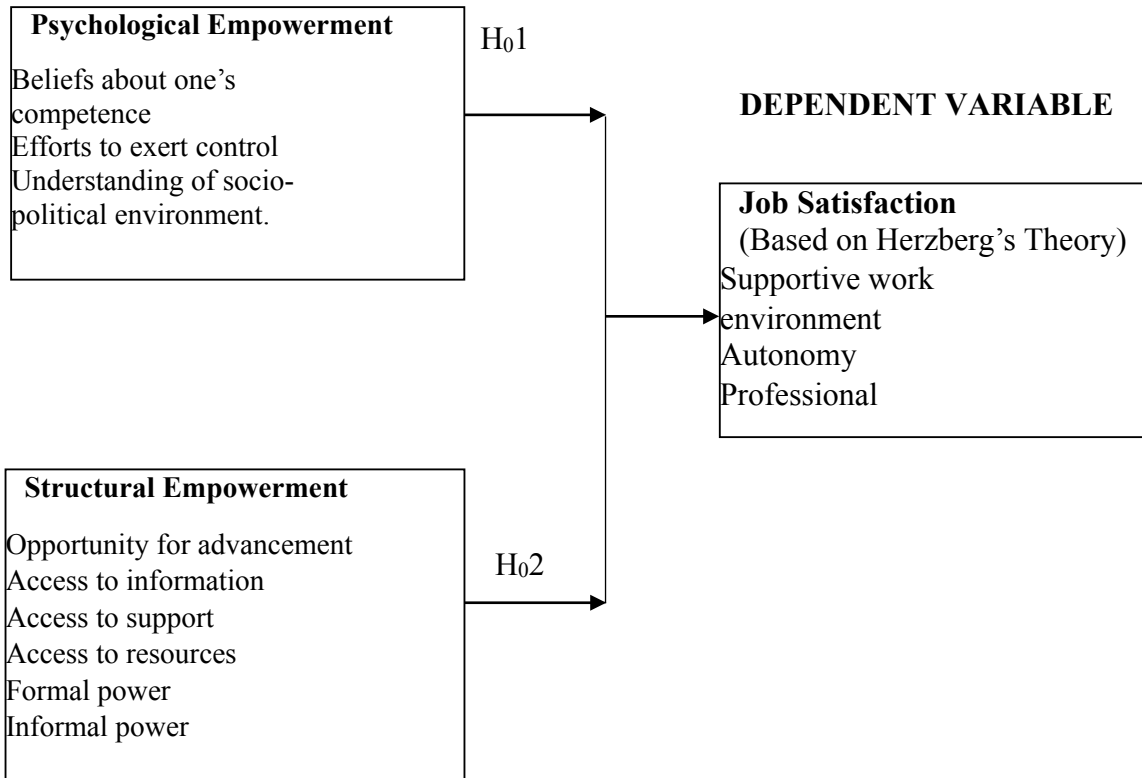


Figure 1.1: A conceptual model of the relationship between employee empowerment and job satisfaction.

Source: Researcher, 2021

1.5 Research Questions

1. Does psychological empowerment affect job satisfaction?
2. Does structural empowerment affect job satisfaction?

1.6 Objectives of the Study

1.6.1 General objective

To analyse the impact of employee empowerment on employee job satisfaction.

1.6.2 Specific objectives

1. To investigate the influence of psychological empowerment on job satisfaction in hotels within Thika Town.
2. To find out the effect of structural empowerment on job satisfaction in hotels within Thika Town.

1.7 Hypothesis

Table 1.1: Hypothesis of the study

Research Question	Null Hypothesis (H₀)
Does psychological empowerment affect job satisfaction?	H ₀ 1-There is no statistically significant relationship between psychological empowerment affect job satisfaction.
Does structural empowerment affect job satisfaction?	H ₀ 2-There is no statistically significant relationship between structural empowerment and job satisfaction.

1.8 Significance of the Study

1.8.1 Hotel employees

The organization may work to provide new and challenging assignments to the employees, so that people get motivated and delegated towards their job profile. The employees will have to develop self-confidence so as to solve the problems in their hotel. Employee's participation in management activities will be encouraged so that innovation and creativity among the employees can be experimented. This study will help the employees to earn their positive word of mouth, loyalty and commitment towards the organization which will increase the human capital.

1.8.2 Hotel Management

The findings will help the hotel management in decision making of the hotel hence improving the working conditions of the hotel staff which will increase the profits of the hotels.

1.8.3 Future Researchers

The study findings may add to the existing body of knowledge in the subject of effects of employee empowerment on job satisfaction for future research in this nascent scholarly field.

1.9 Scope of the Study

1.9.1 Geographical scope

The study was restricted to hotels located within Thika Town.

1.9.2 Subject Scope

The study focused on the effect of employee empowerment on employee job satisfaction. Other factors that influence job satisfaction in the hotels under research were beyond the scope of this study

1.10 Limitations of the study

Although the study makes important contributions towards understanding the effects of employee empowerment on job satisfaction, it is not void of limitations. Some respondents were not willing to cooperate in filling the questionnaires and the researcher tried to overcome this by persuading them and explaining the role of the study in improving the current situation.

Some respondents also took long to fill and complete questionnaires. The researcher avoided this by ensuring that the date of submitting the questionnaires was observed for the study to be completed on time.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Job satisfaction and employee empowerment are not new concepts. They have rich and varied history. These two concepts have appeared in various forms throughout modern management literature. Employee commitment and satisfaction is a matter of concern in all organizations. In this chapter, the researcher is going to discuss about the literature review of the following two objectives which are; Job satisfaction and Employee empowerment.

2.2 Job Satisfaction

Empirical studies have described that, empowerment is a significant predictor of job satisfaction. Empowered employees are more satisfied with their jobs (Kizilos, Spreitzer and Nason, 1997). When an organization wants to create a positive work environment that is based on trust, exceptional customer service, teamwork, operational excellence and creative problem solving then the leadership team must invest in the employees who are very important to the organization. Employee empowerment has a positive impact on employee job satisfaction. According to Randolph (2000) employee empowerment involves delegation of authority to employee and ensure resources are available to them, provide good working environment and provision of proper tools which lead to high performance of employees. Deal (2005) states that well motivated employees produce unanticipated yield while workforce with low inspiration level drag the firm growth backwards. Empowerment helps improve productivity of workers and creates a good working atmosphere in establishments (Dobbs, 1993). It is believed that satisfied employees are more productive and produce high quality work and are more committed to the achievement of organizational goals

Laschinger et al. (2004) in their researches indicate the environment that enhance the perception of staff empowerment have a lasting positive effect on the employees. Spector (1985) categorises of satisfaction into two groups which are job environment factors and individual factors. He further explains that the two groups work together and therefore job satisfaction is determined by a combination of job environment factors and individual factors.

While Armstrong (2003) suggested other factors which led to job satisfaction such as intrinsic factors, extrinsic factors, individual work abilities, supervision quality and social relationships in work. Locke (1976 and Spector (1997) imply that the facets of job satisfaction were classified into four group rewards such as fringe benefits, other people such as co-workers, the organization of work itself and the nature of work itself.

Factors that determine the level of job satisfaction of employees are financial advantages and benefits, career development and promotion, working environment, managers and colleagues. (Bari, Fanchen and Baloch, 2016). 2010 Federal Employee Viewpoint survey (FEVS) indicate that empowerment practices (i.e., sharing information about goals and performance, providing access to job related knowledge and skills and granting discretion to change work processes) has positive effect on job satisfaction.

Pelit et al. (2011) in the research they conducted on 5- star hotel employees in Turkey, they considered empowerment in two dimensions as behavioural and psychological and their result had a significant effect on job satisfaction. Empowerment is an effective strategy whereby an organization uses it to improve the capabilities and responsibilities of its employees, because it is accepted that if an employee is empowered, he will be more efficient in performing his tasks (Saifullah, Alam, Zafar and Humayon, 2015). Several studies Kim (2002), Laschinger et al (2001), Tarnowski et al (1994), Ting (1996) indicate that satisfied workers have intrinsic work

higher motivation and lower absenteeism and turnover, therefore such organizations are more efficient and effective.

2.3 Employee Empowerment

Empowerment is a process by which power is only imparted for a drive or to an end. The key to empowerment is the giving out of authority to lower levels and engaging all employees in decision-making, which leads to improve the sense of pride, self-esteem and responsibility of the employees (Brown, Harvey 2006:267). Employee engagement in management helps in increasing the quality, efficiency and organizational competitiveness (Durai, 2010:421). Brown and Harvey (2006) define employee empowerment as a process as a process of giving employees the authority to make decisions about their own job. Gill (2001) defines employee empowerment as the meaningful job of employees, their feeling of competence, autonomy and contribution to the applications of leadership (p.233).

The employee empowerment concept certifies the employees with necessary power to employ plan and judgement in their work and participate in their work related decision-making and authorizes them to respond quickly to the needs and concerns of the customers (Durai 2010:432).

Randolph (1995) defines employee empowerment as the process of transferring power from the employer to the employees. This transformation of power has many advantages in organizations in many forms.

There are two types of empowerment; psychological empowerment and structural empowerment.

2.3.1 Psychological empowerment

According to Conger and Kanungo (1988) psychological empowerment is defined as a motivational concept of self-efficacy. Spreitzer (1995: p.1444) defines it as a motivational

construct manifested in four cognitions which are self-determination, impact, meaning and competence. He further says that together, the four cognitions reflect an active rather than a passive, orientation to a work role. Lee and Koh (2001:p.686) define psychological empowerment as the psychological state of a subordinate perceiving four dimensions of meaningfulness, self-determination, impact and competence which is affected by the empowering behavior of the supervisor.

Spreitzer, (1995) says that empowerment is a continuous variable where employees feel that they are empowered and therefore psychological empowerment is more about employee's perceptions that hold about their roles in an organization. Conger and Kanungo (1998) imply that psychological empowerment can be considered as a one-dimensional construct or multifaceted construct that includes a model focused on power practices in organizations to internally motivate employees and hence psychological empowerment results from a set of four cognitive tasks related to the individual role (Thomas and Velthouse, 1990).

2.3.2 Structural empowerment

According to Kanter (1993); Conger and Kanungo, (1988), structural empowerment is defined as a management technique which involves the sharing of authority between managers and their employees hence employees and managers solving problems and taking decisions (Ginnodo, 1997). Eylon and Bamberger, (2000) define it as an organizational structure and practice that devolves power through skills, knowledge, resource, information, development, support and responsibility.

Different scholars define structural empowerment differently and many argued that it consists of many dimensions namely: employees discretion Bowen and Lowler, (1992); Fariq and Ahmed (1998), information sharing autonomy, rewards, trust, knowledge, accountability, responsibility

and resources Bowen and Lawler, (1992), Ford and

Fottler,(1995);Lashley, (1995) and this improves the success of organization as a main concern by employees Spreitzer, (1995) Thus, employees who are empowered in the hospitality industry are more committed to improving service quality Lashley, (1995).

2.4 Theoretical Framework

2.4.1 Herzberg's Theory of job satisfaction

Herzberg's theory of job satisfaction and motivation at work consist of motivating factors and hygiene factors. Some of the motivation factors that he mentioned include work itself, recognition, achievement, autonomy, advancement and responsibility; these factors led to job satisfaction. Hygiene factors included benefits, salaries, inter-personal relations, supervision, work conditions, company policies and management and job security.

In the hospitality industry, it was found that hygiene factors were more dominant and common than other industries. This can be referred to some employees who are working in the hospitality industry start their jobs with low expectations of being able to satisfy their high needs (Mullins, 1998). Chitiris (1988) confirmed also that employees in the hospitality industry were more concerned with hygiene factors than motivating factors.

2.4.2 Kanter's Theory on Structural Empowerment

This theory includes a discussion of organizational behaviour and empowerment. It mainly focuses on the structures within the organization rather than the individual's personal qualities (Bradbury-Jones, Sambrook and Irvine, 2007)

Kanter believes that if a leader shares his power with others, he will grow through empowering others and as a result, leaders will realize increased organizational performance Fox, (1998). He further states that with the right tools, information and support, people's skills will improve and

they will increasingly make informed decisions and make more achievements which will benefit the organization as a whole (Fox, 1998)

According to Kanter, there are only two sources of power which are formal and informal. Formal power accompanies high visibility jobs and requires a primary focus on personal or independent decision making while the informal power comes from building relationships and alliances with peers and colleagues (Wagner et al, 2010). Kanter speaks about six conditions which are required for empowerment to take place. These are; Access to information, Access to information, opportunity for advancement, access to support, access to resources, formal power and informal power.

Many organizational behaviourists have based their work studies on these six conditions. According to Wagner et al, (2010) structural and psychological empowerment are derived from Kanters' work in 1970's. They are identified as distinct sources of organizational power. The provision of these conditions to employees has increased job satisfaction, commitment, trust and a decrease in job burnout.

2.5 Identified gaps in the reviewed literature

The relationship between empowerment and variables such as turnover intention, job stress, performance, productivity and organizational commitment should be investigated.

Upcoming studies should examine other management variables linked to intention to stay. These are employee commitment and employee loyalty.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Preview

This topic covers the method of research design, study area, population targeted by the researcher, the sampling technique and size, measurement of variables, research instruments, the pre-testing to be done by the researcher, the validity and reliability of the research, data collection techniques, data analysis and finally the logistical and ethical considerations to be carried out during the research.

3.1 Research Design

A quantitative descriptive cross-sectional study was conducted to assess the influence of employee empowerment on employee job satisfaction. This is because the objectives involve measuring variables, finding frequencies or correlations and testing hypotheses. This helped the researcher choose appropriate statistical methods to test these hypotheses.

3.2 Study Area

The study was conducted in Thika Town region at the following hotels; Coconut grill, Paleo Hotel and Spa, Blue post and Eton hotels. Coconut grill is a three-star rated hotel which offers modest rooms, restaurant plus a gym and spa area. It is usually opened 24 hours. Paleo hotel is three-star rated hotel located in Thika. It provides accommodation with a restaurant, free private parking, an outdoor swimming pool and a fitness center. Eton hotel is three-star rated which offers accommodation, a restaurant and a bar. Blue post is a three-star rated hotel which offers accommodation, restaurant/ bar, a BBQ and free breakfast.

3.3 Target Population

The target population was all the hotel staff members who have worked in the selected hotel for at least six months at the time of the study and were willing to participate in the study.

3.4 Sampling Technique and Sampling Size

The researcher used the Probability Sampling Method which means that every member of staff had a chance of being selected. This helped to produce results that are representative of the whole population.

Different approaches for calculating sample sizes for cross-sectional studies have been suggested in the literature. The study, however, adopted the sample size calculation formula suggested by Fisher et al (1991):

$$n = \frac{z^2 pq}{d^2}$$

Where:-

n- The desired sample size (assuming the population is greater than 10,000)

z – The standard normal deviation, set at 1.96, which corresponds to 95% confidence level

p – The proportion in the target population estimated to have a particular characteristic. (the study assumed that the prevalence of job satisfaction in the hotel industry is 90% thus a p of 0.90). Additionally, the high proportion was settled on considering the financial and the time constraints required to collect data from a larger sample size.

$$q = 1.0 - p$$

d = the degree of accuracy desired, here set at 0.05 corresponding to the 1.96.

Therefore,

$$n = \frac{1.96^2 * 0.9 * (1 - 0.9)}{0.05^2} = 139$$

This sample size was then inflated by 10% to take into account the non- response rate anticipated during the data collection. Thus, the study sample size was 153 respondents.

3.5 Measurement of variables

This study aimed at examining the integrated relationship among employees' psychological empowerment, structural empowerment and employees' job satisfaction. To be able to achieve study objectives, the researcher employed the existent measures of these variables.

Employees' job satisfaction was measured using the 5- item Likert scale measure of Spector (1985). This measure focused in measuring the level of satisfaction of employees regarding the pay, supervisor, promotion, work and co-workers. Employee empowerment was measured using the 5-item Likert scale adopted from (Spreitzer, 1995). This measure focuses on the perception of employees regarding its dimensions.

3.6 Research Instruments

The researchers' measurement tool was a questionnaire which was self-administered.

3.7 Pre-Testing

The researcher made ten questionnaires and took them to Luke hotel for pre-testing to see if the hotel staff will answer the questions as expected.

3.8 Validity and Reliability

Validity refers to the accuracy and meaningfulness of inferences, which are based on the research results, (Mugenda and Mugenda, 2003). It was assessed through Content Validity Technique which was ensured through supervisor's review. Reliability refers to the consistence, stability or dependability of the data. Thus internal consistency reliability was used to evaluate the degree to which the study construct items would produce similar results.

3.9 Data collection Techniques

Data was collected by using predesigned questionnaire. The questionnaire were distributed and filled by the hotel staff members of hotels in Thika Town. The reliability and validity of the questionnaire were checked. The answers given to the questions were taken with the help of 5 point likert type scale (1: strongly disagree;.....;5: strongly agree). The question list was prepared by starting from the conceptual model of the research

3.10 Data Analysis

To carry out the researcher's data analysis, data coding, data editing and data cleaning was done in order to facilitate its processing. Descriptive statistics comprising of measures of central tendency such as mean and standard deviations as well as the measures of dispersion such as the variance and range were used. Spearman's correlation analysis was done to establish the relationship between employee empowerment and job satisfaction. The researcher used tables, graphs, histogram and a pie chart to present the study results in order to facilitate ease of understanding and interpretation of the results generated as well as the recommendations from the outcomes.

3.11 Logistical and Ethical Considerations

According to Mugenda and Mugenda, (2003) Logistics in research refers to all activities that a researcher must perform in order to conduct and complete the proposed study. Therefore, the researcher obtained permission approvals from the hotel human resource manager before collecting data. On ethical considerations, the researcher informed the participants of their voluntary participation and confidentiality of the information they filled on the questionnaires. Their names were not to be written on the questionnaires.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents results of data analysis using the Statistical Package for Social Sciences (SPSS). Data was collected and the analysed in response to the research problem as it appears in chapter one of this study. Both descriptive and inferential statistics has been carried out for the study variables.

4.1 Response Rate

The study achieved a response rate of 94.12% since up to 144 out of the targeted 153 respondents duly filled and completed the questionnaire. The data collected through questionnaires were analyzed, presented and interpreted as follows.

4.2 Participant's Demographics

The result of analysis of the participants' bio-data is as presented in the table below:

Table 4.1: Respondents Bio-data

	Frequency (n)	Total (N)	Percentage
Gender			
Male	73	144	50.7%
Female	71	144	49.3%
Age			
Below 20 Years	9	144	6.3%
20-29 Years	45	144	31.3%
30-39 Years	61	144	42.4%
Above 40 Years	29	144	20.1%

Education Level

Certificate	12	144	8.3%
Diploma	60	144	41.7%
Degree	58	144	40.3%
Postgraduate	14	144	9.7%

Duration worked in this hotel

Less than a year	23	144	16.0%
1 to 2 years	64	144	44.4%
Over 2 years	57	144	39.6%

How often are you empowered in this hotel?

Rarely	43	144	29.9%
Occasionally	85	144	59.0%
Everyday	16	144	11.1%

The figures below, are a representation of the bio-data in the above table and a further interpretation of the same.

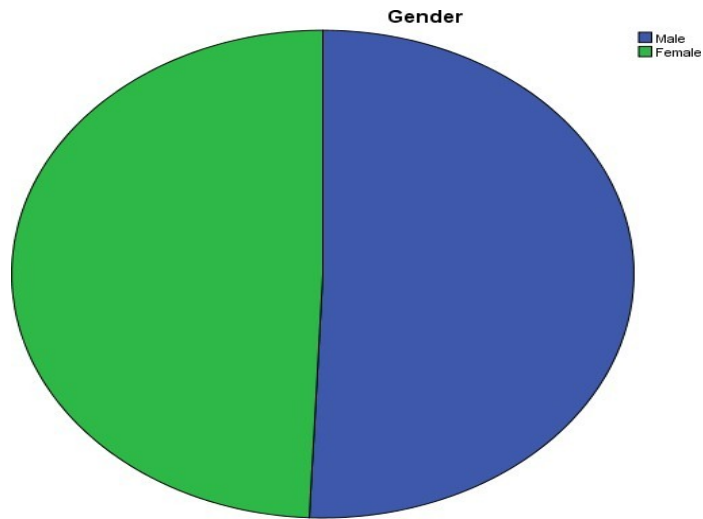


Figure 4.1: A pie chart representing respondents' gender

As indicated in table 4.1 and the figure above, the number of male respondents who took part in this study exceeded that of the females by 2, as there were 73 males and 71 females, thus amounting to a narrow percentage difference of 1.4%.

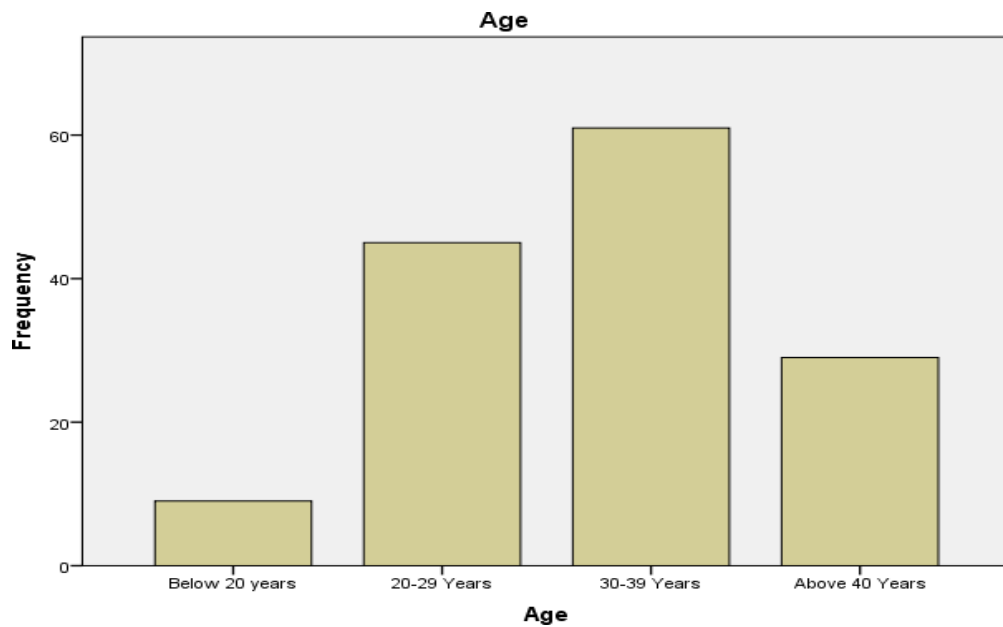


Figure 4.2: A bar graph representing age of the respondents

Figure 4.2 shows that majority of the respondents, 61, lie between the ages of 30-39 years old, that amounted subsequently to the highest percentage in this demographic (42.4%). This is closely followed by those between the ages of 20-29 years as it stands at 45 with a percentage rate of 31.3%. Twenty-nine of the respondents were above 40 years of age whereas the least number of respondents, 9, were in the age gap of below 20 years of age, amounting to least percentage rate of 6.3%.

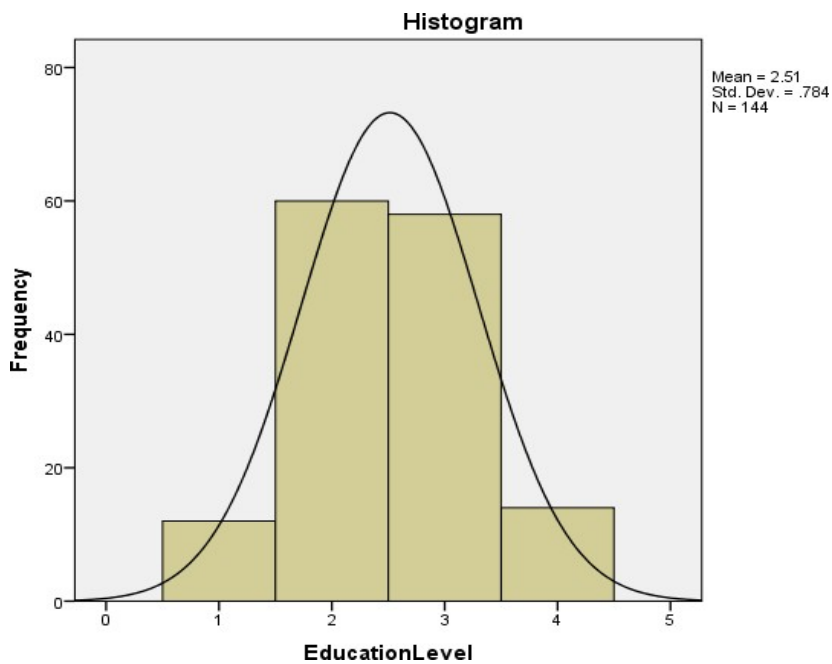


Figure 4.3: A histogram representing education level of participants

On matters education level, the highest number of respondents (60) are diploma holders standing at a rate of 41.3% then closely followed by those having done a degree, at 40.3% as they are represented by 58 respondents. Only 14 of the total respondents representing a rate of 9.7% are holders of a post-graduate degree whereas the least of the respondents (12) are certificate holders.

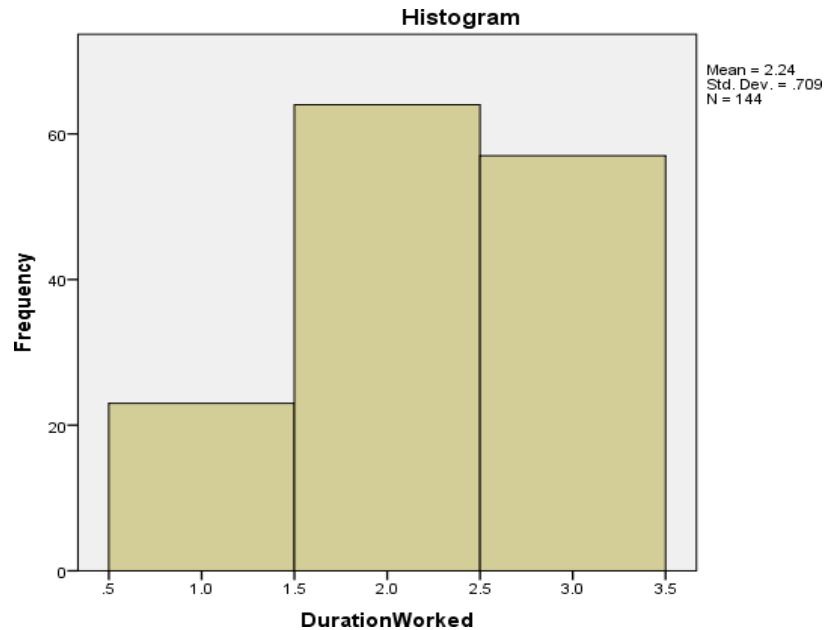


Figure 4.4: A histogram representing the duration respondents have worked in the hotels

According to the above figure 4.4 and table 4.2, majority of the respondents, 64, amounting to a rate of 44.4% have worked in their respective hotels for at least 1 year and at most 2 years. They are however closely followed by those who've worked in their respective hotels for over 2 years as they are represented by a 39.6% rate and 57 respondents. The least number of respondents, 23, have only worked in their respective hotels for less than a year.

Finally, a higher rate of 59.0% of the total respondents feel that they are empowered in their respective hotels occasionally as this percentage resulted from the highest number of 85 respondents selecting this option. Other 43 respondents 29.9% felt that they are rarely empowered in their respective hotels while the lowest number of 16 (11.1%) feel that they are empowered every day in their respective hotels in Thika town, Kenya.

4.3 Descriptive Statistics Results of the Study Variables

4.3.1 Descriptive statistics on measures of effects of Psychological Empowerment

Table 4.2: Psychological Empowerment Descriptive Statistics

Measures	N	Mean	Std. Deviation
There is a high level of belief about one's competence among the hotel staff	144	3.49	.977
The hotel staff members make efforts to exert control	144	3.77	.981
The staff members understand their socio-political environment	144	3.63	.966
Valid N (list wise)	144		

According to analysis of measures of psychological empowerment as clearly indicated above, the respondents agreed to all the three measures as they have recorded mean scores of above 3.0.

4.3.2 Descriptive statistics on Structural Empowerment

Table 4.3 below indicates that most of the respondents agreed to all of the measures of structural empowerment as they all recorded a mean of above 3.0, except for the second-last measure on the hotel practicing formal power where most disagreed here.

Table 4.3: Structural Empowerment Descriptive Statistics

Measures	N	Mean	Std. Deviation
The staff members are given an opportunity for advancement	144	3.54	1.050
The members of staff are given access to information	144	3.99	.916
The staff members have access to support	144	3.67	.784
The staff members have access to resources	144	3.37	.930
The hotel practices formal power	144	2.68	1.120
The hotel practices informal power	144	3.35	.903
Valid N (list wise)	144		

4.3.3 Descriptive statistics on Job Satisfaction

Table 4.4: Job Satisfaction Descriptive Statistics

Measures	N	Mean	Std. Deviation
There is a supportive work environment	144	4.31	1.097
The staff members are given autonomy	144	3.71	1.038
There is a good professional relationship between the staff members and the management	144	3.63	1.084
The staff members are entrusted to deliver on their jobs	144	3.23	1.082
Valid N (list wise)	144		

The descriptive results in the above table show that most of the respondents agreed to the measures of job satisfaction as each of the measures recorded a mean of above 3.0. Most of the respondents however had a strong agreement with the fact that there is a supportive work environment as this measure recorded a mean of 4.31.

4.4 Testing Study Hypotheses

A Pearson correlation coefficient (r) was used to test the study hypotheses. Table 4.5 shows the correlations between employee empowerment and job satisfaction.

Table 4.5: Study variables Correlations

Variables		Job Satisfaction
Psychological Empowerment	Pearson Correlation (r)	.542*
	p value	.003
Structural Empowerment	Pearson Correlation (r)	.726*
	p value	.001

Notes: $n = 144$. **. Correlation is significant at the 0.05 level (2-tailed).

On a complete and successful correlation analysis, all the two null hypothesis were rejected as there exists a statistically significant relationship between employee job empowerment and employee job satisfaction as they all lie between 0.00 and 0.05 significant level. The first null hypothesis (Ho1: There is no statistically significant relationship between psychological empowerment and employee job satisfaction in selected hotels in Thika, Kenya) was rejected as there are significant results and a slightly strong positive relationship between psychological empowerment and job satisfaction ($r=.542^*$, $p\text{-value}=.003$). Additionally, the second null hypothesis was also rejected as there exists a strong positive statistical relationship between structural empowerment and job satisfaction i.e. ($r=.726^*$, $p\text{-value}=.001$).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This part presents the summary and descriptions of the findings derived from the study. It also has detailed conclusions and recommendations regarding ways of improving job satisfaction levels through empowerment.

5.1 Summary

Organizations that are performance oriented should take employee empowerment and job satisfaction in their decision making for them to achieve the desired goals and objectives. This can be done through analyzing employee needs, experience and expectations in order to devolve away of satisfying them which in turn leads to improved performance hence profit attainment according to the organization set goals

5.2 Conclusions

In this study, it is aimed to search whether there is a significant relationship between empowerment and job satisfaction in respective organizations. The results of our research show that there is a significant and positive relationship between empowerment and job satisfaction.

When we look at the findings of the research, we see that empowerment has a positive influence on job satisfaction. There have been dozens, maybe hundreds, of studies that have shown that employees with high job satisfaction have contributed positively to the success of their business

Employees who are satisfied with their jobs will do better their jobs and make less mistakes because of they are enthusiastic about their job, and they will create businesses with higher performance. Employers need to increase employees' empowerment levels to increase job satisfaction of employees. Following the implementation of empowerment methods, employees

firstly will feel more important themselves, think more freely, act more independently in their jobs, and participate in business-related decisions.

5.3 Recommendations for Policy or Practice

The study identified a number of aspects relating to empowerment that influence employees level of satisfaction. As observed from spearman correlation there is strong relationship between job satisfaction indices like worker relationship, feedback, job design and use of skill and ability and employee empowerment. And salary and promotion opportunity and general working condition has also weak and positive relationship with empowerment.

However, some aspects require improvement going by the low mean rating obtained from their scores. These include keeping employees updated with what is happening in the organization; giving them credit and praise when they do good work or put in extra effort; support for extra training; regular meetings to discuss personal staff development , giving incentives to work hard and pay competitive salary , introduce promotion strategy , assess and increase benefit packages work on job security maintaining mechanism, prepare good working environment where employees can use their ability and skills and develop good employee feedback mechanisms.

5.4 Recommendations for Further Research

For an organization to be more effective and more efficient it needs empowerment. For this reason, the relationship between empowerment and job satisfaction needs to be investigated because it highly affects the performance, productivity, organizational commitment and organizational behavior.

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APPENDICES

Appendix 1: Introduction Letter

Dear Sir/Madam,

My name is Joygene Atieno Ogolla, a hospitality management student at Grets University in the school of Hospitality. I am carrying out a research on “*the effect of employee empowerment on job satisfaction at hotels in Thika Town.*” I have picked you randomly to form a part of my sample and I request you to take some time to answer my questions. Please note that your participation will be highly appreciated and is entirely voluntary. Information gathered will be purely for academic purposes and will be treated with ultimate confidentiality. A summary will be made of all the responses and no individual response will be published. For questions or clarification with regard to the study, kindly contact me on **0754241752** or you can send me an email to joyogolla1997@gmail.com

Appendix 2: Questionnaire for Customers

Instruction: Please tick (✓) or write your answer in the box/space provided

Section A: Bio Data

1. Gender

Male

Female

2. Age of respondent

Below 20 yrs

20-29 yrs

30-39 yrs

Above 40yrs

3. Highest Level of Education

Certificate

Diploma

Degree

Post Graduate

4. How long have you worked in this hotel?

Less than a year

1-2 Years

Over 2 Years

5. How often do you feel empowered in your work station in this hotel?

Rarely

Occasionally

Everyday

SECTION B

PART ONE: MEASURES OF EFFECTS OF PSYCHOLOGICAL EMPOWERMENT

To what extent do you agree with the following parameters of the effects of employee empowerment on job satisfaction at hotels in Thika Town?

PSYCHOLOGICAL EMPOWERMENT (Items)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a high level of belief about one's competence among the hotel staff					
The hotel staff members make efforts to exert control					
The staff members understand their socio-political environment					
STRUCTURAL EMPOWERMENT (Items)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The staff members are given an opportunity for advancement					
The members of staff are given access to information					
The staff members have access to support					
The staff members have access to resources					
The hotel practices formal power					
The hotel practices informal power					

PART TWO: MEASURES OF JOB SATISFACTION

Indicate the level of agreement with the following statements:

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a supportive work environment					
The staff members are given autonomy					
There is a good professional relationship between the staff members and the management					
The staff members are entrusted to deliver on their jobs					

Thank you for your participation