The relationship between empowerment and job satisfaction on organizational commitment through the privatization

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Abstract

This papers puts forward a conceptual model that defines an integrated model for the empowerment and satisfaction of organizational commitment for the Jordanian Telecommunication firm, which is Jordan's first company privatized. In order to meet the study's goals, a survey was created to gather data, and this was shared with a sample of 250 employees in the above company. In total, 235 questionnaires were received, of which 218 were complete and 17 incomplete, with 15 remaining unreturned. The empirical findings of this research show that two specific elements, namely empowerment and satisfaction have a positive relationship towards boosting organizational commitment.

Keywords: empowerment, job satisfaction, organizational commitment, privatization

1. INTRODUCTION

In order to have a clear idea of the history and financial situation, a review of the period since 1990 was undertaken. The Jordanian government has been encouraged to take on privatization due to its limited options.
**Privatization** is when a public firm, or part of a public firm, moves from the public sector to the private, through acts such as selling, using a management contract or through buildings, or with an operating-transfer system (BOT), which is the most common approach used in developed countries.

The majority of research shows that privatization is of crucial value, as services are improved, employee training improves, salaries go up and firms become more efficient.

The Jordan Telecom Firm was the first government firm that has been privatized and sold to the private sector, even though it has been providing the Jordanian Treasury substantial capital. This decision was made because the Jordanian government has been reluctant to be involved in privatization through fear, from the start.

In 2000, the company's shares were 40% owned by France Telecom, and this was increased to 51% in 2016.

Throughout Jordan's privatization, Jordanian Telecom's sale is the most outstanding example, as the outcomes were obvious in their benefit to all parties. In addition, competition was increased for companies involved in Jordan's telecom sector, and 7000 employees were hired because of this, pushing prices down as well.

The next section of this paper involves a literature review of job satisfaction, empowerment, privatization, and organizational commitments, with the proposed model being shown in Section 3. Section 4 presents the research methodology and in section 5, data analysis and outcomes are examined in greater depth. Section 6 presents the conclusions of this study.

### 2. LITERATURE REVIEW

Zadeh et al., (2016) attempted to examine the effects of privatization in postal services from the aspects of customer satisfaction for post offices in South Khorasan. The sample consisted of 180 employees and 384 clients who were chosen at random, and the results were used to establish the relationship of privatization of postal services and customer satisfaction. A survey consisting of 22 questions regarding privatization and 25 items of
customer satisfaction were employed. The results showed that privatization of postal services brought a positive effect for customer satisfaction in South Khorasan. Also, privatization of postal services for client satisfaction were shown to improve client confidence in employees, as well as general, physical space and equipment satisfaction in organizations in the South Khorasan Province. The findings of the conceptual model in conjunction with the structural equation modeling, every unit of increase in the privatization of services equates to a 38.0 increase for customer satisfaction standard deviation.

(Kumar and Moorthy, 2015) looked into the effect of psychological empowerment aspects when it comes to job satisfaction through data gathered from senior executives and the management level of Launchpad LLC [Coimbatore] of organizations. In total, 90 employee surveys were collected in order to research this aspect, and it was found that a positive effect was evident for psychological empowerment towards job satisfaction. As a result, offering this type of atmosphere and giving employees psychological support raises job satisfaction.

(Amulya. M and D.Anand, 2012) investigated the link of macro-economic elements at times of privatization. Their work built on secondary data found in a number of studies for RBI, TRAI, and DOT across the previous decade. Through the person to correlation matrix analysis, it was shown that privatization boosted competition, performance and service quality.

(Ming-Kuen wang and Kevin P.Hwang, 2012) examined the effects of employee outlook towards human resource management systems when it comes to job satisfaction and organizational commitment at times of privatization. A Taiwanese telecommunication firm was used in the case study, and the paper looked into how job satisfaction related to
organizational commitment, through a survey of 815 employees. SEM and validity tests were employed to examine the theories, and it was shown that alterations to organizational management brought about changes and developments in employee values. It was also shown that organizational commitment is affected by reward systems.

The work of (Mansoor et al., 2011) concentrated on the effects of work stress when it comes to employee satisfaction, in Pakistan's telecommunication industry. A sample of 137 employees was used, showing that there was a negative effect brought by work stress on employee satisfaction, which underlines how important work satisfaction is for enterprises.

(Jan, 2010) investigated the effectiveness of privatization in the instance CHUNGHWA telecoms in China, aiming to show the relationship of privatization and efficiency. Eight specific samples were used to look at organizational competitiveness, and it was shown that privatization brings greater efficiency to a firm, and boosts its competitive position.

The researcher (Lee, 2005) attempted to pinpoint the performance barometers for the telecoms industry, as well as related economic variables, and institutional properties for nations which impact privatization for states owning telecom firms. Through standard duration analysis of panel data, it can be seen that privatization motivations are established through the national fiscal environment, and are affected by how competitive the private sector is when it comes to taking part in policy-making processes. The research findings show that there is a substantial effect on efficiency noted in telecoms through privatization.

3. RESEARCH MODEL AND HYPOTHESES
Using the theoretical background and literature review, a conceptual model was created in order to look into the effects of empowerment and satisfaction when it comes to organizational commitment, as shown in Figure 1.

![Diagram](image.png)

**Figure 1. Relationship between Empowerment and Satisfaction on Organizational Commitment**

There are two hypotheses related to how Empowerment and Satisfaction against Organizational commitment, which are shown below:

- **H1**: A direct positive relationship exists linking empowerment and organizational Commitment.
- **H2**: A direct positive relationship exists linking satisfaction and organizational Commitment.

### 4. RESEARCH METHODOLOGY

This section will present the research methodology used in this study in greater detail. The research approaches and techniques were considered in order to substantiate the
4.1. Justification of Selecting the Quantitative Research

Two key research methods exist when it comes to undertaking research, which are the Quantitative and Qualitative (Yin, 1994). Whether to select a quantitative or qualitative methodology is based on the study field in question. This paper is based on the quantitative method of gathering data from the respondents. The quantitative methodology was selected for this paper due to three key reasons, as explained below.

Firstly, this paper attempts to put forward a conceptual model which offers an integrated model for knowledge management and organizational trust. As a result, Quantitative research is employed for the study hypothesis, which needs to be confirmed as being valid or not. Secondly, statistical practices were employed to pinpoint facts and the correlation of variables. When it comes to data gathering, quantitative research is structured and data analysis is statistical in this respect, using numbers, and measuring data numerically. Employing standardized practices in quantitative research means that objectivity is maximized, as well as the reliability of the outcomes. In most cases, quantitative methods aim to offer summaries of data which allow for generalizations regarding the matter in question, whereas under the qualitative approach, findings are not able to be generalized. In addition, data collection is not a formal activity, and data analysis is not numbers based. Lastly, the quantitative approach is most often used for confirming theories already in place, or to evaluate hypotheses changes based on earlier research. The key benefit of quantitative methods is that a specific and objective evaluation of a social phenomenon or human behavior can be obtained. Conversely, the qualitative approach is of benefit when it comes to exploratory study or in cases involving limited theoretical study and comprehension of the subject matter. For the reasons describes above, the quantitative approach was chosen for the current paper.
4.2. Reasoning for Using a Survey Strategy

The importance of survey research can show the greater focus given by administrative researchers to the wider applicability of their results (King & He, 2005). In addition, Saunders et al. (2007) state that surveys are a widely used approach when it comes to business and management studies, because they allow significant amounts of data to be gathered from large samples, for little cost (Saunders et al., 2007). Survey Strategy is a key measurement when it comes to applied social research. Survey research employs a specific area of the sample, and the results can be applied to the wider sample thereafter. However, a case study involving the qualitative approach cannot be generalized, and because of this, the survey method was chosen to be this paper's research strategy.

4.3. Research Design

The current paper attempts to suggest a conceptual model that involves an integrated model related to empowerment and satisfaction, and how these relate to organizational commitment, and so data gathering is focused on information that will allow this research aim to be achieved. The two main types of data employed in research papers are primary data and secondary data (Saunders et al., 2007). Data which is collected for the research at hand, or related to a specific problem for the first time, is considered primary data, which can be gathered through questionnaires (Saunders et al., 2007). On the other hand, secondary data is data that has already been collected, and similar to a literature review, it is produced through earlier studies. There were two main sources for data collection used in this paper. Firstly, the primary source offers high quality, previously recognized result, and as mentioned primary data is mostly collected with surveys, where a questionnaire is created to meet the needs of the author. The second source involves other related data, which is gathered through literature and earlier research investigating the subject at hand.
4.4. Justification of Selection of the Questionnaire

A questionnaire is a rapid data collection method, able to gather data from a substantial sample of people, at little cost. Questionnaires collect data by providing the same questions for all participants, in order to define and explain information related to feelings, actions and certain characteristics. In most cases, data is coded and examined by computer (Saunders et al., 2007).

To make sure the questionnaire is both accurate and dependable, certain criteria were taken into account during the design of the questionnaire survey. A pilot test was given to the specific Jordanian telecommunication companies, in order to limit the likelihood of mistakes or the participants not comprehending the questions, allowing for high quality feedback to enable the researcher to gather opinions regarding the content of the questionnaire and research. The questionnaire began with a short introduction regarding the main concepts involved. Following this, instructions are provided as to how to answer the questionnaire's different sections, displayed in a uniform manner. An initial draft was created on the basis of an in-depth literature review, involving numerous questions to help achieve the research aims. As such, the research survey is likely to be considered comprehensive. It is split into two sections, where the first section is related to personal information, including age, gender, education, experience and management background, and the second section includes questions about the variables which impact the integrated empowerment and satisfaction and how they relate to organizational commitment.

A structural questionnaire design was used in order create the survey instrument required. The questions offered a Likert-type scale from 1 to 5 (1 = “strongly agree”, and 5 = “strongly disagree”), and to make sure the variables chosen were understood and related to the participant, the pilot study was used to make sure the questionnaire was reliable and accurate enough. Experts were asked to look over the questionnaire, and the
pilot studies were given out prior the final questionnaire being designed. In the end, the pilot study allowed for participant feelings and experiences to be gathered more effectively. The construct was put through the scale reliability procedure of SPSS 11.0, with Cronbach’s Alpha criterion used (Cronbach, 1951) in order to evaluate the internal consistency of the construct in question. The coefficient of Cronbach’s Alpha was greater than 0.75, which is above the accepted cut-off of .70 put forward by Nunnally (1978). As a result, it is considered that each item is internally consistent and has strong reliability.

4.5. Sample

Of the 250 questionnaires sent, 235 were returned, including 218 completed and 17 uncompleted, with 15 unreturned surveys. Table 1 displays the sample size spread through demographic statistics.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Variable Categories</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>167</td>
<td>76.6%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>51</td>
<td>23.4%</td>
</tr>
<tr>
<td>Number of years of experience</td>
<td>Less than 5</td>
<td>33</td>
<td>15.1%</td>
</tr>
<tr>
<td></td>
<td>6-10</td>
<td>51</td>
<td>23.4%</td>
</tr>
<tr>
<td></td>
<td>11-15</td>
<td>45</td>
<td>20.6%</td>
</tr>
<tr>
<td></td>
<td>16-20</td>
<td>40</td>
<td>18.3%</td>
</tr>
<tr>
<td></td>
<td>More than 20</td>
<td>49</td>
<td>22.5%</td>
</tr>
<tr>
<td>Qualifications</td>
<td>Diploma</td>
<td>149</td>
<td>68.3%</td>
</tr>
<tr>
<td></td>
<td>Bachelor</td>
<td>40</td>
<td>18.3%</td>
</tr>
<tr>
<td></td>
<td>Master</td>
<td>10</td>
<td>4.6%</td>
</tr>
<tr>
<td></td>
<td>Doctorate</td>
<td>19</td>
<td>8.7%</td>
</tr>
<tr>
<td>Management</td>
<td>Yes</td>
<td>78</td>
<td>35.8%</td>
</tr>
</tbody>
</table>
5. DATA ANALYSIS AND RESULTS

This paper involved 167 males (76.6%) and 51 females (23.4%). The greatest amount of respondents (140, 64.2%) stated that their management has been (No). On the other hand, (78 or 35.8%) stated that their management has been (Yes). Also, (149 or 68.3%) respondents stated that they had a Diploma level of qualification, and (10 or 4.6%) held a master's degree. The largest group of respondents (51 or 23.4%) stated that they had (60-10 years) of experience, while the smallest group of respondents (33 or 15.1%) stated they had (less than 5 years) experience.

Taking into account the goals and hypotheses of the current study, the Analysis (ANOVA) was applied, and Tables 2 and 3 show the test of the hypotheses occurring through the Analysis of variance (ANOVA), at 5% significance.

In Table 2, the variance for organizational commitment under empowerment was shown to be 12.5%, with an F value of 30.757 at 0.00 significance. This falls below the standard of 0.05 significance, and so it is considered that empowerment does impact organizational commitment. As a result, Jordanian telecommunication companies are advised to follow a strategy that involves raising employee knowledge regarding the organization's wider aims and outlook.

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.353</td>
<td>0.125</td>
<td>0.121</td>
<td>30.757</td>
<td>.000</td>
</tr>
</tbody>
</table>
Table 3 shows that the variability in organizational commitment through satisfaction was 15.3%, and the F value stands at 39.011 at a significance of 0.00. This is under the threshold of 0.05, and so it is considered that satisfaction has an impact on organizational commitment. It is seen that there is substantial correlation for satisfaction with organizational commitment in Jordanian telecommunication companies. As a result, this paper recommends that employee satisfaction given due attention, as it can boost organizational commitment.

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.391</td>
<td>0.153</td>
<td>0.149</td>
<td>39.011</td>
<td>.000</td>
</tr>
</tbody>
</table>

The link that exists connecting satisfaction and empowerment organizational commitment is proven with this research, and the outcomes are:

1. Empowerment affects organizational commitment in a positive manner.
2. Satisfaction affects organizational commitment in a positive manner.

6. CONCLUSIONS

When it comes to company assets, information is of the greatest importance, and this paper tries to establish a comprehensive structure related to the aspects that impact organizational commitment.

This paper's outcomes prove that empowerment and satisfaction can provide a way for a company to positively control organizational commitment in the context of Jordanian telecommunication through its key information assets.

This paper provides valuable findings towards comprehending how empowerment
and satisfaction affect organizational commitment, as well as how to involve these elements in organizational commitment. The results shown could provide evidence to be used by policy makers when acting in relation to empowerment and satisfaction related to organizational commitment, and in order to boost employee performance in Jordanian telecommunication companies.
REFERENCES


