

Beyond Paychecks: The Role of Morale and Empowerment in Employee Satisfaction

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Abstract

This research aims to analyze how employee morale (EM) and employee empowerment (EE) contribute to job satisfaction (JS) at the banking sector in Khairpur, Sindh. The quantitative research method collects data from employees yielding a total number of 104 bank employees by applying a structured questionnaire. Results showed that employee morale and employee empowerment are both significantly associated with job satisfaction. However, employee morale is much stronger in its effect. Correlation analysis indicates that employee morale is highly positively correlated with job satisfaction ($r = 0.786$, $p = 0.000$). It has a moderate high positive correlation between employee empowerment and job satisfaction ($r = 0.524$, $p = 0.000$). Regression

analysis indicates that employee morale is the highest predictor for job satisfaction. (B 0.660, p 0.000), followed by employee empowerment with (B 0.312, p 0.000). This means recommendations for the organizations would be to develop strategies like motivation programs, leadership support, and participation in work environments with an eye toward employee empowerment to include freedom and authority in decision making. This study is a milestone towards bettering workplace satisfaction and productivity. Future studies should examine this dynamic across other industries of culture so as to develop larger and broader workplace adaptable strategies.

Keywords: Employee Morale, Employee Empowerment, Job Satisfaction, Workplace Productivity, Banking Sector

Introduction

Certainly, playwrights add the following drama in the lives and businesses of organizations. Employee satisfaction means a lot in terms of overall performance, productivity, and retention. Organizations tend to create a work environment in which employee morale is high and employees feel empowered, as these are the significant contributors to job satisfaction. Employee morale may be defined as the general state of mind, attitude, and level of satisfaction with which one has about his/her work environment (Gupta & Sharma, 2020). High morale would motivate, engage, and commit employees further, whereas low morale would make them absented, unproductive, and unwilling to stay (Locke, 1976).

Employee empowerment comprises free will, decision-making, and access to resources that would enable an employee to deliver on their tasks (Spreitzer, 1995). Conger and Kanungo (1988) state that empowered employees take initiative, innovate, and take ownership of the work. Trust, responsibility, and engagement, which result from empowerment, have been shown to enhance satisfaction with work (Thomas & Velthouse, 1990).

Job satisfaction is explained with reference to organizational phenomena like leadership style, workplace environment, recognition, and career growth opportunities (Herzberg, 1959). Employee morale and empowerment have also been widely studied in relation to job satisfaction. An employee will be satisfied more who is valued and supported and empowered in organizations and thus will enhance performance for the organization (Hackman & Oldham, 1976).

The study of the study material is thus based on many organizational perspectives and has undoubtedly shown interesting results on the interactive

correlation between employee morale, empowerment, and job satisfaction. However, there is a need for research on the specific industries and cultural contexts to explore the dynamics of employee empowerment concerning job satisfaction.

Research Objectives

1. To know the impact of employee morales on job satisfaction
2. To know the impact of employee empowerment on job satisfaction

Research Questions

1. Is there any impact of employee morales on job satisfaction?
2. Is there any impact of employee empowerment on job satisfaction?

Literature Review

Morale and Job Satisfaction of Employees

High employee morale adds an abbreviation to enjoy a satisfied level of job satisfaction. According to Wright and Cropanzano (2000), high employee morale positively correlates with satisfaction and well-being at work. Employees with high morale are usually more productive, engaged, and motivated than those with low morale, who deal with stress, burnout, and a lack of satisfaction (Judge & Bono, 2001). According to research conducted by Grawitch et al. (2006), characteristics such as organizational support in aspects of recognition and workplace relationships can be used to develop morale in the long run, resulting in satisfaction with the job.

Employee Empowerment and Job Satisfaction

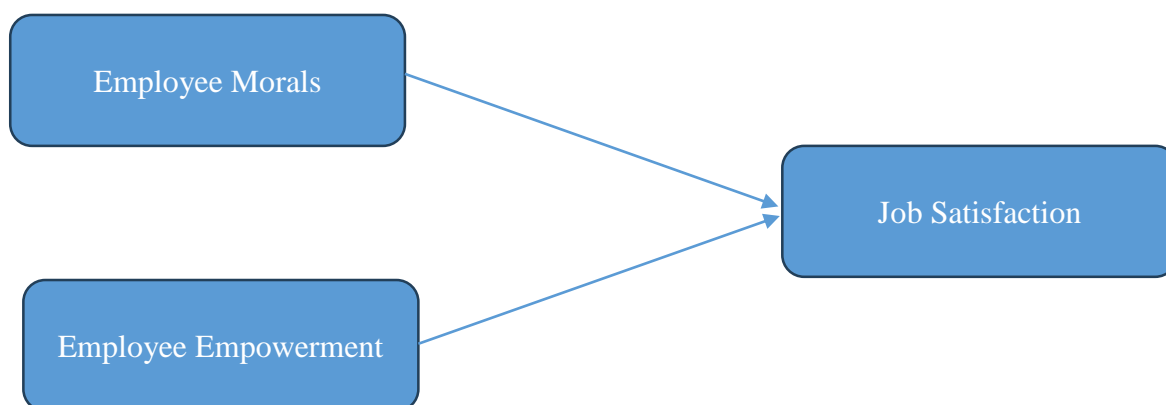
A primary factor affecting what employees feel about a job is empowerment, according to these arguments. Defined by Spreitzer (1995), psychological empowerment is the process by which employees become independent, self-reliant, and eventually feel that what they do is in their control. The employee perception of empowerment is highly faltered by the ideas of a particular study as regards the phenomenon linked with his/her job satisfaction (Seibert, Silver, & Randolph, 2004). Similarly, structural empowerment, such as resources, information, and support, seems to positively influence job satisfaction through a sense of purpose and belonging when accessible and granted.

About the Interaction Between Morale, Empowerment, and Job Satisfaction

The impact of employee morale along with empowerment on job satisfaction has been looked into by several scholars. The study of Joo and Shim (2010) has shown that it is workplaces made up of high morale and empowerment that can

result in even increase in the level of job satisfaction and decrease turnover incurrences. Otherwise, it is regarding the studies of Deci and Ryan (2000), which define that employees become more satisfied when they receive autonomy, recognition, and organizational trust. Joining Lawler et al. (2001) in this finding is that an employee's involvement in the deciding-making process leads him/her to greater-or-highly committed, better-performing employees who are thus satisfied with their jobs.

Research Model



Research Hypothesis

1. There is positive and significant impact of employee morales on job satisfaction
2. There is positive and significant impact of employee empowerment on job satisfaction

Research Methodology

The present study will mainly follow a purely quantitative path in order to assess the impact of employee morale and employee empowerment on job satisfaction in banks operating in Khairpur, Sindh. Data were collected through structured questionnaires administered to bank employees and were meant for assessing their perceptions regarding morale, empowerment, and job satisfaction. Stratified random sampling method was employed to draw the

sample for the study and ensure its representativeness. The acquired data set was analyzed using SPSS with application of descriptive statistics, correlation analysis, and regression analysis to find out the relationship among the variables. Findings will set out to give empirical insight into workplace effects on job satisfaction in the banking sector.

Data Analysis

Gander					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	89	85.6	85.6	85.6
	Female	15	14.4	14.4	100.0
	Total	104	100.0	100.0	

The respondents are separated on the basis of their ganders in gander table where: 89(85.6%) are males and 15(14.4%) are females and the total of respondents under gander are 104(100%)

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	4	3.8	3.8	3.8
	26 - 34	58	55.8	55.8	59.6
	35 - 44	41	39.4	39.4	99.0
	45 - Above	1	1.0	1.0	100.0
	Total	104	100.0	100.0	

In the specific question of age table, respondents are grouped by their age groups where 4(3.8%) of them have been in 18 to 25 years age bracket, 58(55.8%) have been in 26 to 34 years age bracket, 41(39.4%) has been in 35 to 44 years age bracket and 1(1%) in 45 to above years age bracket. Age table respondent is 104(100%)

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	14	13.5	13.5	13.5
	Post Graduate	81	77.9	77.9	91.3
	M.S/M.PHILL	9	8.7	8.7	100.0
	Total	104	100.0	100.0	

The respondents have been tabulated in education and out of it 14(13.5%) have already completed graduation, 81(77.9%) are postgraduate and 9(8.7%) have completed their MS/MPhil degree.

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 3	33	31.7	31.7	31.7
	4 - 6	27	26.0	26.0	57.7
	7 - 9	32	30.8	30.8	88.5
	10 - Above	12	11.5	11.5	100.0
	Total	104	100.0	100.0	

The experience tables are separated on the basis of experience in the field of banking in which 33(31.7) have 1 to 3 years' experience, 27(26) have 4 to 6 years' experience, 32(30.8) have 7 to 9 years' experience and 12 (11.5) years' experience or above experience.

Reliability Statistics	
Cronbach's Alpha	N of Items
.867	15

Cronbach's alpha score of 0.867 gives a high degree of internal consistency on the 15 items in the questionnaire, which means that the items applied to measure employee morale, empowerment and satisfaction are about reliable precision and it measures the same thing.

Correlations				
		EM	EE	JS
EM	Pearson Correlation	1	.361**	.786**
	Sig. (2-tailed)		.000	.000
	N	104	104	104
EE	Pearson Correlation	.361**	1	.524**
	Sig. (2-tailed)	.000		.000
	N	104	104	104
JS	Pearson Correlation	.786**	.524**	1
	Sig. (2-tailed)	.000	.000	
	N	104	104	104

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

Moderate correlation with positive direction was found between Employee Morals (EM) and Employee Empowerment (EE) with $r = 0.361$, $p = 0.000$.

Which suggested that higher employee morals are moderately associated with higher employee empowerment.

Between Employee Morals (EM) and Job Satisfaction (JS) strong positive correlation exists with $r = 0.786$, $p = 0.000$. This therefore states that any increase in the employee morals will significantly increase the job satisfaction.

EE (Employee Empowerment)-JS (Job Satisfaction) findings: $r = 0.524$, $p = 0.000$. This translates into a moderate to strong positive correlation between Employee Empowerment and Job Satisfaction that posits a higher degree of Employee Empowerment relating to attaining higher Job Satisfaction.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	.684	.678	1.17543
a. Predictors: (Constant), EE, EM				

The model has a significant relationship with high correlation ($R = 0.827$); it explains about 68.4% variance of the dependent variable. Adjusted R square (0.678) therefore addresses the robustness of the model while standard error: smaller than 1.17543 gives an indication for the extent to which predictions can deviate, on average, from actual values.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	301.839	2	150.920	109.233	.000 ^b
	Residual	139.545	101	1.382		
	Total	441.385	103			
a. Dependent Variable: JS						
b. Predictors: (Constant), EE, EM						

With F-value (109.233) and p-value (.000), the regression model significantly predicts JS. This confirms that Employee Engagement and Employee Motivation, together, meaningfully affect JS.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.472	.669		.706
	EM	.660	.058	.686	.000
	EE	.312	.068	.276	.000
a. Dependent Variable: JS					

It was discovered that EM and EE were significant predictors of JS ($p < 0.05$). EM (0.660) affects JS more than EE (0.312). Thus, it was concluded that employee morals (EM) have more impact in predicting job satisfaction (JS) than employee empowerment (EE).

Discussion of results

The investigation was designed to try to find out whether an effect exists of employee morale (EM) and employee empowerment (EE) on job satisfaction (JS) in Khairpur, Sindh in banking industry. The outcome very strongly declares that both EM has a significant contribution to JS as well as EE. However, EM had stronger effect on JS than EE.

It is proved that both employee morale and empowerment independently contribute towards job satisfaction. However, it was discovered that morale is the stronger predictor which means that organizations need to focus on activities that promote employee wellness, recognition, and motivation while enhancing empowerment through autonomy and authority for decision making. Therefore, such findings can help an organization design better workplace policies that create positive environments to work in while increasing productivity.

Conclusion

The present study endeavored to explore the ramifications of employee morale and employee empowerment in relation to job satisfaction in the banking sector of Khairpur, Sindh. The results reveal that both employee morale and empowerment significantly affect job satisfaction, where morale has a weightier effect. The statistical analysis proved that the higher the morale in employees, the more job satisfaction they feel. They experience the feeling of being appreciated, inspired and interested. Similarly, job satisfaction can arise out of employee empowerment as the latter is accompanied by enhancing such factors as autonomy, decision-making powers, and availability of resources.

On the results, therefore, there seems to be an indication of a positive workplace environment where employees are perceived at the same time as motivated and empowered in most working organizations. The rewarding mechanisms for achieving this would also be accompanied by strong leadership and good relationships in the workplace dedicated to the empowerment of employees, such as delegation of authority, facilitation of innovation, and availability of resources.

The outcomes of this study were hence valuable sources of information for companies that were looking at improving job satisfaction and thus enhancing the overall wellbeing of employees. Future studies maybe look into effects of morale and empowerment of employees in sectors other than banking and cultures that may further enlighten the use of strategies to enhance satisfaction and productivity in workplaces.

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