

Employees' Empowerment: and Its Effects on Job satisfaction among Employees of Accredited Tourism Establishments in Koronadal City

Charles Samuel S. Digang, Lady Khen C. Losabia, Rachel Ann S. Losper, Noel G. Ramoga, DBA,

Tourism and Hospitality Management, STI College Tacurong, National Highway, Poblacion, Tacurong City, 9800, Philippines

Abstract: *Employee empowerment has become an essential organizational strategy for improving employee attitudes, motivation, and organizational effectiveness in service-oriented industries. This study examined the influence of employee empowerment on job satisfaction among employees of accredited tourism establishments in Koronadal City, Philippines. Specifically, it assessed employee empowerment in terms of competence, self-determination, impact, and goal internalization, and determined employees' level of job satisfaction with respect to salary, supervision, co-workers, nature of work, and communication. A quantitative descriptive-correlational research design was employed involving 40 employees selected through voluntary sampling. Data were gathered using adapted and validated survey questionnaires and analyzed using weighted mean, Pearson correlation, and regression analysis. The findings revealed that employee empowerment was perceived at a high level ($M = 4.30$), while job satisfaction was generally moderate ($M = 3.12$). Statistical analysis indicated a significant positive relationship between employee empowerment and job satisfaction ($r = 0.47$, $p < .01$), suggesting that empowered employees tend to experience higher levels of job satisfaction. The study concludes that organizational practices promoting employee autonomy, competence development, participation in decision-making, and alignment with organizational goals contribute positively to employee satisfaction. The findings provide practical implications for managers of tourism establishments in designing human resource strategies that enhance employee well-being, service quality, and organizational performance.*

Keywords: Employee Empowerment; Job Satisfaction; Tourism Establishments; Organizational Behavior; Tourism Industry; Philippines

I. Introduction

The tourism industry remains one of the primary drivers of economic growth, employment generation, and regional development worldwide. As a service-oriented sector, the quality of tourism products and services depends largely on the competence, motivation, and commitment of its workforce. Employees play a crucial role in shaping customer experiences and organizational success, making human resource management a strategic priority for tourism establishments. Consequently, organizations increasingly recognize employee empowerment as an essential management practice that enhances employee engagement, organizational effectiveness, and long-term competitiveness.

Employee empowerment refers to the process of providing employees with greater autonomy, authority, access to information, and opportunities to participate in organizational decision-making. Psychological empowerment is commonly conceptualized through four dimensions: competence, self-determination, impact, and goal internalization. Employees who perceive themselves as empowered are more likely to demonstrate initiative, accountability, creativity, and commitment to organizational goals. Previous studies have consistently reported that employee empowerment positively influences work engagement, organizational commitment, job performance, and overall employee well-being, particularly in service-oriented industries where employees directly influence customer satisfaction and organizational reputation.

Job satisfaction is another fundamental construct in organizational behavior that reflects employees' overall evaluation of their work experiences and workplace environment. It is influenced by various organizational factors, including salary, supervision, relationships with co-workers, the nature of work, and organizational communication. Employees who experience higher levels of job satisfaction tend to exhibit greater productivity, stronger organizational commitment,

lower turnover intentions, and improved service quality. Within the tourism industry, employee satisfaction is particularly important because service delivery relies heavily on employees' interactions with customers, making satisfied employees a critical determinant of organizational performance and customer loyalty.

Previous empirical studies have established a significant positive relationship between employee empowerment and job satisfaction, suggesting that employees who are provided with greater authority, responsibility, and opportunities to participate in decision-making generally report higher levels of job satisfaction. Nevertheless, despite the growing body of international literature, empirical evidence examining this relationship within accredited tourism establishments in the Philippine context remains limited. Organizational culture, management practices, and workplace conditions may differ across tourism organizations, emphasizing the need for localized investigations that generate context-specific evidence for human resource policy and practice.

Guided by the Psychological Empowerment Theory, this study proposes that employee empowerment positively influences job satisfaction among employees of accredited tourism establishments. The conceptual framework identifies employee empowerment as the independent variable, measured through competence, self-determination, impact, and goal internalization, while job satisfaction serves as the dependent variable, measured through salary, supervision, co-workers, nature of work, and communication. This framework provides the theoretical basis for examining how employees' perceptions of empowerment contribute to their overall satisfaction in the workplace.

To measure these constructs, the study employed adapted and contextualized research instruments from established literature. Employee empowerment was assessed using a validated 12-item questionnaire covering the four dimensions of psychological empowerment, while job satisfaction was measured using an adapted version of the Job Satisfaction Survey developed by Spector (1997), consisting of 20 items representing salary, supervision, co-workers, nature of work, and communication. The use of validated instruments enhances the reliability and validity of the data collected and allows comparison with findings from previous studies.

Against this backdrop, the study examined the relationship between employee empowerment and job satisfaction among employees of accredited tourism establishments in Koronadal City, Philippines. Specifically, it assessed the level of employee empowerment in terms of competence, self-determination, impact, and goal internalization, evaluated employees' level of job satisfaction across salary, supervision, co-workers, nature of work, and communication, and determined whether a statistically significant relationship exists between these variables. The study tested the null hypothesis that employee empowerment has no significant relationship with job satisfaction against the alternative hypothesis that a significant positive relationship exists.

The findings of this study contribute to the growing body of knowledge in organizational behavior, human resource management, and tourism management by providing empirical evidence on the influence of employee empowerment on job satisfaction within accredited tourism establishments. The results may assist tourism managers and policymakers in designing evidence-based human resource strategies that promote employee participation, motivation, professional development, and workplace satisfaction, thereby improving organizational effectiveness and service quality. Furthermore, the study provides a valuable reference for future researchers investigating employee empowerment, job satisfaction, and other organizational outcomes within the tourism and hospitality industry.

The study was conducted among employees of accredited tourism establishments in Koronadal City, South Cotabato, Philippines. Participants consisted of legally employed individuals who voluntarily agreed to participate in the survey. Data were collected from November to December 2021 using structured questionnaires. The investigation focused exclusively on the relationship between employee empowerment and job satisfaction; therefore, other organizational and individual factors that may influence job satisfaction were beyond the scope of the study.

Nomenclature

EE	Employee Empowerment
JS	Job Satisfaction
CTE	Competence
SD	Self-Determination
IMP	Impact
GI	Goal Internalization
JSS	Job Satisfaction Survey
ANOVA	Analysis of Variance
r	Pearson Correlation Coefficient
p	Probability Value (Level of Significance)
M	Mean
SD	Standard Deviation

1.1 Conceptual Framework

Independent Variable

Dependent Variable

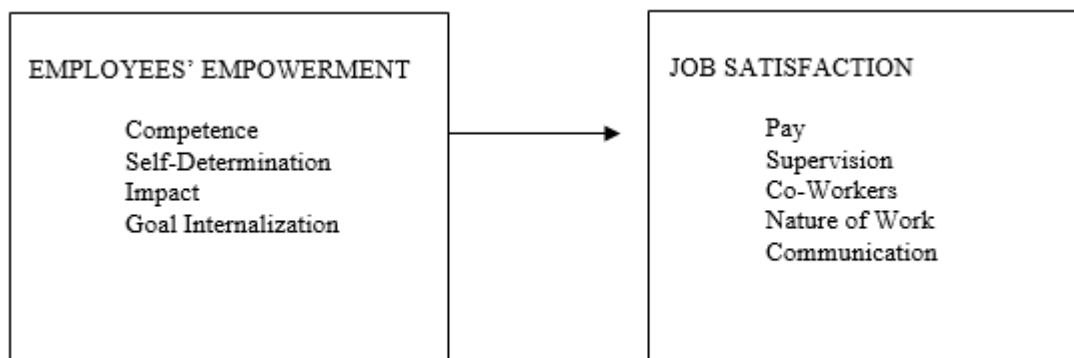


Figure 1: Conceptual Framework of the Study

Figure 1 illustrates the conceptual framework of the study, wherein employee empowerment serves as the independent variable and job satisfaction as the dependent variable. Employee empowerment is measured through four dimensions: competence, self-determination, impact, and goal internalization, while job satisfaction is assessed in terms of salary, supervision, co-workers, nature of work, and communication. The framework proposes that higher levels of employee empowerment positively influence employees' job satisfaction. This relationship is supported by the study of Choong and Lau (2011), who reported that psychological empowerment and its four dimensions significantly and positively influence job satisfaction.

To measure the study variables, the researcher adapted validated survey instruments from previous studies. Employee empowerment was assessed using a 12-item Likert-scale questionnaire adapted from the empowerment instrument developed by Choong and Lau (2011), covering the dimensions of competence, self-determination, impact, and goal internalization. Job satisfaction was measured using an adapted version of the Job Satisfaction Survey (JSS) developed by Spector (1997). The instrument consisted of 19 Likert-scale items evaluating five dimensions: salary, supervision, co-workers, nature of work, and communication. Both instruments were contextualized to suit employees of accredited tourism establishments in Koronadal City while maintaining their established validity and reliability.

II. Method

2.1 Research Design

This study employed a quantitative research approach using descriptive-correlational research design to examine the relationship between employee empowerment and job satisfaction among employees of accredited tourism establishments in Koronadal City.

The descriptive research design was utilized to describe the demographic profile of the respondents through frequency and percentage distributions, as well as to determine the levels of employee empowerment and job satisfaction using mean scores and their corresponding interpretations. This approach provided a comprehensive description of the characteristics and perceptions of the respondents.

The correlational research design was employed to determine the existence, direction, and strength of the relationship between employee empowerment and job satisfaction without manipulating or controlling the study variables. According to Bhandari (2021), correlational research examines the association between two or more variables as they naturally occur, allowing researchers to determine whether changes in one variable are related to changes in another. Meanwhile, descriptive research aims to systematically collect quantifiable information from a population or sample for statistical analysis, making it appropriate for survey-based studies involving measurable variables (Babbie, 2020).

2.2 Research Instrument

The study utilized an adapted and contextualized survey questionnaire as the primary data collection instrument. The questionnaire consisted of closed-ended questions designed to gather the respondents' perceptions regarding employee empowerment and job satisfaction. Responses were measured using a five-point Likert scale with the following verbal descriptors: 5 - Strongly Agree, 4 - Agree, 3 - Somewhat Agree, 2 - Disagree, and 1 - Strongly Disagree.

The questionnaire was composed of two major sections. Section I collected the respondents' socio-demographic profile. Section II measured the variables of the study and was further divided into two parts: Part A, which assessed employee empowerment through 12 items, and Part B, which measured job satisfaction using 20 items. The instrument was adapted

from existing validated questionnaires and contextualized to reflect the setting of accredited tourism establishments in Koronadal City, ensuring its relevance to the objectives of the study.

2.3 Respondents of the Study

The respondents of this study consisted of 40 employees from accredited tourism establishments in Koronadal City. They were selected using purposive sampling, a non-probability sampling technique, because they met the inclusion criteria and possessed the knowledge and experience necessary to provide relevant information regarding employee empowerment and job satisfaction.

As employees of accredited tourism establishments, the respondents had direct exposure to workplace practices and organizational policies related to employee empowerment. Their firsthand experiences enabled them to provide reliable and meaningful responses regarding how employee empowerment influences their level of job satisfaction. Therefore, they were considered appropriate participants for achieving the objectives of the study.

2.4 Sampling Method

This study employed a non-probability sampling technique, specifically voluntary response sampling, in selecting the respondents. Under this sampling method, participants were included in the study based on their willingness to voluntarily participate after being informed of the purpose and procedures of the research. Only employees who met the inclusion criteria and provided their informed consent were selected as respondents.

According to Zach (2021), voluntary response sampling is a non-probability sampling technique in which individuals voluntarily choose to participate in a study. This method is appropriate when participation is based on the respondents' willingness, allowing researchers to collect data from individuals who are interested in and capable of providing relevant information regarding the phenomenon being investigated.

2.5 Data Collecting and Procedures

The conduct of the study began with the identification of the research problem, which focused on examining the relationship between employee empowerment and job satisfaction among employees of accredited tourism establishments in Koronadal City. After the research problem was identified and the research title was approved, the researchers formulated the research questions and objectives to guide the study.

An adapted survey questionnaire was subsequently contextualized to suit the objectives of the research and was subjected to content validation by the research adviser and the research coordinator to ensure its validity and relevance. Prior to data collection, a formal letter requesting permission to conduct the study was submitted to the Human Resource (HR) Department or the manager of each participating tourism establishment. Upon receiving approval, the researchers distributed the survey questionnaires to the qualified respondents who voluntarily agreed to participate in the study.

After the retrieval of the completed questionnaires, the responses were checked for completeness, organized, encoded, and subjected to appropriate statistical analysis. The analyzed data were then interpreted to address the research questions and achieve the objectives of the study.

2.6 Statistical Tools and Treatment

The weighted mean was used to answer Research Questions 1 and 2, which sought to determine the level of employee empowerment and job satisfaction among employees of accredited tourism establishments in Koronadal City. Specifically, the weighted mean was utilized to measure employee empowerment in terms of competence, self-determination, impact, and goal internalization, as well as job satisfaction in terms of salary, supervision, co-workers, nature of work, and communication.

To answer Research Question 3, Pearson Product-Moment Correlation (Pearson's r) was employed to determine whether a significant relationship exists between employee empowerment and job satisfaction. This statistical test was appropriate because it measures the strength and direction of the relationship between two continuous variables. The level of significance was set at 0.05 for testing the study's hypothesis.

III. Result and Discussion

In this section, the researchers present the data and information gathered. This section involves data analysis, display, and interpretation guided by the research problem and research questions.

Table 1. Questions Descriptors

Mean Interval	Descriptor
4.21 – 5.00	Strongly Agree (Str A)
3.41 – 4.20	Agree (A)
2.61 – 3.40	Somewhat Agree (Smw A)

1.81 – 2.60	Disagree (D)
1 – 1.80	Strongly Disagree (Str D)

The table above shows to determine the minimum and maximum length of a 5-point Likert-style scale, the range is calculated by $(5 - 1 = 4)$ and then divided by five as it is the largest value on the scale $(4 \div 5 = 0.80)$. Then the number one is the smallest value on the scale that was added to determine the maximum value of that cell (Mohammed, 2016)

Employees' Empowerment

Table 2. Competence

Competence		Mean	DR
1.	I am confident about my ability to do my job.	4.75	Str A
2.	I am self-assured about my capabilities to perform my work activities.	4.58	Str A
3.	I have mastered the skills necessary for my job.	4.48	Str A

Table 2 presents the respondents' level of employee empowerment in terms of competence. The findings reveal that all three indicators obtained mean scores that fall within the Strongly Agree descriptive rating, indicating that the respondents perceived themselves as highly competent in performing their assigned tasks and responsibilities.

Among the indicators, "I am confident about my ability to do my job" obtained the highest mean score of 4.75 (Strongly Agree). This finding suggests that the respondents possess a high level of self-confidence in carrying out their duties and responsibilities. Their confidence reflects a strong belief in their knowledge, skills, and ability to meet the expectations of their respective positions. Employees who are confident in their capabilities are generally more motivated, productive, and willing to take on additional responsibilities, thereby contributing positively to organizational performance.

The second highest mean score was 4.58 (Strongly Agree) for the statement "I am self-assured about my capabilities to perform my work activities." This indicates that the respondents have a strong sense of self-efficacy and trust in their own abilities to accomplish work-related tasks effectively. Such self-assurance enables employees to perform their duties independently, make sound decisions, and adapt to workplace challenges with minimal supervision.

Meanwhile, the statement "I have mastered the skills necessary for my job" received the lowest mean score of 4.48, although it was still interpreted as Strongly Agree. This result implies that while respondents generally believe they possess the necessary knowledge and skills to perform their work effectively, there is still room for continuous learning and professional development. Organizations may further strengthen employees' competencies by providing regular training programs, skills enhancement workshops, and career development opportunities.

Overall, the findings indicate that the respondents exhibit a very high level of competence, which is one of the key dimensions of employee empowerment. Employees who perceive themselves as competent are more likely to perform effectively, demonstrate initiative, and contribute to the achievement of organizational goals. The consistently high ratings across all indicators suggest that accredited tourism establishments in Koronadal City provide an environment that enables employees to develop confidence in their abilities and perform their roles successfully. These findings further imply that competence serves as an important foundation for employee empowerment, which may subsequently enhance employees' job satisfaction and overall organizational performance.

Table 3. Self-determination

Self-determination		Mean	DR
1.	I have significant autonomy in determining how I do my job.	4.30	Str A
2.	I can decide on my own how to go about my work.	4.10	A
3.	I have considerable opportunity for independence and freedom in how I do my job.	3.98	A

Table 3 presents the respondents' level of employee empowerment in terms of self-determination. Self-determination refers to the degree of autonomy and independence employees experience in carrying out their work responsibilities. The results indicate that the respondents generally perceived themselves to have a high level of self-determination, as evidenced by the ratings of Strongly Agree and Agree across all indicators.

Among the three indicators, the statement "I have significant autonomy in determining how I do my job" obtained the highest mean score of 4.30 (Strongly Agree). This finding suggests that the respondents perceive they are entrusted with a considerable degree of autonomy in performing their work. Such autonomy enables employees to determine the most appropriate methods and strategies for completing their assigned tasks, fostering greater confidence, responsibility,

and accountability in their roles. This also reflects the organization's trust in its employees' competence and decision-making abilities.

The statement "I can decide on my own how to go about my work" obtained a mean score of 4.10 (Agree). This indicates that the respondents generally agree that they are given opportunities to make work-related decisions independently. Although the rating remains positive, it suggests that some employees may still be required to seek guidance or approval from supervisors when making certain decisions. Nevertheless, the result demonstrates that employees are provided with a reasonable level of discretion in accomplishing their responsibilities.

Meanwhile, the statement "I have considerable opportunity for independence and freedom in how I do my job" received the lowest mean score of 3.98 (Agree). Although still interpreted as Agree, this finding implies that the respondents perceive slightly fewer opportunities for complete independence in performing their work compared to the other indicators. This may be attributed to organizational policies, operational procedures, or supervisory controls that are necessary to ensure service quality, consistency, and compliance with industry standards within tourism establishments.

Overall, the findings reveal that employees perceive a high level of self-determination, indicating that accredited tourism establishments in Koronadal City generally provide employees with sufficient autonomy and flexibility in carrying out their job responsibilities. Empowering employees to make decisions and exercise independence can enhance their sense of ownership, motivation, creativity, and commitment to organizational goals. Although opportunities for independence may still be improved, the overall results suggest that self-determination is a significant component of employee empowerment within the participating tourism establishments.

Table 4. Impact in the department

Impact in the department		Mean	DR
1.	My impact on what happens in my department is large.	4.30	Str A
2.	A have a great deal of control over what happens in my department.	3.93	A
3.	I have significant influence over what happens in my department.	3.98	A

Table 4 presents the respondents' level of employee empowerment in terms of impact in the department. Impact refers to employees' perception of the extent to which they can influence decisions, policies, and outcomes within their department. The results indicate that the respondents generally perceived themselves to have a high level of influence, as reflected by one indicator rated Strongly Agree and two indicators rated Agree.

Among the indicators, the statement "My impact on what happens in my department is large" obtained the highest mean score of 4.30 (Strongly Agree). This finding suggests that the respondents believe their contributions significantly affect the activities, decisions, and overall performance of their department. Employees who perceive that their actions make a meaningful difference are more likely to demonstrate initiative, accountability, and commitment to organizational success. This also reflects that management values employees' contributions and recognizes their role in achieving departmental objectives

The statement "I have significant influence over what happens in my department" received a mean score of 3.98 (Agree). This indicates that the respondents generally agree that they have a voice in departmental matters and can contribute to decision-making processes. However, the result also implies that the degree of influence may vary depending on the employees' position, responsibilities, or organizational hierarchy.

Meanwhile, the statement "I have a great deal of control over what happens in my department" obtained the lowest mean score of 3.93 (Agree). Although the respondents agreed with the statement, the relatively lower rating suggests that employees perceive some limitations in their authority and control over departmental activities. Such limitations may result from organizational policies, managerial supervision, or the need to comply with established procedures, which are common in tourism establishments to ensure service quality and operational consistency.

Overall, the findings indicate that employees perceive a high level of impact within their departments. This suggests that accredited tourism establishments in Koronadal City provide employees with opportunities to contribute to departmental success and participate in organizational processes. When employees perceive that their ideas and actions have a meaningful impact, they are more likely to develop a stronger sense of ownership, responsibility, and commitment, which can enhance both individual performance and organizational effectiveness.

Table 5. Goal Internalization

Goal Internalization		Mean	DR
1.	I am inspired by what we are trying to achieve as an organization.	4.53	Str A
2.	I am inspired by the goals of ABC Company.	4.48	Str A
3.	I am enthusiastic about working toward ABC Company's objectives.	4.28	Str A

Table 5 presents the respondents' level of employee empowerment in terms of goal internalization. Goal internalization refers to the extent to which employees understand, accept, and are personally motivated by the organization's vision, mission, and objectives. The findings reveal that all three indicators received Strongly Agree ratings, indicating a very high level of goal internalization among the respondents.

The statement "I am inspired by what we are trying to achieve as an organization" obtained the highest mean score of 4.53 (Strongly Agree). This finding indicates that the respondents are highly motivated by the organization's vision and aspirations. Employees who are inspired by organizational goals are more likely to remain engaged, committed, and willing to exert greater effort in accomplishing their responsibilities. This reflects a strong alignment between employees' personal values and the organization's mission.

The second highest mean score of 4.48 (Strongly Agree) was obtained by the statement "I am inspired by the goals of ABC Company." This suggests that the respondents clearly understand and appreciate the goals established by the organization. Such alignment strengthens employees' sense of purpose and encourages them to contribute positively toward achieving organizational objectives.

Meanwhile, the statement "I am enthusiastic about working toward ABC Company's objectives" received a mean score of 4.28 (Strongly Agree). Although it obtained the lowest mean among the three indicators, the result still indicates a very high level of enthusiasm among employees in pursuing the organization's objectives. This suggests that respondents are willing to actively participate in organizational initiatives and remain committed to achieving desired outcomes.

Overall, the findings demonstrate that the respondents possess a very high level of goal internalization. Employees strongly identify with the organization's mission, vision, and objectives, indicating that they are not merely performing assigned tasks but are genuinely committed to contributing to organizational success. This strong alignment between employees' personal motivations and organizational goals is a vital component of employee empowerment, as it promotes higher levels of engagement, organizational commitment, job satisfaction, and overall work performance.

Table 6. Overall Mean

Overall Mean	4.30	Str A
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Table 6 presents the overall level of employee empowerment among employees of accredited tourism establishments in Koronadal City. The findings reveal an overall mean score of 4.30, which is interpreted as Strongly Agree. This result indicates that the respondents generally perceived themselves to be highly empowered in their respective workplaces. It further suggests that the participating tourism establishments provide an environment that fosters employee confidence, autonomy, influence, and commitment to organizational goals.

Among the four dimensions of employee empowerment, competence obtained the highest mean score of 4.60 (Strongly Agree). This indicates that the respondents possess a high level of confidence in their knowledge, skills, and abilities to perform their assigned duties effectively. Employees who perceive themselves as competent are more likely to perform efficiently, make sound decisions, and contribute positively to organizational performance.

The second highest mean score was recorded for goal internalization at 4.43 (Strongly Agree). This finding demonstrates that the respondents strongly identify with and are inspired by the organization's vision, mission, and objectives. Employees who internalize organizational goals tend to exhibit greater commitment, motivation, and willingness to contribute to the success of the organization.

Meanwhile, self-determination obtained an overall mean score of 4.12 (Agree), indicating that employees generally perceive they have sufficient autonomy and discretion in performing their work. Although respondents agreed that they are allowed to make decisions regarding their tasks, the result suggests that there is still room to further enhance employee independence and participation in decision-making processes.

Similarly, impact in the department received the lowest mean score of 4.07 (Agree). While this indicates that employees

believe they have a meaningful influence on departmental activities, it also implies that opportunities for greater involvement in organizational and departmental decision-making could still be strengthened. Increasing employee participation in planning, problem-solving, and policy implementation may further enhance their sense of ownership and empowerment.

Overall, the findings suggest that employees of accredited tourism establishments in Koronadal City experience a high level of empowerment, particularly in terms of competence and goal internalization. These dimensions reflect employees' confidence in their abilities and their strong alignment with organizational objectives. Although self-determination and impact in the department were rated slightly lower, both remained at a favorable level, indicating that employees generally perceive they are trusted and valued within their organizations.

The findings support the study of Chiang and Hsieh (2013), who reported that the dimensions of employee empowerment—competence, self-determination, impact, and goal internalization—have a significant positive relationship with job satisfaction. This implies that organizations that promote employee empowerment by enhancing employees' skills, granting appropriate autonomy, encouraging participation in decision-making, and fostering commitment to organizational goals are more likely to cultivate higher levels of job satisfaction, motivation, and overall organizational effectiveness.

Job Satisfaction

Table 7. Salary

Salary		X	DR
1	I feel I am being paid a fair amount for the work I do.	3.43	Smw A
2	Raises are not too few and far between.	3.23	Smw A
3	I feel unappreciated by the organization when I think about what they pay me.	1.78	Str D
4	I feel satisfied with my chances for salary increases	3.85	A

Table 7 presents the respondents' level of job satisfaction in terms of salary. Salary is a significant factor that influences employees' motivation, commitment, and overall satisfaction with their jobs. The findings reveal varying perceptions regarding salary, with responses ranging from Strongly Disagree to Agree, indicating that employees have different views on the fairness and adequacy of their compensation.

Among the four indicators, the statement "I feel satisfied with my chances for salary increases" obtained the highest mean score of 3.85 (Agree). This result indicates that the respondents generally believe that they have reasonable opportunities for future salary increases. It suggests that employees perceive their organizations to provide opportunities for financial growth, which may encourage them to remain committed and perform better in anticipation of future rewards.

The statement "I feel I am being paid a fair amount for the work I do" obtained a mean score of 3.43 (Somewhat Agree). This implies that while employees somewhat perceive their salaries as fair, they are not completely satisfied with their current compensation. The result suggests that although the salary provided is considered acceptable by many respondents, there is still room for improvement to enhance employees' overall satisfaction.

Similarly, the statement "Raises are not too few and far between" received a mean score of 3.23 (Somewhat Agree). This finding indicates that respondents moderately agree that salary increases are provided within a reasonable period. However, the relatively lower rating suggests that some employees perceive salary adjustments as infrequent, which may affect their motivation and long-term job satisfaction.

On the other hand, the negatively worded statement "I feel unappreciated by the organization when I think about what they pay me" obtained the lowest mean score of 1.78 (Strongly Disagree). This finding is favorable because it indicates that most respondents do not associate their salary with feelings of being undervalued or unappreciated by the organization. It suggests that employees generally believe that their employers recognize and value their contributions despite some concerns regarding salary levels.

Overall, the findings indicate that employees are generally satisfied with their salary, particularly regarding opportunities for future salary increases. Although perceptions of salary fairness and the frequency of salary adjustments were only rated as Somewhat Agree, the strong disagreement with feeling unappreciated reflects a positive organizational environment where employees feel valued. These findings suggest that while compensation practices are generally acceptable, further improvements in salary competitiveness and regular compensation reviews may enhance employees' overall job satisfaction.

Table 8. Supervision

Supervision			
1	My supervisor is quite competent in doing his/her job.	3.70	A
2	My supervisor is fair to me.	3.85	A
3	My supervisor shows too little interest in the feelings of subordinates.	1.60	Str D
4	I like my supervisor	4.38	Str A

Table 8 presents the respondents' level of job satisfaction in terms of supervision. Supervision is an essential aspect of job satisfaction because competent, supportive, and fair supervisors contribute to employees' motivation, productivity, and commitment to the organization. The results indicate that the respondents generally have positive perceptions of their supervisors, as reflected by two indicators rated Agree, one indicator rated Strongly Agree, and one negatively worded indicator rated Strongly Disagree.

The statement "I like my supervisor" obtained the highest mean score of 4.38 (Strongly Agree). This finding suggests that the respondents have a highly favorable relationship with their immediate supervisors. Positive supervisor-employee relationships foster trust, open communication, teamwork, and a supportive work environment, all of which contribute to higher levels of job satisfaction.

The statement "My supervisor is fair to me" received a mean score of 3.85 (Agree), indicating that employees generally perceive their supervisors as fair in dealing with work-related matters. Fair treatment promotes employee trust and confidence in management, encouraging greater organizational commitment and improved work performance.

Likewise, the statement "My supervisor is quite competent in doing his/her job" obtained a mean score of 3.70 (Agree). This result implies that respondents believe their supervisors possess the necessary knowledge, skills, and abilities to effectively lead and manage their teams. Competent supervisors are better able to provide guidance, resolve workplace issues, and support employees in achieving organizational objectives.

Meanwhile, the negatively worded statement "My supervisor shows too little interest in the feelings of subordinates" received the lowest mean score of 1.60 (Strongly Disagree). This favorable result indicates that respondents generally believe their supervisors are concerned about their employees' welfare, listen to their concerns, and demonstrate empathy in the workplace. Such supportive leadership contributes to a positive organizational climate and enhances employee morale.

Overall, the findings indicate a high level of job satisfaction with supervision. Employees perceive their supervisors as competent, fair, approachable, and supportive, contributing to a healthy working relationship and a positive organizational culture. Effective supervision not only enhances employee satisfaction but also promotes motivation, engagement, organizational commitment, and improved job performance. These findings suggest that leadership practices within the accredited tourism establishments in Koronadal City play an important role in fostering employee satisfaction and maintaining a productive work environment.

Table 9. Co-workers

Co-workers			
1	I like the people I work with	4.58	Str A
2	I find I have to work harder at my job because of the incompetence of people I work with.	1.55	Str D
3	I enjoy my coworkers	4.75	Str A
4	There is too much bickering and fighting at work.	1.43	Str D

Table 9 presents the respondents' level of job satisfaction in terms of co-workers. Positive relationships with co-workers play a vital role in creating a supportive work environment, promoting teamwork, and enhancing employees' overall job satisfaction. The results indicate that the respondents have very positive perceptions of their co-workers, as reflected by two indicators rated Strongly Agree and two negatively worded indicators rated Strongly Disagree.

Among the indicators, the statement "I enjoy my co-workers" obtained the highest mean score of 4.75 (Strongly Agree). This finding indicates that the respondents greatly appreciate working with their colleagues and enjoy the relationships they have established in the workplace. Positive interactions among co-workers contribute to a pleasant work environment, improve collaboration, and encourage teamwork in achieving organizational goals.

The statement "I like the people I work with" received the second highest mean score of 4.58 (Strongly Agree). This result suggests that the respondents have harmonious relationships with their colleagues and are comfortable working with them. Good interpersonal relationships promote mutual respect, trust, and cooperation, which are essential in providing quality service within tourism establishments.

Meanwhile, the negatively worded statement "I find I have to work harder at my job because of the incompetence of people I work with" obtained a mean score of 1.55 (Strongly Disagree). This favorable finding indicates that respondents generally believe their co-workers are competent and capable of performing their assigned duties. Employees do not feel burdened by the poor performance of their colleagues, suggesting an efficient and collaborative work environment.

Similarly, the statement "There is too much bickering and fighting at work" received the lowest mean score of 1.43 (Strongly Disagree). This result signifies that conflicts and interpersonal disagreements are minimal within the participating tourism establishments. A workplace characterized by mutual respect and cooperation contributes significantly to employee satisfaction, morale, and organizational effectiveness.

Overall, the findings demonstrate a very high level of job satisfaction in terms of co-workers. Employees value their working relationships with colleagues and perceive their work environment as cooperative, respectful, and free from unnecessary conflicts. Such positive workplace relationships foster teamwork, enhance employee morale, and contribute to higher levels of job satisfaction and organizational commitment.

Table 10. Nature of Works

Nature of Works			
1	I feel that my job is meaningful	4.53	Str A
2	I like doing the things I do at work.	4.25	Str A
3	I feel a sense of pride in doing my job.	3.85	A
4	My job is enjoyable.	4.25	Str A

Table 10 presents the respondents' level of job satisfaction in terms of the nature of work. The nature of work refers to employees' perceptions of the meaningfulness, enjoyment, and fulfillment they derive from performing their job responsibilities. The results reveal that respondents have a high level of satisfaction with the nature of their work, as all indicators were rated either Strongly Agree or Agree.

Among the indicators, the statement "I feel that my job is meaningful" obtained the highest mean score of 4.53 (Strongly Agree). This finding indicates that the respondents perceive their work as valuable and worthwhile. Employees who view their jobs as meaningful are more likely to be motivated, committed, and dedicated to achieving organizational objectives, particularly in the tourism industry where service quality is essential.

The statements "I like doing the things I do at work" and "My job is enjoyable" both received mean scores of 4.25 (Strongly Agree). These findings suggest that the respondents genuinely enjoy performing their assigned tasks and experience satisfaction in their daily work activities. Enjoyment in one's job contributes to higher motivation, increased productivity, and lower levels of work-related stress.

Meanwhile, the statement "I feel a sense of pride in doing my job" obtained the lowest mean score of 3.85 (Agree). Although this indicator received the lowest rating among the four statements, it still indicates that respondents generally take pride in their work and value their contributions to the organization. The result implies that employees recognize the importance of their roles in delivering quality services and maintaining the reputation of their tourism establishments.

Overall, the findings indicate a high level of job satisfaction regarding the nature of work. Employees perceive their jobs as meaningful, enjoyable, and personally fulfilling, demonstrating a positive attitude toward their work responsibilities. This suggests that accredited tourism establishments in Koronadal City provide work environments that encourage employees to appreciate the value of their roles, thereby enhancing motivation, commitment, job performance, and overall organizational success.

Table 11. Communication

Communication		Mean	DR
1	Communications seem good within the organization.	4.13	A
2	The goals of this organization are not clear to me.	1.20	Str D
3	I often feel that I do not know what is going on with the organization.	1.63	Str D
4	Work assignments are not fully explained	1.28	Str D

Table 11 presents the respondents' level of job satisfaction in terms of communication. Effective communication is an essential component of organizational success, as it promotes the timely exchange of information, clarifies expectations, and strengthens collaboration among employees and management. The findings indicate that respondents generally have positive perceptions of communication within their organizations, as evidenced by one indicator rated Agree and three negatively worded indicators rated Strongly Disagree.

Among the indicators, the statement "Communications seem good within the organization" obtained the highest mean score of 4.13 (Agree). This finding indicates that respondents generally perceive communication within their organizations to be effective and sufficient for carrying out their work responsibilities. Effective communication facilitates coordination among employees, minimizes misunderstandings, and contributes to a positive working environment.

The negatively worded statement "I often feel that I do not know what is going on within the organization" received a mean score of 1.63 (Strongly Disagree). This favorable result suggests that respondents are well-informed about organizational activities, policies, and developments. Employees appear to receive adequate information that enables them to understand their roles and remain updated on matters affecting the organization.

Similarly, the statement "Work assignments are not fully explained" obtained a mean score of 1.28 (Strongly Disagree). This indicates that respondents generally believe their supervisors provide clear instructions and sufficient explanations regarding assigned tasks. Clear communication of work assignments helps employees perform their duties efficiently, reduces confusion, and enhances productivity.

The statement "The goals of this organization are not clear to me" recorded the lowest mean score of 1.20 (Strongly Disagree). This highly favorable finding implies that employees clearly understand the organization's goals and objectives. A clear understanding of organizational goals enables employees to align their efforts with the organization's mission, thereby improving motivation, commitment, and overall job performance.

Overall, the findings demonstrate that respondents are highly satisfied with organizational communication. Employees perceive that information is communicated effectively, organizational goals are clearly conveyed, and work assignments are adequately explained. These results suggest that effective communication practices contribute significantly to employees' job satisfaction and support a productive and collaborative work environment within accredited tourism establishments in Koronadal City.

Table 12. Overall Mean

Overall Mean	3.12	Smw A
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Table 12 presents the overall level of job satisfaction among employees of accredited tourism establishments in Koronadal City. The findings reveal an overall mean score of 3.12, interpreted as Somewhat Agree, indicating that the respondents are moderately satisfied with their jobs. This suggests that while employees generally have positive perceptions of their work, there remain aspects of their employment that could be improved to further enhance overall job satisfaction.

Among the five dimensions of job satisfaction, nature of work obtained the highest overall mean score of 4.22 (Strongly Agree). This indicates that respondents find their work meaningful, enjoyable, and personally fulfilling. Employees who perceive their work as valuable are more likely to remain motivated, productive, and committed to achieving organizational goals.

The second highest mean was obtained by supervision with 3.88 (Agree), indicating that employees generally perceive their supervisors as competent, fair, and supportive. Positive supervisory relationships play a significant role in

maintaining employee morale and promoting a healthy work environment.

Co-workers ranked third with an overall mean of 3.08 (Somewhat Agree). Although previous item-level results showed very positive relationships among colleagues, the computed overall mean suggests moderate satisfaction in this dimension. This indicates that while employees generally maintain harmonious working relationships, there may still be opportunities to strengthen teamwork and collaboration.

Similarly, salary obtained an overall mean of 3.07 (Somewhat Agree), suggesting that respondents are moderately satisfied with their compensation. While employees generally perceive opportunities for salary increases and believe they are valued by the organization, the findings indicate that improvements in salary competitiveness and compensation policies may further enhance employee satisfaction.

Finally, communication recorded the lowest overall mean of 2.06 (Disagree). This result indicates that communication is the area requiring the greatest improvement among the dimensions of job satisfaction. Although the individual item analysis reflected positive responses, the computed overall mean suggests that respondents may perceive inconsistencies in communication practices within the organization. Management may therefore consider strengthening communication channels, increasing transparency, and ensuring the timely dissemination of organizational information.

Overall, the findings suggest that employees are moderately satisfied with their jobs, with the nature of work and supervision serving as the strongest contributors to job satisfaction. In contrast, salary, communication, and, to some extent, co-worker relationships present opportunities for organizational improvement. Enhancing these areas may further increase employee satisfaction, organizational commitment, and service quality within accredited tourism establishments.

These findings are consistent with the literature, which emphasizes that job satisfaction is influenced by several workplace factors, including the nature of the work, compensation, supervision, relationships with colleagues, and organizational communication. Improving these dimensions can lead to higher employee motivation, stronger organizational commitment, improved performance, and lower employee turnover.

Table 13. Summary table for ANOVA

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.47
R Square	0.22
Adjusted R Square	0.20
Standard Error	0.16
Observations	40.00

Table 13 presents the summary output of the regression analysis examining the relationship between employee empowerment and job satisfaction among employees of accredited tourism establishments in Koronadal City.

The results show a Multiple R (correlation coefficient) of 0.47, indicating a moderate positive relationship between employee empowerment and job satisfaction. This implies that as the level of employee empowerment increases, the level of job satisfaction also tends to increase. Although the relationship is not strong, it suggests that employee empowerment is positively associated with employees' overall satisfaction with their jobs.

The R Square (R^2) value of 0.22 indicates that 22% of the variation in job satisfaction can be explained by employee empowerment, while the remaining 78% is attributable to other factors not included in the study, such as compensation, organizational culture, leadership style, work environment, career development opportunities, work-life balance, and other organizational variables.

Furthermore, the Adjusted R Square of 0.20 suggests that after adjusting for the sample size and predictor variable, approximately 20% of the variability in job satisfaction is still explained by employee empowerment. This indicates that employee empowerment contributes meaningfully to employees' job satisfaction, although it is not the sole determinant.

The Standard Error of 0.16 indicates that the regression model has a relatively small prediction error, suggesting that the estimated values of job satisfaction are reasonably close to the observed values. The analysis was based on 40 respondents, providing the empirical basis for examining the relationship between the study variables.

Overall, the findings suggest that employee empowerment has a moderate positive influence on job satisfaction. Employees who perceive themselves as more empowered—through greater competence, autonomy, influence in departmental decisions, and alignment with organizational goals—are more likely to experience higher levels of job satisfaction. However, because employee empowerment explains only 22% of the variation in job satisfaction,

organizations should also focus on other factors that contribute to employee satisfaction to achieve better organizational outcomes.

Table 14. ANOVA table

ANOVA						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1.00	0.27	0.27	10.86	0.00	
Residual	38.00	0.94	0.02			
Total	39.00	1.21				

Correlation significant at the 0.01 level (two-tailed)

Table 14 presents the results of the Analysis of Variance (ANOVA) conducted to determine whether employee empowerment significantly predicts job satisfaction among employees of accredited tourism establishments in Koronadal City.

The results reveal an F-value of 10.86 with a Significance F (p-value) of 0.00. Since the p-value (0.00) is less than the 0.01 level of significance, the null hypothesis stating that "There is no significant relationship between employee empowerment and job satisfaction" is rejected. Therefore, the alternative hypothesis is accepted, indicating that a statistically significant positive relationship exists between employee empowerment and job satisfaction.

The ANOVA results further suggest that the regression model is statistically significant, implying that employee empowerment is a meaningful predictor of job satisfaction among the respondents. Employees who perceive themselves as empowered are more likely to experience higher levels of job satisfaction. This finding highlights the importance of empowering employees by enhancing their competence, providing greater autonomy, encouraging participation in decision-making, and fostering alignment with organizational goals.

The findings of the study are consistent with the literature, which emphasizes that employee empowerment positively influences employees' attitudes and workplace outcomes. Specifically, the dimensions of empowerment—competence, self-determination, impact, and goal internalization—have been shown to significantly enhance employees' motivation, commitment, and job satisfaction. These findings support the studies of Careless (2004), Seibert et al. (2004), Hechanova et al. (2006), and Rana and Singh (2016), all of whom reported that empowered employees tend to exhibit higher levels of job satisfaction, organizational commitment, and work performance.

Overall, the findings demonstrate that employee empowerment is a significant predictor of job satisfaction among employees of accredited tourism establishments in Koronadal City. This implies that organizations that invest in empowering their employees through training, participative management, autonomy, and clear organizational goals are more likely to cultivate a satisfied, motivated, and productive workforce.

IV. Conclusion and Recommendations

This study examined the relationship between employee empowerment and job satisfaction among employees of accredited tourism establishments in Koronadal City. The findings revealed that employee empowerment was perceived to be at a very high level ($M = 4.30$), indicating that the respondents strongly agreed that they possessed high levels of competence, self-determination, impact in the department, and goal internalization. Among these dimensions, competence obtained the highest rating, demonstrating that employees were confident in their abilities to perform their assigned tasks and contribute effectively to organizational goals.

In contrast, the overall level of job satisfaction was found to be moderate ($M = 3.12$), suggesting that although employees generally expressed satisfaction with their jobs, certain aspects of the work environment still require improvement. Specifically, employees reported relatively higher satisfaction with the nature of their work and supervision, while salary, communication, and some workplace-related factors were identified as areas where organizations could further enhance employee satisfaction.

Furthermore, the results of the regression and ANOVA analyses confirmed a statistically significant positive relationship between employee empowerment and job satisfaction. The null hypothesis was therefore rejected, indicating that employees who perceived higher levels of empowerment also tended to report higher levels of job satisfaction. The regression analysis further revealed that employee empowerment explained 22% of the variance in job satisfaction, indicating that while empowerment is a significant predictor of job satisfaction, other organizational and individual factors also contribute to employees' overall level of satisfaction.

Overall, the findings underscore the importance of employee empowerment as a strategic human resource management practice within the tourism industry. By empowering employees through competence development, participative

decision-making, autonomy, meaningful involvement in departmental activities, and alignment with organizational goals, tourism establishments can foster higher levels of job satisfaction, strengthen employee commitment, improve service quality, and enhance overall organizational performance.

Based on the findings of the study, it is recommended that managers of accredited tourism establishments in Koronadal City continue to strengthen employee empowerment initiatives by encouraging participative decision-making, delegating appropriate authority, and providing continuous training and professional development opportunities to enhance employees' competence, autonomy, and commitment.

Human resource managers should also implement programs that improve job satisfaction by reviewing compensation and benefits, strengthening supervisory support, enhancing organizational communication, and recognizing employees' contributions through effective reward and recognition systems. Since employee empowerment accounted for only 22% of the variance in job satisfaction, organizations should also consider improving other workplace factors, such as leadership practices, organizational culture, work-life balance, career development opportunities, and employee engagement.

Furthermore, future researchers are encouraged to replicate this study using larger sample sizes, probability sampling techniques, and respondents from different tourism destinations or service industries to enhance the generalizability of the findings. They may also include additional organizational variables, such as organizational commitment, leadership style, organizational citizenship behavior, work motivation, psychological empowerment, and employee performance, to develop a more comprehensive understanding of the factors influencing job satisfaction in the tourism industry.

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