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Commercial State Corporations in Kenya**

**Bellis Odinga, Dr. Kilungu Matata & Dr. Damaris Monari**

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<sup>1</sup>Bellis Odinga, <sup>2</sup>Dr. Kilungu Matata & <sup>3</sup>Dr. Damaris Monari

<sup>1</sup>MBA student (Human Resource Management Option) Technical University of Mombasa, P.O. Box 90420-80100, Mombasa, Kenya;

<sup>2</sup>Lecturer, Technical University of Mombasa, Mombasa, Kenya.

<sup>3</sup>Senior Lecturer, Technical University of Mombasa, Mombasa, Kenya.

Email of Corresponding Author: [bellisodinga@gmail.com](mailto:bellisodinga@gmail.com) /[odingabellis@yahoo.com](mailto:odingabellis@yahoo.com)

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## Abstract

The general objective of this study was to establish the influence of employee empowerment on job satisfaction in commercial state corporations within Kenya. The majority of Kenyan employees are absorbed by the public sector, and the Kenyan workforce is also increasingly seeking opportunities to work in the public sector. Due to this trend, it is of the essence to explore the degree to which employees' empowerment is influencing employee job satisfaction. The study's general objective was to establish the effects of employee empowerment on job satisfaction of commercial state corporations within Kenya. Specifically, the study sought to assess the influence of job design; to establish the influence of transformational leadership; to establish the influence of employee involvement and to establish the influence of knowledge-sharing practices on employee job satisfaction of commercial state corporations within Kenya. The Herzberg's Two-Factor Theory, Structural Empowerment Theory, and Social Exchange Theory guided the study. The study employed the descriptive research design in collecting data from the field. The target population of this study consisted of 55 commercial state corporations within Kenya. The sample size was 48 commercial state corporations. The main research instrument for data collection was a questionnaire. The applicability of the questionnaire to the proposed study was ascertained through a pilot study including 10 respondents from the study's target population. A frequency analysis of this dataset revealed an 83.33% response rate, which is satisfactory. Conversely, the multiple regression analysis revealed a strong positive linkage between employee job satisfaction and employee empowerment. Importantly, only job design was found to have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya. Its null hypothesis was rejected at a 0.95 confidence level ( $\alpha < 0.05$ ). Besides the degree of influence that the sub-variables of employee empowerment had on employee job satisfaction varied. Job design had the highest level of influence ( $\beta = 0.909$ ), followed by Knowledge-sharing practices ( $\beta = 0.385$ ), Transformational leadership ( $\beta = 0.149$ ), and lastly, employee involvement ( $\beta = 0.008$ ). The study thus concluded that employee empowerment had a significant relationship with employee job satisfaction in commercial state corporations within Kenya. In particular, the study revealed that

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job design was the most dominant employee empowerment tool at commercial state corporations within Kenya. The study recommends that these organizations ought to increasingly consider employee empowerment policies that aim to boost knowledge-sharing practices, transformational leadership and employee involvement.

**Keywords:** *Employee Empowerment, Employee Involvement, Job design, Employee Job Satisfaction, Knowledge Sharing Practices, Organizational Commitment, Organizational Performance, Transformational leadership.*

## 1.1 Background Information

Organizations are increasingly striving to empower their employees in the quest to ensure optimal teamwork, self-confidence, innovation, and fulfilment in the workplace. This has led to embracing a participatory management approach by many organizations. In this connection, empowerment incorporates management that is participative in nature, where employees are motivated to accomplish duties assigned to them under minimal or no supervision. Empowerment also targets to support the employees to make independent decisions affecting changes in the organization without depending on the input of the top management (Hirzel, Leyer, & Moormann, 2017). Workforce empowerment includes allowing employees self-governance in making choices or decisions that affect their regular undertakings assigned to them. Spac, Sipulova, and Urbanikova (2018) observed that employee empowerment is a critical element in the growth of organizations' employees that, in turn, speed up the process of meeting the objectives of the organization.

This concept has drawn the attention of many scholars at the global front who are researching ways to improve human resource. Understandably, empowered employees have continued to generate a scenario that enables them to make significant independent decisions in their line of duty. The decisions made can be of dissimilar nature that the top management would see how it affects the organization (Hirzel, Leyer, & Moormann, 2017). According to Al-Asoufi, and Akhorshaideh (2017), empowerment of the workforce helps make them more productive, confident and committed in their undertakings. This improves both their work environment and work life. The core objective of workforce empowerment is to improve their self-esteem in being responsible for what they do. This, in turn, positively improves their overall performance and gratification levels. Empowerment has become a substantial question amid organizations in a similar business. Recently, there has been genuine stimulation to submit independence in order to get tasks done and the firms to attain the firm's objectives (Al-Asoufi, and Akhorshaideh, 2017).

Notably, employees' empowerment is a process that takes clearly defined steps. To begin with, the first step of employee empowerment entails bringing the employees aboard to communicate to them about the organization's strategic and financial objectives and what is expected of them as far as achieving the objectives is concerned (Dahou & Hacini, 2018). In this first step, the research appreciates that employees can achieve great results in the workplace if they have a full and clear picture of what is expected of them. According to Al-Dmour, Yassine and Masa'deh (2018) when employees are well empowered, the senior management is relieved of the duties of continuous supervision, and they hold employees accountable for the attainment of the targets and the organization's objectives. The second step in employees' empowerment is encouragement and support. This involves supporting employees by providing the support, assistance, and resources required to discharge the duties and roles assigned to the employee and also being at the forefront

to remove all obstacles that might hamper the discharge of duties and responsibilities by the employees (Dahou & Hacini, 2018). Employees are empowered when their needs at the workplace are met, and success obstacles are eliminated by the management.

Additionally, sovereignty and self-determination are the last step in the employees' empowerment process. Understandably, empowerment involves giving employees autonomy and full self-governance necessary for discharging duties and responsibilities (Dahou & Hacini, 2018). When the employees get a holistic understanding of the management expectations, and they receive the requisite support, the management ought to give the employees the autonomy and the liberty to get the job done. Additionally, to create a positive working environment, the management should work with certainty that the employees will get the work done in whichever way they choose.

Nonetheless, empowering employees has its own limitations since everyone will be making independent decisions. Unfortunately, the decision-making process is hampered when many people are engaged in decision-making. Abubakar, Elrehail, Alatailat and Elci (2019) found that the decision-making process is slow for different decision-makers give their input and feedback, which are taken into account before the decision is made.

The empowerment of employees is beneficial to an organization as the employees are able to respond to customers' queries swiftly, enhancement of communication and teamwork, and employees contribute towards defining their own goals (Kim and Fernandez, 2017). In addition, empowerment of employees also increases employee involvement, mutual respect, subordinate to teamwork; increased power, lower cases of absenteeism and improves productivity (Stoermer, Hitotsuyanagi-Hansel and Froese, 2019). It is also critical to note that empowerment also plays a key role in enabling employees to have more sustaining work; an enhancement of the proficiency of staff, fewer cases of antagonism with management. Additionally, when workers are engaged in decision making, they embrace easily embrace change introduced in the organization.

In accordance with Judge, Weiss, Kammeyer-Mueller and Hulin (2017), job satisfaction is well defined as a satisfying expressive state that emanates from the appreciation of one's occupation or work experiences. Torlak and Kuzey (2019) states that job satisfaction is an optimistic feeling on work as a result of an assessment of its characteristics. Thus, job satisfaction is the output of the contributions employees make & those realized from their work. When the response is developmental on work undertakings, then the employee is satisfied. If there is no progress in work undertakings, then the employee is dissatisfied with the work (Torlak and Kuzey 2019). Burhanudin, Tjahjono, Eq, & Hartono (2020), explained job satisfaction as the happiness and the fulfilment of employees' needs and wants at work. They also implied that job satisfaction is highly enhanced by employees' motivation, employees' goal achievement, and the optimistic morale of employees in the workplace.

## **1.2 Statement of the Problem**

Multiple studies have been steered to explore the relationship between worker empowerment on employee job satisfaction (Singh and Singh, 2019; Begzadeh and Nedaei, 2017; Shah, Ali, Dahri, Brohi, Maher and Hameed, 2018; Njiraini, K'Aol & Linge, 2018; Hussein and Kanyanjua, 2020). Singh and Singh (2019), sought to carry out a study that was aimed at determining whether there exists a dimensional analysis between workers' psychological empowerment and their job satisfaction. Their research found out that job satisfaction in workplaces, chiefly emanates from

the empowerment of the employee. In the same way, Begzadeh and Nedaei (2017) asserted that the organizational environment can have a significant effect on the perceptions of empowerment. He further asserted that an organization that has leaders with transformational behavior energizes and empowers the employees to act by charting a course and crafting an exciting vision to be achieved. In this connection, other distinguished scholars have researched various aspects of human resources including the influence of the empowerment of employees on job satisfaction throughout the world. However, there is still a shortage in the studies regarding this subject majorly in the developing countries (Shah, *et al.*, 2018). The existing research works have put more concentration on clarifying the significance of employee empowerment in facilitating the organizational performance, mostly in the developed world (Shah, *et al.*, 2018). In the Kenyan context, few scholars have done studies on employee empowerment. Njiraini, K'Aol & Linge, (2018) conducted a study to determine the degree to which idealized influence and inspirational motivation affect job satisfaction among commercial bank employees within Kenya. Their study reported a positive and significant correlation between inspirational motivation, job security and idealized influence with job satisfaction. They discovered that inspirational motivation and idealized influence had significant influence on employees' job satisfaction. Notably, job security was reported to be a significant moderator of the relationship between inspirational motivation, idealized influence and worker job satisfaction (Njiraini, K'Aol & Linge, 2018).

Furthermore, Mutiso, (2017) conducted a study on the result of employees' empowerment on the job satisfaction of Machakos level five hospital employees within Kenya. He was to examine the state of employees' empowerment and job satisfaction within Kenya's public sector. The study specified that employees' involvement in decision making spurred innovation, lead to ownership of hospital initiatives, and eventually the employees were satisfied with their job. The research chiefly focused to determine how training, provision of equipment and tools influenced job satisfaction. The study was not able to determine how delegation of responsibilities influenced job satisfaction among the hospital workers. Apparently, there was a very low level of worker empowerment in the hospital and due to the low level of delegated authority, the case of empowerment and job satisfaction was not well concluded.

Hussein and Kanyanjua, (2020) performed a correlational study to scrutinize the impact of servicescape on the performance of the commercial bank employees in Mombasa County, Kenya. The study reported that commercial banks mostly establish measures to guarantee ambient working conditions, desirable spatial layout, and largely, implemented the application of signage. Hussein and Kanyanjua, (2020) concluded that servicescape and staff performance have a significant relationship; such that about 12% of the employee variation performance are reflected by variations in ambient conditions, signage, and spatial layout. Besides, the study also reported that employee motivation is a moderating factor in the relationship between worker performance and servicescape (Hussein and Kanyanjua, 2020).

The management of organizations is tasked to initiate employees' empowerment programs and initiative and there is an expectation that employee embrace empowerment opportunities in the workplace. The commercial State Corporations have initiated various empowerment practices aimed at enabling the workers to feel content in their jobs. Despite the existence of empowerment practices and programs in the commercial State Corporations, the organizations leadership has little impact on empowerment, in that most of these organizations lack transformational leadership. Moreover, the organizations do not offer competitive remuneration packages and the employees

are less engaged in decision-making. As a result, the commercial State Corporations have consistently recorded a decrease in revenues and its performance has been nose-diving (Wamuyu, 2020). Moreover, the commercial State Corporations have grappled with operational models that do not utilize technology and their employees have not been at the forefront to innovate new methods of doing business. From the examples given above, it is evident that most studies seem to have been directed on the banking sector and the health sector within Kenya (Mutiso, 2017; Njiraini, K'Aol & Linge, 2018; Okoth & Oluoch, 2019; Hussein & Kanyanjua, 2020). There have not been studies done on the commercial State Corporations thus giving a contextual gap. This presented a need to fill the knowledge gap through answering the following research question "what was the influence of employee empowerment on employee job satisfaction of Commercial State Corporations within Kenya?"

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To investigate the influence of employee empowerment on job satisfaction of Commercial State Corporations within Kenya.

#### **1.3.2 Specific Objectives**

1. To assess the influence of job design on employee job satisfaction of commercial State Corporations within Kenya.
2. To establish the influence of transformational leadership on employee job satisfaction of commercial State Corporations within Kenya.
3. To determine the influence of employee involvement on employee job satisfaction of commercial State Corporations within Kenya.
4. To examine the influence of knowledge-sharing practices on employee job satisfaction of commercial State Corporations within Kenya.

### **2.1 Theoretical Framework**

Theories are tools for analysis used in an attempt to comprehend, clarify, and create predictions about some given phenomenon (Giere, 2017). The researcher sought to relate the rational basis of the linkage between empowerment of employees, job satisfaction and organizational performance. This further helped in the selection and justification of the research methods used in this research.

#### **2.1.1 Herzberg's Two-Factor Theory**

Herzberg Motivation Hygiene Theory, also referred to as Two Factor theory was propagated by Fredrick Hezberg in 1959, and states that there are two factors at the workplace which bring about employee satisfaction and consequently enhance performance (Agoi, 2016). This theory further postulates that these factors are either motivators, which encourage employees to work harder if they are present, or hygiene factors which will not necessarily discourage employees to perform better, but which will cause them to be unmotivated and consequently affect their performance (Cascio, 2018).

Alshmemri, Shahwan-Akl and Maude (2017) account that this theory was postulated by Herzberg, Mausner, and Snyderman in 1959. The theory encompasses two factors namely the motivators and the hygiene factors. Herzberg argued that theory encompasses two factors that are ideal for an organization to adjust to in order to influence motivation in the workplace. In the same way, the

motivator and the hygiene factors are key in determining whether a worker is satisfied or disappointed with the job resulted in a two-dimensional paradigm of factors manipulating the attitudes of individuals towards work (Ozsoy, 2019).

Various studies were carried out on the theme of worker job satisfaction to ascertain the factors in the workplace that leads to satisfaction or dissatisfaction (Alshmemri, Shahwan-Akl and Maude, 2017; Ozsoy, 2019; Iasiello, Crooks and Wittman, 2020). In these studies, the researcher's respondents were employees at the lower level and the top level of the organization. The lower level of the organization comprised of 13 workers and the top and mid-level of the organization comprised of 39 middle-managers (Alshmemri, Shahwan-Akl and Maude, 2017). Besides, Herzberg made further studies of not less than 203 engineers and accountants employed in nine factories in the Pittsburgh area, in the United States, to establish the factors that influenced the employee's work environment and whether it resulted in job satisfaction or dissatisfaction (Alshmemri, Shahwan-Akl and Maude, 2017; Iasiello, Crooks and Wittman, 2020). It is of the essence to note that this theory chiefly focuses on motivation in the workplace and management can leverage the theory to help them get the best performance in the workplace. The motivation factors in the workplace encourage the employee to produce the best results and are at the optimal level. Contrarywise, the hygiene factor causes the employee to work less and produce mediocre results if they are present at work.

The motivation factors were postulated to yield positive satisfaction in the workplace. This factor encourages employees to give their best and produce superior and optimal performance. These factors are also called the satisfiers and they reward the employees' commitment towards the job (Iasiello, Crooks and Wittman, 2020). In this connection, the factors are outlined as recognition, growth and promotional activities, sense of achievement, responsibility, and meaningful at work. Herzberg also postulated the hygiene factors. These are the essential factors for nurturing motivation within the workplace. Unfortunately, the hygiene factors do not lead to motivation in the workplace and thus leads to dissatisfaction of employees (Ozsoy, 2019). The hygiene factors are also generally referred to as the dissatisfiers or the maintenance factors. These factors denoted the psychological needs that the workers wanted and expect to be realized. The hygiene factors take in remuneration; the policies of the organization; administrative policies; the fringe benefits; interpersonal relations in the workplace; job security; and status of the employees (Ozsoy, 2019).

### **2.1.2 Structural Empowerment Theory**

The theory of Structural Empowerment as established by Kanter in 1993 is based on empowerment and organizational behavior. The theory outlines how conditions in the workplace can affect the employee's potential of performing their tasks (Amor, Xanthopoulou, Calvo, and Vazques, 2021). For instance, formal power could emerge from jobs, which are purposely intended to be noticeable and key to the firm's objectives and enable flexibility. On the other hand, informal power emerges from job traits, for example positive relationships in workplace between workers and leaders, that are not normally directed by the organization. Kanter argued that structural empowerment is modifiable to the management practices that are aimed at growing employees' degrees of power to attain work objectives. Nonetheless, critics of this theory state that it lacks flexibility as the theory's primary focus is on the perception of employees about their workplace conditions instead of their psychological interpretations of such conditions. In this light, Singh and Sarkar (2019) warns that this theory is not applicable to all cultural contexts.

Various researchers have noted that empowerment is a significant determinant of commitment (Orgambidez and Almeida, 2020; Connolly, Jacobs, and Scott 2018; Zhang, Ye and Li, 2018). This influence is both indirect and direct. For instance, structural empowerment as a leadership strategy can impact psychological empowerment and in due course, organizational commitment. The management can promote psychological empowerment through fostering better relationships with their staff and establishing positive, empowering workplace conditions with access to support, resources, and the required information for the accomplishment of a task. In the end, it leads to an increased in job commitment and organizational commitment among employees (Orgambidez and Almeida, 2020). Connolly, Jacobs, and Scott (2018) pointed out that psychological empowerment entails feelings of job meaningfulness, autonomy, competence, and the power to influence the organization. Empowered employees tend to exhibit increased organizational commitment, increased work accountability, and are increasingly capable of fulfilling their task demands effectively (Zhang, Ye and Li, 2018).

### **2.1.3 Social Exchange Theory**

Social Exchange theory was propagated by George Homans in 1960, and states that employee behaviour and performance outcomes at work is directed by the nature of relationship and interaction(s), between the employee, supervisor and organisation (Morgan, 2017). This theory asserts that when the employee perceives to be well treated within the organisation, they will reciprocate this, by being loyal to the supervisor/ employer, and working hard at work, which affects their performance positively (Suntanto & Kurniawan, 2016).

Social Exchange theory asserts that employees with social exchange relationships with their organisations, are different from those who have economic relationships with their organisations, and tend to be more loyal, since they value the goodwill and interactions they have at work, as opposed to just valuing the pay they receive, thus are obligated to reciprocate with positive behaviors toward the supervisors and organization (Itum & Gosh, 2020).

The theory was postulated by Korenman, and Neumark in 1991 and it chiefly describes the employee-organization relationships. The theorist described those interactions in the workplace have the potential for high-quality relationships under certain circumstances (Cropanzano, Anthony, Daniels, & Hall, 2017). They maintain that the social exchange theory is viewed as an important conceptual paradigm key to having a holistic understanding of workplace behavior.

This theory will be of great use in this study as the study strives to discuss how employees' empowerment fosters job satisfaction. The perceived organizational support gave rise to the social exchange theory. Both the organization and the employee have a perception and the expectations regarding the behavior exhibited by each party. The organization has got its expectation in terms of better performance from the employee and the employee expects reward, recognition, and creation of a conducive work environment by the organization. Thus, this theory requires each party to perform their part and the other party reciprocates (Yin, 2018). The top management is viewed as the agents of the organization by the employee in the mid and lower levels of the organization structure. Moreover, the organization expects the workers to give their best and produce the best performance (Chernyak-Hai and Rabenu, 2018).

There is a set of beliefs that shapes and reinforces the employees' beliefs that the organization is committed to better their welfare. These beliefs also play an integral part in making the employees



give their best back to their respective companies (Cropanzano et al., 2017). It is understood that when employees have got a high perception of their organization's support, the employees are obliged to return the belief shown by the top managers towards them (Cropanzano et al., 2017).

## 2.2 Conceptual Framework

This study focused on only four factors as tools for employee empowerment, namely, job design, transformational leadership, employee involvement, and knowledge-sharing practices. Conversely, the dependent variable as established in study's objective was the employee's job satisfaction.

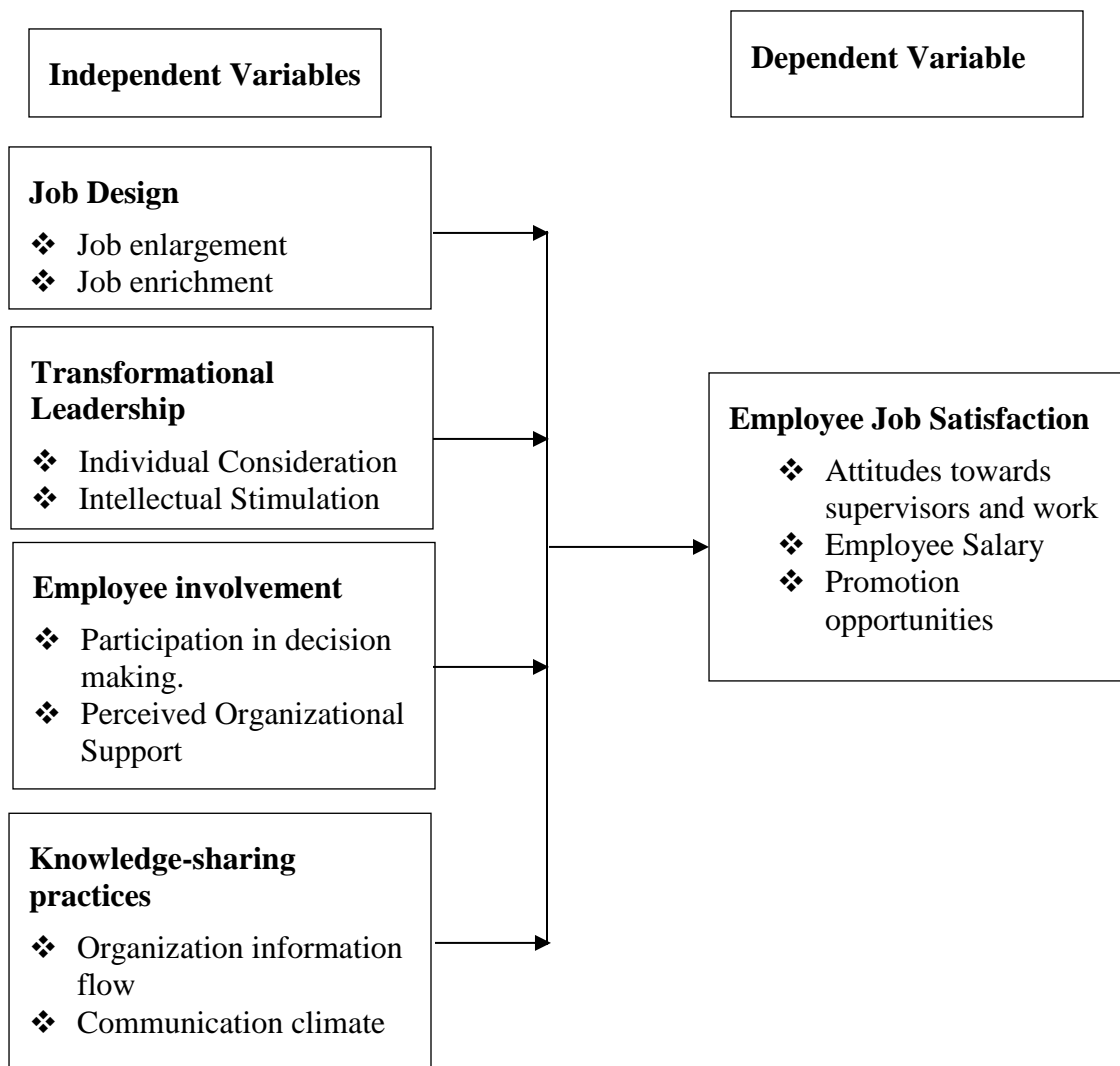


Figure 1: Conceptual Framework

### **3.1 Research Design**

This study employed a descriptive research design. This was because the descriptive research design noticed answer to questions, and how the variables yielded changes to one another (Siedlecki, 2020).

### **3.2 Target population**

Asiamah, Mensah and Oteng-Abayie, (2017) label a population as holistic collection of objects, individuals or even events that have common observable features. There was a total of 55 commercial state corporations within Kenya, out of which 34 were Pure Commercial State Corporations and 21 were Strategic Commercial State Corporations. This study's respondents included these corporations' Human Resource Managers or Staff as they held the responsibility of running them. Notably, the study achieved generalization as its study units possessed observable features (Asiamah, Mensah and Oteng-Abayie, 2017).

### **3.3 Sample size and Sampling Techniques**

In the current study the researcher employed a stratified sampling technique. Stratified random sampling was employed as the research components could equally be selected for the study. The sample size was 48 commercial state corporations.

### **3.4 Data Collection Methods**

The researcher used questionnaires with closed-ended questions. The research adopted and modified the Bob Hayes Employees Empowerment Questionnaire. Bob Hayes developed this questionnaire to measure the extent to which organizational members perceived themselves as having the power to act autonomously to improve quality in their performance.

### **3.5 Test of Hypothesis**

Regression and Pearson's Product Moment Correlation Coefficient was employed to ascertain not only the strength, but also the direction of the connection between the elements of employees' empowerment and job satisfaction.

**Table 1(a): Hypothesis Test**

NULL HYPOTHESIS	HYPOTHESIS STATEMENT	OUTCOME INTERPRETATION
H <sub>01</sub> : β <sub>1</sub> =0	Job design does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.	Reject H <sub>01</sub> : β <sub>1</sub> =0, if p-value is less than or equal to 0.05
H <sub>02</sub> : β <sub>2</sub> =0	Transformational leadership does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.	Reject H <sub>02</sub> : β <sub>2</sub> =0, if p-value is less than or equal to 0.05
H <sub>03</sub> : β <sub>3</sub> =0	Employee involvement does not have a significant influence on employee job satisfaction Commercial State Corporations within Kenya.	Reject H <sub>03</sub> : β <sub>3</sub> =0, if p-value is less than or equal to 0.05
H <sub>04</sub> : β <sub>4</sub> =0	Knowledge-sharing practices does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.	Reject H <sub>04</sub> : β <sub>4</sub> =0, if p-value is less than or equal to 0.05

#### 4.1 Research findings

##### 4.1.1 Reliability and Validity Test Results

All the variables achieved Cronbach’s alpha values that surpassed the acceptable threshold reliability score of 0.7. Similarly, all variables had composite reliability scores above the 0.7 recommended score. Conclusively the scales used in the development of the study’s multiple Likert based questions were found to be reliable.

##### 4.2 Descriptive Results

A descriptive analysis was carried out to ascertain the normality and distribution of the collected data. Table 4 below gives insight into the descriptive analysis results.

**Table 4: Descriptive Results**

Variable	Mean	Standard Deviations	Skewness	Kurtosis
Job Enlargement	2.53	0.816	1.107	-0.537
Job Enrichment	2.12	0.463	0.483	1.499
Individual Consideration	2.50	0.641	0.924	-0.136
Intellectual Stimulation	2.70	0.883	0.174	-0.952
Participation in Decision Making	2.58	0.781	0.589	-0.543
Perceived Organizational Support	2.55	0.552	0.274	-1.003
Organization Information Flow	2.15	0.662	-0.170	-0.637
Communication Climate	2.32	0.944	0.632	-0.429
Attitudes towards supervisors and work	2.58	0.844	0.965	-0.880
Employee Salary	2.75	0.840	0.513	-1.394
Promotion Opportunity	2.70	0.911	0.436	-1.301

**Key Scale:** Ranked on a scale 1.0- 1.7 Strongly Disagree; 1.8-2.5 Disagree; 2.6-3.3 Uncertain; 3.4-4.1 Agree; and 4.2-5.0 Strongly Agree.

The mean scores indicate that all the respondents were uncertain about the influence of employee empowerment on employee job satisfaction. The highest was on influence of employee salary on employee job satisfaction.

### 4.3 Correlation results

Correlation was computed to ascertain the strength of association between the selected study variables. Notably, strong correlations are marked by scores above the 0.7 threshold, the moderate correlations are set at scores between 0.5 and 0.7 and lastly, weak correlations are scores under 0.4. The Pearson correlation was completed to fulfill the correlation analysis and determine the significant effect of the study variables. Besides, the Pearson correlation coefficient ( $r$ ) denotes that there was a strong positive linear relationship between the dependent variable and the independent variables. The outcomes of this analysis are on Table 5.

**Table 5: Correlation Results**

		EJS	JD	TL	EI	KSP
EJS	Pearson	1				
	Sig. (1-tailed)					
	N					
JD	Pearson	.741	1			
	Sig. (1-tailed)	.000				
	N	40				
TL	Pearson	.517	.445	1		
	Sig. (1-tailed)	.000	.002			
	N	40	40			
EI	Pearson	.611	.631	.683	1	
	Sig. (1-tailed)	.000	.000	.000		
	N	40	40	40		
KSP	Pearson	.653	.578	.638	.723	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	

**\*\*.** Correlation is significant at the 0.01 level (2-tailed)

**Key JD** – Job Design

**TL** – Transformational Leadership

**EI** – Employee Involvement

**KSP** – Knowledge Sharing Practices

**EJS** – Employee Job Satisfaction

From table 5 above, Job design (JD) was highly and positively associated with employee job satisfaction (EJS) ( $\rho = 0.741$ ,  $p\text{-value} = 0.000$ ) significant at 0.01 level of significance as the correlation matrix indicates. Additionally, the results of correlation show that transformational leadership was moderately and positively related with employee job satisfaction (EJS) ( $\rho = 0.517$ ,  $p\text{-value} = 0.000$ ) significant at 0.01 level of significance whereas employee involvement (EI) have a significant and moderate positive influence on employee job satisfaction ( $\rho = 0.611$ ,  $p\text{-value} = 0.000$  at 0.01 level of significance. The results also highlight that knowledge sharing practices (KSP) have a moderate positive influence on employee job satisfaction ( $\rho = 0.653$ ,  $p\text{-value} = 0.000$ ).

#### 4.4 Multiple Regression Results

A multiple regression analysis was used to determine the relationship between the study's independent variable and the dependent variables.

#### 4.4.1 Model Summary. Coefficient of determination

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.794 <sup>a</sup>	.631	.589	.540	.631	14.949	4	35	.000

a. Predictors: (Constant), KSP, JD, TL, EI

In table 6, the coefficient of determination(R-squared) was 0.631 which shows that the independent variables explained 63.1 percent in employee job satisfaction. The remaining 36.9 per cent was identified by other factors not captured in the model. The results further indicate that this model was good to improve the employee job satisfaction.

#### 4.4.2 ANOVA Results

The ANOVA test was carried out to test the significance of the model and to test the existence of variations within the model.

**Table 7: ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.410	4	4.352	14.949	.000 <sup>b</sup>
	Residual	10.190	35	.291		
	Total	27.600	39			

a. Dependent Variable: EJS

b. Predictors: (Constant), KSP, JD, TL, EI

The ANOVA results in table 7 shows that the model of employee empowerment (job design, transformational leadership, employee involvement and knowledge sharing practices) and employee job satisfaction was significant at 0.000(F- statistics =14.949, p-value = 0.000) and explained the variance in employee job satisfaction.

#### 4.4.3 Regression Coefficients

Since the general objective of the study was to investigate the influence of employee empowerment on employee job satisfaction, the multiple linear regression model was used to assess the overall influence of independent variables on dependent variable.

**Table 8: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.657	.476		-1.380	.176	-1.624	.310
	JD	.909	.232	.533	3.918	.000	.438	1.380
	TL	.149	.223	.098	.669	.508	-.304	.602
	EI	.008	.218	.006	.035	.972	-.434	.449
	KSP	.385	.221	.278	1.741	.090	-.064	.833

a. Dependent Variable: EJS

The results in table 8 present relevant results on multiple linear regression model. The three variables namely: transformational leadership, employee involvement and knowledge sharing practices were insignificant at both 5 per cent and 1 per cent significance level respectively.

Model 1 in table 8 shows that job design, transformational leadership, employee involvement and knowledge sharing practices were positively correlated with employee job satisfaction. The model 1 further indicates that a 0.909-point increase in job design led to a 1-point increase in employee job satisfaction, a 0.149 increase in transformational leadership results into a 1-point increase of employee job satisfaction, a 0.008 increase in employee involvement led to a 1-point increase of employee job satisfaction and finally a 0.385 increase in knowledge sharing practice led to a 1-point increase of employee job satisfaction.

For every one unit increase in the employee job satisfaction, there was a unit increase in employee empowerment, *ceteris paribus*. In summary, we can conclude with 95 per cent confidence that for every a one-unit increase in employee job satisfaction, employee empowerment increased by between 0.008 and 0.909. However, it should be noted that as shown in table 8, the coefficients (r) or beta for job design, transformational leadership, employee involvement and knowledge sharing practices were (0.533, 0.098, 0.006 and 0.278) respectively. This meant that the independent variables individually explained 53.3 per cent, 9.8 per cent, 0.6 per cent and 27.8 per cent changes or variations respectively in employee job satisfaction. In the employee empowerment and employee job satisfaction model, it is only job design that was significant. Therefore, it is only one null hypothesis that was rejected because the p-value was less than 0.05 and accepted the alternative hypothesis. In coming up with the final model, only the significant variable, job design, was retained. The influence of employee empowerment on employee job satisfaction model was employee job satisfaction =  $\beta_0 + \beta_1$  Job Design, that is, Employee Job Satisfaction =  $-0.657 + 0.909$  Job Design.

Therefore, the final regression model is,  $EJS = -0.657 + 0.909JD$

#### 4.5 Hypothesis Testing Results

The multiple regression analysis yielded additional results, especially coefficients that were important in determining the results of the generated hypotheses. Table 9 displays the results of the hypothesis tests based on the generated coefficients.

**Table 9: Hypothesis Testing**

Hypothesis	Beta	t-value	Alpha	Result
H <sub>01</sub> Job design does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.	0.909	3.918	0.000	Reject
H <sub>02</sub> Transformational leadership does not a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.	0.149	0.669	0.508	Accept
H <sub>03</sub> Employee involvement does not have a significant influence on employee job satisfaction Commercial State Corporations within Kenya.	0.008	0.035	0.972	Accept
H <sub>04</sub> Knowledge-sharing practices does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.	0.385	1.741	0.090	Accept

*H<sub>01</sub>: Job design does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.*

This null hypothesis is not supported at a confidence level of 0.95, with a p-value of 0.000 ( $\alpha < 0.05$ ). Besides, Job Design yielded a t-value of 3.918, which is higher than the 1.96 threshold value ( $|t| \geq 1.96$ ). This denotes an increased confidence in the coefficient as an independent variable. Job design also has the highest Beta coefficient compared to the other variables and thus the most influential variable ( $\beta = 0.909$ ). Therefore, this hypothesis was rejected and concluded that job design has a significant influence on employee job satisfaction



*H<sub>02</sub>: Transformational leadership does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.*

This null hypothesis is supported at a confidence level of 0.95, with a p-value of 0.508 ( $\alpha > 0.05$ ). The results depict that Transformational leadership yielded a t-value of 0.669, which is lower than the 1.96 threshold value thus denoting a reduced confidence in the coefficient as an independent variable ( $|t| < 1.96$ ). Transformational leadership has the third highest Beta coefficient signaling its position among other predictor variables ( $\beta = 0.149$ ). Therefore, the null hypothesis was accepted and alternative hypothesis rejected and concluded that transformational leadership does not have a significant influence on employee job satisfaction.

*H<sub>03</sub>: Employee involvement does not have a significant influence on employee job satisfaction Commercial State Corporations within Kenya.*

This null hypothesis is supported at a confidence level of 0.95, with a p-value of 0.972 ( $\alpha > 0.05$ ). The results depict that Transformational leadership yielded a t-value of 0.035, which is lower than the 1.96 threshold value thus denoting a reduced confidence in the coefficient as an independent variable ( $|t| < 1.96$ ). Employee involvement has the lowest Beta coefficient signaling its position among other predictor variables ( $\beta = 0.008$ ). Therefore, the null hypothesis was accepted and alternative hypothesis rejected and concluded that employee involvement does not have a significant influence on employee job satisfaction.

*H<sub>04</sub>: Knowledge-sharing practices does not have a significant influence on employee job satisfaction of Commercial State Corporations within Kenya.*

This null hypothesis is supported at a confidence level of 0.95, with a p-value of 0.090 ( $\alpha > 0.05$ ). The results depict that knowledge sharing practices yielded a t-value of 1.741, which is lower than the 1.96 threshold value thus denoting a reduced confidence in the coefficient as an independent variable ( $|t| < 1.96$ ). Knowledge sharing practices has the second highest Beta coefficient signaling its position among other predictor variables ( $\beta = 0.385$ ). Therefore, the null hypothesis was accepted and alternative hypothesis rejected and concluded that knowledge-sharing practices do not have a significant influence on employee job satisfaction.

## 5.1 Conclusion

In conclusion, employee empowerment has a significant relationship with employee job satisfaction in commercial state corporations within Kenya. This conclusion is backed by this study model's strong correlation coefficient ( $R = 0.794$ ), which implies that 79.4% of employee job satisfaction in commercial state corporations within Kenya could be explained by employee empowerment. This implies a great degree of influence. In particular, the study revealed that job design was the most dominant employee empowerment tool at commercial state corporations within Kenya. In the model, job design accounted for about 91% of a unit change in employee job satisfaction. The rest of the employee empowerment variables were found to be less dominant in commercial state corporations within Kenya. In hierarchy, they include, knowledge-sharing practices, transformational leadership, and lastly employee involvement. This conclusion supports the narrative that commercial state corporations have consistently performed poorly as a result of failing to adopt transformational leadership, not offering competitive remuneration packages, and not engaging employees in decision-making.

## **6.1 Recommendations**

The study recommends that:

Firstly, commercial state corporations within Kenya ought to embrace an open communication climate. Note, organizations that implement open communication climates encourage their employees to contribute to the organization, be free, and share information without the threat of intimidation. It is noted that under such climates, organizations implement “open door policies” in which their workers are free to express their honest feedbacks to not only their equals but also the management team. This process ought to be bi-directional, in that, both the employees and the management are considerate during the communication process and the latter appreciates responses that help in the attainment of greater success.

Secondly, commercial state corporations ought to adopt transformational leadership strategies. Specifically, the organizational leaders of commercial state corporations need to manage employees by setting standards that is agreed to by all of them. Also, these leaders need to ensure that there is employee recognition, for instance through rewards, especially when difficult tasks or goals are attained. Such strategies will be essential in improving individual consideration efforts within commercial state corporations. These transformational leadership strategies should also consider intellectual stimulation efforts. Particularly, being able to convince employees of the benefits of newly proposed ideas, and helping the subordinate with new perspectives of understanding new and complex ideas.

Lastly, commercial state corporations need to implement employee involvement policies. Specifically, leaders in these organizations should encourage employee input and constructive debates when making major organizational decisions. This approach would contribute in employee involvement in decision-making activities. Besides, the organizations need to boost their perceived organizational support measures. This initiative can be ascertained through considering the general satisfaction of employees while in the workplace, and through considering an increment of employee salaries, especially when the organizations earn greater profits.

### **7.1 Implication of this study on the Human Resource Practice**

This study’s findings contribute to the advancement of Human Resource practices. This is specifically the case for job design as an empowerment tool. Therefore, the findings of this study depict that job design entails more than just the physical aspects or rather the job contents. According to Gonzalez-Mule, Carter, and Mount, (2017) job design entails the modification of a job’s processes and contents to increase the motivation, satisfaction and productivity of employees. In this light, the findings of the current study together with that of previous studies, will help organizations understand how to fully incorporate job design as a critical employee empowerment tool.

### **8.1 Areas for Further Research**

This study managed to empirically prove the relation between job design, as an employee empowerment tool, to employee job satisfaction. The study thus concluded that job design has a significant and positive relationship with employee job satisfaction. However, the study failed to obtain adequate evidence to justify that other studied employee empowerment tools like knowledge-sharing practices, employee involvement, and transformational leadership influence employee job satisfaction. Such inadequacy of proof thus present opportunities for farther

research. Future studies need to focus on how such employee empowerment factors affect employee job satisfaction in other forms of organizations and not merely the commercial state corporations.

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