



**THE IMPACT OF EMPLOYEE EMPOWERMENT ON JOB SATISFACTION
A STUDY OF TELCOM SOMALIA**

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ABSTRACT

The purpose of this study was to examine the relationship between job satisfaction and employee empowerment among Telkom employees. In this study only four facets are examined as employee empowerment factors, and they are information sharing, training, reward and trust. Most managers and scholars emphasize that an organization's most important tool for gaining a competitive advantage is its people and; in order for the firm to attain success employees must be involved and active. It has been argued that success within the service industry lies with customer satisfaction, of which the result of overall job satisfaction of the employee is. Most service companies strive to empower their employees in order to deliver better quality service.. The data collected were then analyzed by way of SPSS analysis finding correlations and multiple regressions for the variables to the research questions. Based on the results of the analysis, the majority of the research objectives were supported. Information sharing, training and rewards showed a positive correlation with job satisfaction, but the trust facet insignificantly influenced the overall job satisfaction. Furthermore, information sharing was found to be the only significant factor influencing overall job satisfaction, the rest of the facets were found to be insignificant.

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DEDICATION

*I dedicated this book to my lovely and sweetly husband Mr Abdullahi Mohamed Ahmad, and my beloved parents **Mother Hakima C.Raxman Mohamed and my Father Prof. Dahir Sheikh Mohamoud.***

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CHAPTER ONE

INTRODUCTION

1.1 Overview of the Study

It has been proved, in both theoretical and practical frames that employees are one of the most vital aspects of an organization and therefore a good human resources management policy can become a competitive advantage (Czepiel, Solomon, Surprenant & Gutman, 1985). This is especially true in the case of service organizations as they depend heavily on their front line staff to provide high quality services to their customers (Palmer, 2001). Therefore, there is a need for managers to satisfy their employees as they in turn satisfy the most important external stakeholder – the customer. Within the service sector, the customer judges the quality of the service provided by the employees by assessing their behavioural actions. Wilson, Zeithaml, Bitner and Gremler (2008) state that customer–contact service employees are the service, the organization, the brand and the marketers in the eyes of customers. Satisfied employees will embrace enhanced behavior that will lead to the provision of higher quality services thus raising the customers' satisfaction (Bitner, 1992). Therefore, managers must be in a position to understand and provide for the needs of their employees. An increase in job satisfaction will more than likely be the

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