

**RELATIONSHIP BETWEEN WOMEN EMPLOYEE EMPOWERMENT
AND JOB SATISFACTION IN NEPALESE COMMERCIAL BANKS**

**A Dissertation submitted to the Office of the Dean, Faculty of Management in
partial fulfillment of the requirements for the Master's Degree**

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Certification of Authorship

I hereby corroborate that I have researched and submitted the final draft of thesis entitled “Relationship between Women Employee Empowerment and Job Satisfaction in Nepalese Commercial banks”. The work of this thesis has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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Report of Research Committee

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LIST OF ABBRIVIATIONS

ANOVA	:	Analysis of Variance
EJS	:	Extrinsic Job Satisfaction
HRM	:	Human Resource Management
IBM	:	International Business Machine
IJS	:	Intrinsic Job Satisfaction
M. Phil	:	Master of Philosophy
MS-Excel	:	Microsoft Excel
NMB	:	Nepal Merchant Banking and Finance Ltd
Ph. D.	:	Doctor of Philosophy
RBB	:	Rastriya Banijaya Bank Ltd
S.D	:	Standard Deviation
SBL	:	Siddhartha Bank Ltd
SPSS	:	Statistical Package for the Social Science

ABSTRACT

Women Employee empowerment is an act of enabling or authorizing an individual to think, behave, take action, and control work and decision-making in autonomous ways. However, in order to make women employee productive, first of all, their training and development, participation in decision making process, access to information as well as reward system and intrinsic and extrinsic job satisfaction should be understood, relationships among these aspects should be examined and then necessary interventions should be taken. Against this backdrop, this study, first, aims to identify the status of women employee empowerment, intrinsic job satisfaction and extrinsic job satisfaction and then examine the relationships among women employee empowerment, intrinsic job satisfaction and extrinsic job satisfaction in the context of Nepalese Commercial banks.

This study uses questionnaire survey method by taking a sample of 250 women employee comprising five banks in Nepalese Commercial banks in Kathmandu valley. Descriptive statistics, correlation analysis, standard multiple regression analysis and one-way ANOVA have been used to analyze the collected data.

Results show that there is a significant positive relationship between women employee empowerment and intrinsic job satisfaction as well as extrinsic job satisfaction. The findings of this study imply that the respondents have provided consistent data on the relationship between women employee empowerment and job satisfaction because it is comparatively important to them and is relevant in the Nepalese Commercial banks.

Thus, the status of women employee empowerment, from the perspectives of the women employees is satisfactory in the case of Nepalese Commercial banks. Finally, the study has implications on to empower the women employee and enhancing the capacity and skills of the women employees working in the Nepalese Commercial banks for promoting their knowledge, attitude, and performances. Future researchers may employ multi-informant research design to avoid potential bias, increase the sample size, apply different statistical tools, use additional demographic variables and finally, they may undertake similar studies in the different context.

CHAPTER I

INTRODUCTION

1.1 Background of the study

Women employee empowerment is the process of empowering women. Empowering women at the bank means that women can have more control over their lives. This means giving them the freedom to make their own programs, gain new skills and gain autonomy. Women empowerment is created when the strengths that a woman brings to the workplace are accepted and used. It may be defined in several ways, including accepting women's viewpoints or making an effort to seek them, raising the status of women through education, awareness, literacy and training. Women's empowerment equips and allows women to make life- determining decisions through the different problems in banking sector. They may have the opportunity to redefine themselves or other such roles, which in turn may allow them more freedom to pursue desired goals. The banking and financial organizations have expanded in different parts of Nepal and numbers of educated women are increasing considerably. The women have been empowered in their work fields with the increased proportion of backward women representation in women's organizations as well as the ability of women in group saving mobilization and their leadership capacity have also been found quite positive and hence women being more strong, qualified and literate, their participation in banks is being increasing day by day. Honold (1997) explained that Women employee empowerment is a management practice which all managers should take seriously in their organizations because it is through empowerment that employees will improve organizational performance. Management needs to consider the following facts to ensure that empowerment in their organizations is enhanced and nurtured.

In Nepalese context, there is a concept like empowering employee is yet another financial burden and which ultimately benefits the employee rather than employer. In this era of globalization, there is a need for employee empowerment in organizations so that employees will be in a position to make quick decisions and respond quickly to any changes in the environment (Johnson, 1993). Organizations that are committed to employee empowerment are in a position to motivate and retain their employees, although it is a complex management tool, which needs to be nurtured and handled with a lot of care. Today, employee empowerment is considered an important issue in human

resource management organizations and this regard, it is important that each of the individuals feel about their competencies. Empowerment practices are not yet common in Nepalese Banking industry. A study on employee empowerment in the context of Nepalese banking sector, however, is still lacking. Without in-depth information on how employees view empowerment and how it relates to their performance, Nepalese bank's employers may not be able to harness fully the potential of their employees (Gautam, 2018). Hence employee empowerment is a motivational technique that is designed to improve the overall organization as well as individual performance if managed properly through increased level of employee participation in decision making, setting goals and objectives, self-determination, information sharing, open communication and so on. Empowerment in an organization is very crucial for the creativity of employees and management benefits such as management time and effort can be focused more on external changes and less on internal problem-solving. Besides technological advancement, a developed, competitors because human resource is the means of mobilize all the available resource in an optimum level.

Handy, (1993) explained many managers and organizations think that they understand the term employee empowerment, but only few can actually do, and actually only fewer put it into practice. By empowering, employees feel the responsibility to lead and control the organization. In a current competitive world, employees are one of the important tools for the development and survival of the organization and for achieving its goals and objectives. Employees are the most valuable asset of the organization. Empowerment means encouraging the people to make decisions with the least intervention from higher management. Empowerment is a new concept in the organization and management, which attracts many employees. Employee empowerment starts with the concept of strategic fit between people, tasks, technology and organization structure. Empowered employees depict more trust in their managers. Empowerment practices are often implemented with the hope of overcoming worker dissatisfaction and reducing the costs of absenteeism, turnover and poor quality working condition. This concept is developed to define on beliefs and understanding of employees about their job role in the organization.

Conger and Kanungo, (1988) believed that empowering others does not only enhances the function of organizations, but also enhances productivity. Employee self-efficiency need to increase for the betterment of the organization.

Dhammika, (2017); Mendoza, (2019) although the concept of job satisfaction can be traced back to Taylor's scientific management movement, it is among the most researched topic in organizational behavior and human resource management even in recent years.

Taylor, (1911) considered the human being as an economic being, and money was believed to be the biggest reason for job satisfaction. However, existing literature on job satisfaction includes several dimensions beyond money and other forms of extrinsic rewards. Since then, Elton Mayo, Abraham Maslow, Frederick Herzberg, and many other scholars attempted to explain what factors make employees motivated, satisfied, and productive.

Locke, (1976) explained that the common factors that determine the level of job satisfaction include the nature of work, pay, promotion, recognition, benefits, working conditions, and so on. In broad terms, both intrinsic, as well as extrinsic factors in the workplace, may trigger job satisfaction. However, recent literature has suggested that demographic factors such as gender, age, marital status, education, and job experience may also affect the level of job satisfaction (Din, Zaman & Nawaz, 2010; Beyene & Gituma, 2017).

Frone, (2015) considered working adults spend more hours at work than anywhere else when they are awake. Therefore, it is important for them to increase the amount of perceived positive experiences (e.g. satisfaction, achievement, self-worth and friendship) and to decrease the amount of perceived negative experiences (e.g. stress, anxiety, burnout, fatigue and boredom) at work. This is because positive work experiences promote employees' physical and psychological well-being, while negative work experiences impair it not only at work but also at home.

Judge, (2001) considered among the various positive work experiences and attitudes (e.g. organizational commitment, perceived organizational support, employee engagement), job satisfaction has been one of the most frequently measured and studied

experiences and attitudes in organizational behavior (Zeffane, Ibrahim & Al Mehairi 2008) and industrial and organizational psychology research.

Acker, (1999) explained job satisfaction indicates a positive emotional state based on employees' appraisals of their job situation. Meta-analytic studies indicate that an increase in job satisfaction is associated with better mental and physical health (Faragher, Cass & Cooper 2005), higher task performance (Fried, 2008) and organizational citizenship behavior (Organ & Ryan 1995), lower absenteeism (Scott & Taylor 1985) and turnover (Carsten & Spector 1987) and fewer counterproductive work behaviors (Dalal 2005). Considering these meta-analytic findings, managers can better monitor their employees' job satisfaction levels and design jobs and work settings that facilitate employees' job satisfaction. To achieve this goal, managers need to have knowledge about the factors affecting job satisfaction. Therefore, this article aims to compare the effects of some intrinsic and extrinsic factors on Emirati women's job satisfaction and to understand which factors are relatively more important for them. This understanding will provide insights for managers working in the United Arab Emirates (UAE), and to some degree, for managers working in the other Arabian Gulf countries (e.g. Bahrain, Qatar, Kuwait and Oman) to facilitate their female employees' job satisfaction.

Hersey & Blanchard, (1989) considered job satisfaction is the terminology used to depict employees 'happiness, satisfaction and fulfillment of their desires, needs and wants at work. Numerous measures imply that employee job satisfaction is a variable in employee motivation, employee goal accomplishment, and positive employee morale in the workplace. Job satisfaction is workers contentment with their organization and their daily duties and responsibilities. Job satisfaction includes expectations and employee behavior in an organization. It is the sense of achievement and success that employees feel with their daily work routine. Job satisfaction is in regard to one's feelings or state of mind highlighting their nature of work. It is the extent of contentment of individual with her or his job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facets level (whether or not the individual is satisfied with different aspects of the job).Hersey & Blanchard (1989) stated,

“measuring job satisfaction removes a gap and discrepancies between the viewpoints of supervisors, managers and staff about job satisfaction factors in working condition or environment”. High level of job satisfaction can lead to good health and mental position. The growth of interest of researchers in employee behavior and its outcomes has caused them to investigate different facets of the job. According to a study, job satisfaction is one of the most researched variables in industrial/organizational psychology. Job satisfaction is an emotional state emerging from a cognitive appraisal of job experiences. Intrinsic job satisfaction is about how an employee feels about his or her job while extrinsic job satisfaction is about how an employee feels about the aspects of his or her work that are external to the work itself. Intrinsic rewards such as challenging work, variety and opportunity to use one’s own skills and extrinsic rewards such as pay, promotion and working conditions contribute to job satisfaction. Job satisfaction can also be seen within the broader context of the range of outlet which affects an individual knowledge resulting from actual observation of work or their quality of their life. Job satisfaction can be understood in term of its relationships with other key factors, such as general wellbeing, stress at work, control at work, homework interface, and working conditions.

1.2 Problems statement

In banking sector, to and fro movement of employees is the most common aspect. One of the main challenges in banking sector of Nepal is to enhance job satisfaction among women employees in today’s competitive perspective. In the aspect of retaining potential employees for a longer tenure, human resource department is facing difficulties in the most banks of Nepal. This may happen due to several factors, but one of the prime factor as indicated by various researches is due to job dissatisfaction. In many researches related to employee turnover in banking sector, it is found that job dissatisfaction has become reason behind leaving the job rather than lower pay scale. Dissatisfied employees are not only likely to leave the job, but their productivity also may decline. Likewise, dissatisfied employees are less committed and more prone to search job opportunities outside resulting increased employee turnover. Hence, human resource department has to take care of employee needs and essence. Quitting job of potential employee always hurt banking management and has negative effect for a longer term (Bakotic & Babic, 2013).

Research has shown female faculty to be less satisfied in their positions than male colleagues due to requirements to sacrifice personal life balance to meet the demands of the job (Tack & Patitu, 1992). Banks are facing a lot of challenges to hold on employees for longer tenure. The prime reason for higher employee turnover is job dissatisfaction in the banking sector. Main hindrance for employee satisfaction is extreme job pressure and lack of motivational activities (Singh, 2000). Job satisfaction is the main factor for reflecting the positive work environment in banking sector. Hence, job satisfaction plays a vital role in the efficiency and productivity of employees. Since, banking sector is service industry where human capital is paramount. Sublime enrichment of human resources enhances bank's performance. Banking sector has to priorities the goal-based human resource policy which includes equality among employee and helps in the career development of employees.

There is not clear research in relationship between women employee empowerment and job satisfaction. In this research don't know the exact data of relationship between women employee empowerment and job satisfaction. In this research even don't know, women employee empower contributes job satisfaction or not? If it does either its intrinsic job satisfaction or extrinsic job satisfaction, it's not clear. That's why it is important to research on this topic.

1.3 Research questions

The study conducted with expectation to answer the following research questions:

- i. What is the status of women employee empowerment in Nepalese Commercial banks?
- ii. Is there any relationship between women employee empowerment and intrinsic job satisfaction in Nepalese Commercial banks?
- iii. Is there any relationship between women employee empowerment and extrinsic job satisfaction in Nepalese Commercial banks?
- iv. Is there any effect of women employee empowerment and job satisfaction in Nepalese Commercial banks?

1.4 Objectives of the study

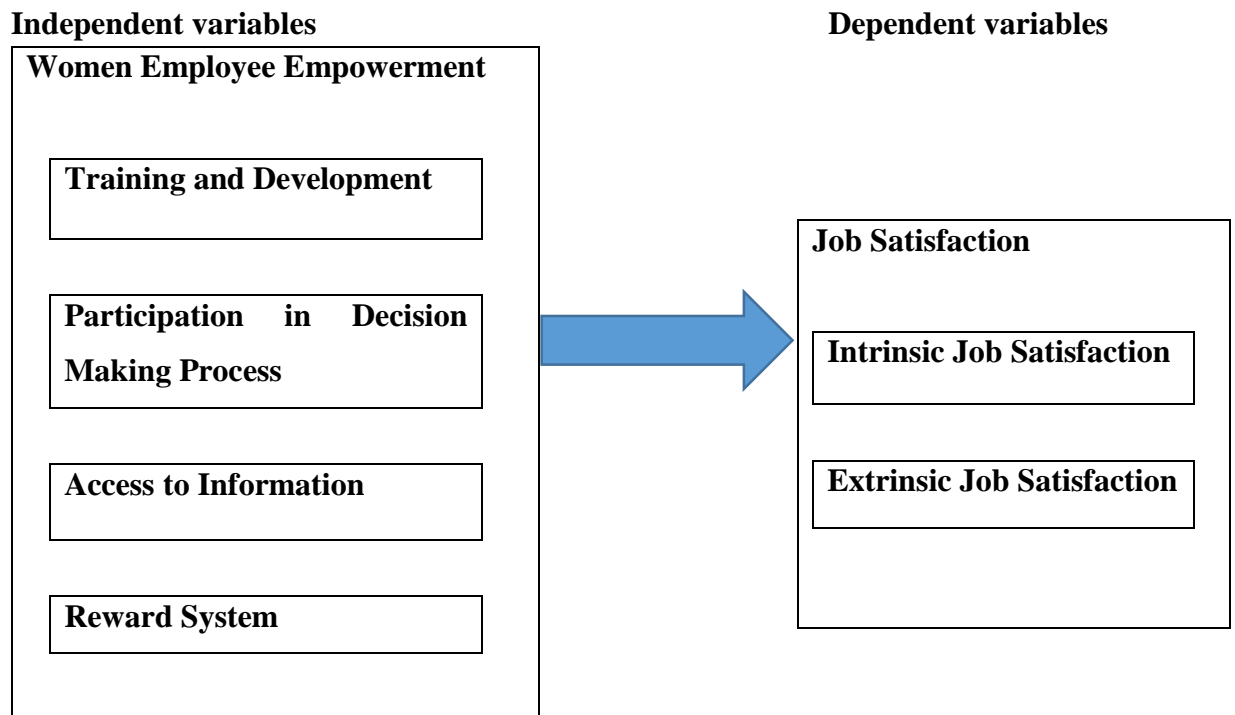
The general objective of the study is to investigate about the relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks. However the specific objectives of the study are as follows:

- i. To analyze the status of women employee empowerment in Nepalese Commercial banks.
- ii. To examine relationship between women employee empowerment and intrinsic job satisfaction in Nepalese Commercial banks.
- iii. To examine relationship between women employee empowerment and extrinsic job satisfaction in Nepalese Commercial banks.
- iv. To examine the impact of women employee empowerment and job satisfaction in Nepalese Commercial banks.

1.5 Conceptual framework and research hypotheses

Conceptual framework is the design drawn by the researcher before carrying research work. It is also known as blueprint of research work. It is the foundation for any research activities which has to carry out before drawing any concrete result. It can, therefore, be regarded as the path where researcher walk on while conducting research. Conceptual framework is the structural map which helps the researcher in process of conducting research. It is also known as outline which provides right directions for researcher (Adom, Hussein, & Agyem, 2018). Hence, it is the frame for understanding any research ideas beforehand for clear view on topic of study (Mensah, Frimpong, Acquah, Babah, & Dontoh, 2020). The researcher in this research has framed the research through prior studies analysis and has designed conceptual framework to ease the research work. In this research, variables are segregated into two parts such as dependent and independent variables. The independent variables have the direct impact on the dependent variables and helps in explaining causal relationship between each variable (Flannelly, Flannelly, & Jankowski, 2014).

With the help of variables used in the conceptual framework, the researcher has tried to draw conclusion more precisely. In this research, job satisfaction is considered as dependent variable. Likewise, training and development, participation in decision making process, access to information and reward system is selected as independent variables for the research. Researcher has plotted this variable in structural framework as enlisted below:

Figure: 1 Conceptual framework

The figure 1.1 demonstrates the relationship between Women Employee Empowerment (Independent variable) and Job Satisfaction (Dependent variable). Women employee empowerment is affected by different factors determining it such as training and development, participation in decision making process, access to information system and reward system which in turn affect job satisfaction.

Research hypotheses

This research hypotheses is based on the above discuss conceptual framework. In order to meet the objectives the following research hypotheses has been tested.

Hypothesis 1 (H1): There is a positive relationship between training and development and intrinsic job satisfaction.

Hypothesis 2 (H2): There is a positive relationship between participation in decision making process and intrinsic job satisfaction.

Hypothesis 3 (H3): There is positive relationship between access to information and intrinsic job satisfaction.

Hypothesis 4 (H4): There is positive relationship between reward system and intrinsic job satisfaction.

Hypothesis 5 (H5): There is a positive relationship between training and development and extrinsic job satisfaction.

Hypothesis 6 (H6): There is a positive relationship between participation in decision making process and extrinsic job satisfaction.

Hypothesis 7 (H7): There is positive relationship between access to information and extrinsic job satisfaction.

Hypothesis 8 (H8): There is positive relationship between reward system and extrinsic job satisfaction.

1.6 Rationale of the study

The findings of the study benefit the Relationship between Women Employee Empowerment and job satisfaction in Nepalese Commercial banks. Banks that apply the recommended approach derived from the results of this study will be able to understand job satisfaction and empowerment of their employees and satisfied them more efficiently to improve their work performance as well as their the careers of the employee. Information should be providing fair and useful for every employee. Every women employee should be involved in decision making process. For the researcher, the study will help them uncover critical areas in the empowerment and job satisfaction for banking and to develop new insights in this subject.

The study shows that the actual status of women employee empowerment on job satisfaction in Nepalese Commercial banks. The new techniques of doing activities, emergence of new ideology and introduction of new banking products and services, empowerment training, especially in the banking sector became challenging. So many banks realize that women employee empowerment and job satisfaction is necessary to survive and sustain in the competitive market. For this employees should be motivated towards their work which leads them to work effectively and efficiently.

The study will address the issues relating on relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks. The study will be furnished with recommendations on how to increase the relationship between women employee empowerment and job satisfaction in banking sector on today's competitive market place. Conclusively, the findings of this study will be useful to individual employees, researcher and management of Nepalese Commercial banks.

1.7 Limitations of the study

The study is limited to banking organizations in Nepal. The results of the study cannot be generalized to all the banking organizations in Nepal, as the participation is limited only to five Commercial banks. Since some of the organizations have strict controls, it acts as a barrier for getting more data. Cultural and professional factors may have also influenced the respondents when responding to the survey. The busy schedule of these respondents also makes the collection of information a difficult one.

The major limitations of the study have been as follows:

- i. The accuracy of the research work is depending on the data provided by employees of only five Commercial banks of Nepal.
- ii. The data have been collected by using five-point Likert scale. Thus, central tendency error may exist.
- iii. The research study was carried at Kathmandu valley of Nepal so, it may be different from other regions of the country.
- iv. The sample size of the study is relatively small. Therefore, the findings may not be perfectly generalizable to the entire population.

1.8 Organization of the study

The study was organized into five chapters. The chapters are; introduction, literature review, methodology, results and, conclusion respectively. Rationale behind this kind of organization is to follow a simple research methodology approach.

Chapter I: Introduction

Introduction was the first chapter. This first chapter consists of the background of the study, the problem statement and research questions, conceptual framework, purpose of the study, significance of the study, and the chapter plan itself.

Chapter II: Literature Review

It was the second chapter. It includes a discussion of the conceptual review, empirical review and research gap. This chapter provides a strong framework for the next chapters.

Chapter III: Research Methodology

This chapter includes the research design, the population and sample, source of data, data collection, data processing and procedure and data analysis tools and techniques.

Chapter IV: Results

This was the fourth chapter of this study. This chapter include data-presentation and data analysis, and major findings of the study.

Chapter V: Summary and Conclusion

This is the last chapter of the research work. It consists of summary, conclusions and implications of the study.

References and appendices also are incorporated at the end of the these supplementary part.

CHAPTER II

LITERATURE REVIEW

This chapter includes the reviews of previous writing and studied that are relevant to the problem being explored, and within the framework of the theory structure. It presents the summary of major findings of previous researchers being studied in separate headings. It explains why each literature was for the critical review and how it helped to build the conceptual or theoretical framework and identify problem statement needed for the study.

Review of literature is the process of learning and understanding the concept of the related topic. After selecting the topic of research, researchers will study different materials (like Books, Journals, Magazines Newspapers, Articles etc.) to collect the information's about the subject matter of the study. This process of studying different education materials which are related with the selected topic of the research is called "Review of Literature". It helps to find out the research gap.

Generally, the portion of literature review has divided into following parts:

- 2.1 Conceptual review
- 2.2 Empirical review
- 2.3 Research gap

2.1 Conceptual review

This section reviews the theoretical perspectives on training and development, participation in decision making process, access to information and job satisfaction. In doing so, this section mainly reviews the conceptual roots as well as the current theories and dimensions vis-à-vis training and development, participation in decision making process, access to information, intrinsic job satisfaction and extrinsic job satisfaction.

2.1.1 Conceptual review on training and development

Maund, (2001) explained training and development involves improving the effectiveness of organizations and the individuals and teams within them. Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals. While training and development technically have differing definitions, the two are oftentimes used interchangeably and/or together. Training and

development has historically been a topic within applied psychology but has within the last two decades become closely associated with human resources management, talent management, human resources development, instructional design, human factors, and knowledge management. (Toker, 2011) Previous studies conducted among academicians and other types of employees have shown different results regarding the status of their job satisfaction.

Noe, (2005) explained training is the process of enhancing specific skills of employees required for a current job. It is the basis of employee performance to meet the demand of the job they are involved in. Training is a tool to remove skill deficiency of employees and rectify the behavior. Employee training is the only planned strategy for facilitating employees to enhance job related knowledge, skills and behavior. In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

2.1.2 Conceptual review on participation in decision making process

Wall & Lischerson, (1997) conducted employee participation refers to the processes through which employees play a greater part in the decision-making process. There are three elements central to the concept of participation: influence, interaction and information sharing. Thus, while involvement is designed to merely increase information given to employees so as to enhance their commitment to the organization, participation provides employees with the opportunity to influence or take part in decision-making on matters affecting them and their work. Through participation, employees are able to influence a wide range of issues regarding the organization and the conduct of their work.

Leat, (1998) conducted employee participation is a continuum, reflecting the various degrees of participation that may be made available to employees. The continuum of participation ranges from unilateral management decision-making on one end. To bilateral decision-making on the other end. Developed a continuum of participation, in which he identified five stages reflecting different degrees of employee participation. At one end, there is no sharing, only unilateral decision-making or complete autonomy

of the employer. This extreme position is known as managerial prerogative where management has complete and total autonomy in the operations of the organization.

2.1.3 Conceptual review on access to information

Greasley, (2008) identified activities and organizational structures and unlike traditional management techniques that will follow emphasize control, strict and hierarchy, nowadays empowerment through the development of knowledge and skills, access to information, support, resources and responsibilities is possible because the great delays in decision-making due to lack of access to the information that is major obstacle in the way of innovation in organizations and Instead, empowerment is as a short cut way granting decision right by easy access to information encourages innovation in an organization. Access to information allows employees to know the status of their organization and analysis.

Kanter, (1983) suggested that in order to be empowering to employees, organizations must make more information available to more people at more levels through more devices. It is true that some information in the organization requires secrecy. But there is a lot of information pertaining to the functioning of the organization that can be revealed. When passed on to employees, this information will reduce any confusion in the organization, making employees more empowered.

2.1.4 Conceptual review on reward system

Deluca (1993); Rajkumar, (1996) explained reward is a combination of salary and wages with the benefits of compensation with proper human resource management. From an organization perspective, the reward is an essential human resource management function to highlight the actions related to planning, organizing, and control systems. Here, the benefits of promotion and rewards play a crucial role in organizational development. It motivates the employees to perform well in the activities that lead to the success of an organization.

Baron, (1983) suggested system which contain the policies, practices and the process for the rewards to employees on the basis of participation, artifice and capabilities of employees are called the reward management system. Philosophy, strategies as well as policies progress the reward management system. It also includes the process, structure as well as the procedure which gives the standard to provide pays and other rewards.

Quantity, quality, timelines and attendance are the employee's performance. Employees give all of these full when they know that they will be rewarded. There are also some other factors which effect the performance of employees such as condition in which they work, relationship between the employee and supervisor/manager/ employer, security of job, opportunities for the development as well as the procedure developed by the organization for reward system. In all of these factors reward is most important factor for the performance and motivation of employees.

Conger & Kanungo, (1988); Kirwan, (1995) explained collection of different processes and effect of these processes shape the behavior for achievement of specific goals of an organization Individual performance-based rewards are found to be important for empowerment because: (a) these recognize and reinforce personal competencies, and (b) they provide individuals with incentives for participating in the decision-making processes).

2.1.5 Conceptual review on job satisfaction

Luthans, (2005) explained job satisfaction is a widely researched topic that captured the attentions of several researchers from various disciplines. The increasing number of researchers on this topic shows its significance. Moreover, job satisfaction is one of the key variable that affect organizational success, and it is necessary to pay a close attention to it in order to avoid negative impacts on organizational performance.

Bakotic & Babic, (2013) particularly, the satisfaction and motivation of employees to work effectively is very important for organizations to sustain themselves and stay competitive. Job satisfaction can be evaluated based on characteristics and an employee's feelings about his or her job. Satisfied employees tend to show positive attitude in their work and are likely to be more productive.

Mohammed & Eleswed (2013) when employees are satisfied with their jobs, they will become more loyal and committed to the organization. Previous literature highlights the significance of job satisfaction as one of the key variables that affect organizational success, and therefore, it is important to regularly study this topic to assess employees' perceptions about their job and its related aspects (Hedge& Borman, 2012).

Cranny, (1992) revealed that job satisfaction can be defined as the affective reactions of an employee toward his job by comparing the desired outcomes with the perceived

ones. Job satisfaction is an important elements that comes from employee's working experience and encompasses several of factors such as the nature of job, payment or salary, level of stress, working environment, team members, superiors and workload (Bakotic & Babic, 2013). The significance prevails as a critical factor that may influence a number of key organizational outcomes (Rae, 2013). For example, high levels of job satisfaction have been associated with increased job performance (Karatepe, 2012) and organizational commitment (Paille, 2011). Certain researcher suggested that employers benefit when they have high levels of job satisfaction because it is assumed to be necessary for increasing their productivity, enhancing the creativity and ensuring their commitment to the organization (Syaptak, Marsland & Ulmer, 1999).

Balzer, (1997) defined Job satisfaction as the feelings a person has about her or his job. Job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment (Spector, 1997). Job satisfaction was one of the earliest anticipated outcomes of empowerment (Spreitzer, 1997). Organizational scholars have long been interested in why some people report being very satisfied with their jobs and others express much lower levels of satisfaction (Locke 1976).

Schnake 1991; Organ & Ryan, (1995) explained job satisfaction has been motivated by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). Satisfied workers also tend to engage in organizational citizenship behaviors; that is, altruistic behaviors that exceed the formal requirements of a job satisfaction.

2.1.5.1 Extrinsic job satisfaction and intrinsic job satisfaction

Ekhsan, (2019) explained job satisfaction reflects how employees feel about their current work duties; it is the emotional response generated by the role that the employee plays in the organization. Motivation-hygiene theory states that humans have two types of basic needs. One type is motivator needs, otherwise known as intrinsic factors, which are relevant to the work itself and can be satisfied on the job, because they represent an employee's psychological needs and prompt long-term impetus (Njanja, W.L. 2013).

By contrast, hygiene factors are influenced by the external environment and can be considered extrinsic factors.

Decker, (2009) Ismail,(2014) explained these factors are related to the work environment and include the workplace environment, channels of promotion, salary, support from managers, and rapport with coworkers. In this study, job satisfaction was distinguished into being from intrinsic and extrinsic factors. Intrinsic factor satisfaction refers to satisfaction gained from the actual work, such as a sense of achievement, a sense of responsibility, and self-respect; extrinsic factor satisfaction is defined as satisfaction gained from the work environment or organization, such as salary, system of promotion, and leadership. Scholars have stated the influence of extrinsic satisfaction on intrinsic satisfaction.

Toker, (2011) previous studies conducted among academicians and other types of employees have shown different results regarding the status of their job satisfaction. The job satisfaction levels of academicians were found to be moderately high in Turkish universities in which intrinsic factors such as independence, variety, social status, moral values, and ability utilization were found to be stronger than extrinsic factors such as compensation, company policies & practices, recognition, supervision, and working conditions. However, a study conducted among kindergarten teachers in Jordan revealed that the teachers experienced only a modest level of job satisfaction (Taleb, 2013). Among others, the institutional sector – public or private – was also found to influence the job satisfaction of people. A study conducted in the Indian context revealed that the public sector employees had high job satisfaction than private sector employees (Parchi & Sajid, 2017).

2.2 Empirical review

The main aim of this section is to review the related research studies on the relationship among training and development, participation on decision making process, access to information and reward system. The gap in existing literature has been identified, which justifies and forms a base for undertaking this study.

2.2.1 Relationship between training & development and job satisfaction

Cole, (1997) identified training is a learning activity, which is directed towards acquisition of specific knowledge and skills for the purpose of an occupation. It is a planned process to modify knowledge, skills, attitudes and behavior through learning experience to achieve effective performance in activities. The purpose is to develop the abilities of the individual to satisfy both current and future needs of the organization.

Bruce & Blackburn, (1992) the benefits of training go beyond improvement in job performance and include reduced supervision, job satisfaction, reduced labor turnover, and organizational efficiency. Training is a motivator and is essential to the acquisition and maintenance of skills necessary for optimal job performance. Training opportunities are what Uerzberg calls “motivators”. Training provides means for upward mobility so that employees experience the satisfaction of enriched jobs, and upgrades employee's skills preparing them for new technologies, legislation and policies leading to higher productivity and efficiency. Previous researchers also demonstrated that job satisfaction can be influenced by training. According to Landale (1999), training focuses on employee’s learning in order to develop necessary skills and acquire useful knowledge.

2.2.2 Relationship between participation in decision making process and job satisfaction

Ornoy, (2010) conducted in a large manufacturing organization had concluded that employees having a high desire to participate in decision making are likely to exhibit high levels of job satisfaction. Similar fact was observed in a large manufacturing firm and a large public utility firm. Thus employees, who view their organizations behaving in their interest experienced greater job satisfaction.

Anderson & McDaniel, (1999) explained that it is important to understand when and how workplace participation in decision making contributes to gains for both employees and employers. Information flow and decision making are enriched and communications are more open and transparent.

Hage, (1980); Locke & Schweiger, (1978) One inference that follows from these findings is that workers will feel more dissatisfied with their jobs if they are asked to participate in making decisions they do not feel competent to make. Just as importantly,

dissatisfaction may result when workers feel qualified but do not have the opportunity to influence decision outcomes.

Alluto & Acito, (1974); Conway, (1976); Lischeron & Wall, (1974) Findings that most workers report too little rather than too much participation suggest that this latter situation is the more common of the two. However, ways in which discrepancies between perceived competencies and opportunities to participate detract from the positive effects of participation on job satisfaction have not been systematically studied.

2.2.3 Relationship between access to information and job satisfaction

Blanchard, (1996) explained the first key in empowering people and organizations is sharing information with everyone in the organization. Sharing information encourages people to act like owners of the organization. Managers have traditionally shared only the information with employees that they believed the employees needed to know. This approach rations information. Lower-level employees are not provided all available information. Sharing information helps people understand in clear terms the current organizational situation. This is practically based on trust throughout the organization and breaks traditional hierarchical thinking. This help people to be more responsible people without information cannot monitor themselves or make sound decisions, people with information can. Sharing information enhance the job satisfaction.

Lucas & Ogilvie, (2006) explained knowledge transfer is a social activity which takes place within an organization. Knowledge sharing is influenced by the employees' believes or perceptions of issues around them. The success of knowledge sharing in business is strongly related to behavioral factors. An employee job satisfaction is subject to employees' believes, perceptions and expectations. Managers within the organization have to take the responsibility to observe how their employees evaluate their jobs and find ways which might improve their job satisfaction levels.

Suliman, (2007) write while doing that work, managers should remember that how employee see or perceive their jobs, organization supervisory style, co-workers, promotion chances within the organization and pay, is expected to influence their job outcomes.

2.2.4 Relationship between reward system and job satisfaction

Locke, (1976) identified meaning and self-determination are expected to improve job satisfaction. A sense of meaning is considered necessary for individuals to feel satisfied at work. Having a job that allows fulfillment of one's desired work values are likely to increase job satisfaction.

Thomas and Velthouse (1990). Liden , (2000) explained low levels of meaning have been linked to feelings of apathy and lower work satisfaction argue that individuals who feel that their jobs are significant and worthwhile have higher levels of satisfaction compared to those who feel their jobs have little value. Empirical research finds a positive association between meaning and work satisfaction. Self-determination positively influences job satisfaction due to its effects on intrinsic motivation. Individuals who have autonomy in determining their actions and behaviors find work more interesting and rewarding, thus creating feelings of satisfaction with their job .Higher levels of autonomy increases the amount of intrinsic rewards from work.

Thomas & Velthouse (1990) explained self-determination improves job satisfaction as accomplishments can be attributed more to the individual than to other persons. Although prior research indicates that competence and impact are positively correlated with job satisfaction, it does not support a direct association of competence and impact to work performance, as such, only meaning and self-determination are expected to influence job satisfaction.

Thomas & Tymon (1994) postulated that empowerment would accrue in higher levels of job satisfaction. They state because the task assessments [i.e., the facets of empowerment] generate intrinsic rewards associated with the job, they should be positively related to job satisfaction.

2.2.5 Relationship between employee empowerment and job satisfaction

Bowen & Lawler (1992) argued that empowerment practices improve job satisfaction, in part by giving employees a sense of control and making work more meaningful. Empirical evidence from manufacturing industries seems to confirm this proposition. The feedback and granting autonomy are positively related to job satisfaction. Studies from the public sector also reveal a positive relationship between employee empowerment and job satisfaction. Empowerment programs have been established in a

number of organizations in order to increased efficiency, enhance customer satisfaction and develop competitive advantage. Employee empowerment has become a trend from last decade, approaching the status of a movement depending on one's perception.

Bose, (2005) explained that every employee expects to get satisfaction from their workplace. Satisfaction in the life of an individual employee depends upon the comfort he/she gets in his/her job. A worker full of stress cannot perform well in the role. The employee turnover and dissatisfaction in the post are the two competitive severe disadvantages faced by many of the modern-day undertakings. Negative and unfavorable vibes from the organization bring dissatisfaction in employees due to which they change their workplace (Armstrong 2006).

The study of job satisfaction discloses employee satisfaction theory, employee satisfaction measurement tools, and indicators. Although there are many studies on employee job satisfaction, they are all related to the aspects of employee satisfaction level. (Oshwiki 2019.) But in Nepal, there are marginal studies on employee job satisfaction in banks, specifically concerning factors affecting job satisfaction. Previously there were many studies on job satisfaction. However, the researcher has found out that there is a lack of research or relatively little studies conducted in the banking sector. As there are many differences in the working conditions, salaries paid, and incentives being offered by an organization at different levels are different, the job satisfaction level also differs among them. Hence the study for the enhancement of job satisfaction level among the employees has been remarkable. Apart from that, the researcher tries to shed light on the factors causing job satisfaction on the banks.

George & Jones, (2008) identified that Job satisfaction is the total collection of feelings and beliefs that people have about their job, which may vary from extreme satisfaction to the range of extreme dissatisfaction level. The desire to connect to the job can have several reasons, such as the choice of their work, their co-workers, salaries, job security, or their superiors.

(Culley (1998) explained Employee empowerment initiatives have become popular because of the relationship between empowerment and job satisfaction. Empowerment programmers are intended to produce satisfied and committed employees. The Workplace Employee Relations Survey (WERS) conducted by lends support to the

association between measures designed to engender employee commitment and levels of job satisfaction. Hence, managers have to provide employees with challenging work that will enable them to realize their potential. Employee participation in problem solving and decision-making is one of the ways to help employees realize their potential thereby increase their commitment and satisfaction.

Randolph (1995) previous studies indicated that job satisfaction can be affected by employee empowerment. Referred employee empowerment to the transfer of power from the management to the employees. Empowered people in any organization will usually nurture their competencies to perform their duties well as expected by applying their knowledge and skills.

2.3 Research gap

The literature review revealed certain research gaps that are appropriate to discuss here. From the foreigner review of literature, it can be understood that though many studies have been conducted on different aspects of employee empowerment and even in foreign countries, a study specifically for relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks is missing in literature. No more research has been conducted on any aspects of relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks. Hence, the present study examines empirically the vital issues relating to the relationship between women employee empowerment and job satisfaction Nepalese Commercial banks and suggests measures to make them more effective contributions for the efficiency and success of Nepalese Commercial bank. Previous research has taken only employee empowerment on job satisfaction. This research has taken different dimensions of job satisfaction in intrinsic job satisfaction and extrinsic job satisfaction to determine on relationship between women employee empowerment which previous research has not included.

Similarly, previous research has taken only overall job satisfaction. This research has taken different two aspect intrinsic and extrinsic job satisfaction.

CHAPTER III

RESEARCH METHODOLOGY

This chapter states the different approaches and methods applied by the researcher to conduct this study. This chapter basically describes the research design, population and sampling, sources of data collection and procedure and data analysis. It is basically a questionnaire survey based exploratory cum descriptive study.

3.1 Research design

This study applies descriptive and casual design to deal with the relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks. This chapter presents the methodology to fulfill the objectives of the study. This chapter describes the various methods applied in order to complete the thesis. It is very difficult and challenging tasks as well. Data is more qualitative and followed by some quantitative data. The data had been collected by formulating a set of questionnaire and the questionnaire was distributed to the respondents. So, the findings of this research have been based upon the primary survey.

3.2 Population and sample

A total population of 1,467 employees are working in Rastriya Banijaya bank limited, 500 employees in NMB Bank, 426 employees in Siddhartha bank limited, 1,150 employees in NIC Asia bank and 292 employees in Nabil bank limited in different branches inside Kathmandu valley. Out of the total population, 250 women employees working in the different positions are provided with the standardized questionnaire. Relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks is evaluated by convenience sampling method.

3.3 Source of data

The data is collected from the sample of five Nepalese Commercial banks. The officer level employees within each organization have been identified and asked to complete the survey questionnaire assuming that they have been in a position to provide accurate information regarding relationship between women employee empowerment and job satisfaction. Primary data has been used for the study and they have been collected from structured questionnaires. Primary data has been collected through circulating the

message from employees or by using known officers of the concerned organizations. The respondents' title positions are; departmental heads, senior manager, assistant manager, branch manager. Responses have been collected from the banking office and branch offices.

3.4 Data collection

Data collection is an important aspect of any type of research study. With the help senior staff the data are collected, the data collection procedure adapted was the self-administered questionnaire by the respondents. The respondents to these questionnaires were free to answer the questions according to their own conscience without being compelled to satisfy the researcher. Information from these questionnaires constituted the primary data for the research. The questionnaires were pretested on a smaller size of the sampled respondents for the research. This was to ensure that the questionnaires designed solicited the appropriate responses from the respondents to answer the research question for the achievement of research stated objectives. The process of collecting data was done through Google form.

3.5 Data processing and procedure

This study has used absolutely primary data to draw the conclusions of the research. Five point Likert scale structured questionnaires have been used to collect the data. Despite some controversies, Likert scale is typically treated as interval scale (Malhotra & Dash, 2010). The data required for this study is primary nature. Total 300 sets of questionnaires were distributed to the respondents in order to get actual and accurate information. Distribution work has been done through circulate the questionnaire from google form. Among all the questionnaires 250 were returned and 50 questionnaires were not returned. Five point likert scale questionnaires were designed. Questionnaire were structure as (1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree).In order to present the understanding of data analysis, the results from the SPSS was copied to an excel worksheet, where it was refined and made interpretable.

3.6 Data analysis

For data analysis descriptive as well as inferential statistics is used. Statistical Package for the Social Sciences (SPSS), Excel etc. tools are used for assessing the data. Whenever the function of data collection is completed the function of sorting,

managing, arranging, ordering, analysis and interpretation of those data are done. These functions are done with the help following statistical tools in a systematic manner.

3.6.1 Descriptive analysis

Descriptive statistics are used to describe the basic features of the data in a study. They form the basis of virtually every quantitative analysis of data (Trochim, 2006). Different demographic information of the respondents are selected which is termed as frequency analysis. Mean, standard deviation, correlation, regression and ANOVA are used to study the dependent variable called job satisfaction and independent variables called training and development, access to information, participation in decision making process and reward system.

3.6.2 Mean or average

In an average line which represents a group of values. In other words, the quantities which are the representative of the huge mass of quantities are known as average. The most popular mean is arithmetic mean or average, which is calculating the sum of all variables divided by the number of variables. The mean is the arithmetic average of a variable.

It is denoted by

We have,

$$\text{Mean, } (\bar{X}) = \frac{\sum X}{N}$$

Where, $\sum X$ = Total sum of frequency

N = Total number of respondent

3.6.3 Standard deviation

Standard deviation (S.D) is the most popular and the most useful measure of dispersion. It indicates that the ranges and size of deviance from the middle or mean. It measures the absolute dispersion. The greater the amount of dispersion, greater will be the standard deviation. A small standard deviation means a high degree of uniformity of the observation as well as homogeneity if a series.

$$\text{Standard deviation } (\sigma) = \sqrt{\frac{\sum (X - \bar{X})^2}{N}}$$

Where,

$\sum X$ = Sum of frequency

\bar{X} = Mean of frequency

N = Number of respondents

3.6.4 Correlation analysis

To test the relationship between the independent variables like training and development, participation in decision making process, access to information and reward system for women employee empowerment and dependent variable job satisfaction, Pearson's correlation analysis is used. Correlation analysis is used to describe the strength and direction of the linear relationship between two variables (Pallant, 2005). Coefficient (r) is used to measure the covariance between numerous variables. Magnitude of the linear relationship is indicated with coefficient (r). Plus or minus sign shows whether there is a positive or negative correlation between variables and the value of r ranges from -1 to +1. +1 implies the perfect positive relationship. On the other hand -1 signifies the perfect negative relationship. There will be no relationship if the value of r equal to 0.

$$\text{Correlation (r)} = \frac{N\sum XY - \sum X \cdot \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \cdot \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

Where,

N = Number of observation

$\sum X$ = Sum of observation in series X

$\sum Y$ = Sum of observation series Y

3.6.5 Standard multiple regression analysis

Multiple regression analysis is mainly used to explore the relationship between one continuous dependent variable and a number of independent variables (usually continuous). It is used to describe the nature of a relationship and to make predictions (Pant, 2012). It can be bivariate or multivariate. Multivariate or multiple regression analysis is mainly used to analyze the relationship between independent variables and dependent variables.

Model 1: Intrinsic Job Satisfaction

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_i$$

Where,

\hat{Y} = Intrinsic Job Satisfaction (dependent variable)

X1 = Training and Development

X2 = Participation in Decision Making Process

X3 = Access to Information

X4= Reward System

α = Constant

$\beta_1, \beta_2 \dots \beta_5$ = Regression coefficients of Factor 1 to Factor 5 respectively

e_i =Error term

Model 2: Extrinsic Job Satisfaction

$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_i$

Where,

\hat{Y} = Extrinsic Job Satisfaction (dependent variable)

X1 = Training and Development

X2 = Participation in Decision Making Process

X3 = Access to Information

X4= Reward System

α = Constant

$\beta_1, \beta_2 \dots \beta_5$ = Regression coefficients of Factor 1 to Factor 5 respectively

e_i =Error term

3.6.6 One-way analysis of variance (ANOVA)

When the means of more than two groups are to be compared, one-way analysis of variance (ANOVA) is the appropriate statistical tool. It is important to note that a significant F statistic, resulting from the ANOVA test, only tells you that there is a significant difference between at least two group means, while not identifying which two are different. To answer which of the pairs are significantly different, we must conduct post hoc analysis (Cunningham & Aldrich, 2012).

This study employs one-way ANOVA for identifying the differences regarding the status of women employee empowerment on job satisfaction in Nepalese Commercial banks. Post hoc analysis has also been performed to identify which of the multiple pairs of means contributed to the significant F statistic.

3.6.7 Reliability test

Dependable measurement is one of the key factors in effective research. Measurement should be repeatable to be reliable. Consistency of a test, survey, observation, or other measuring device indicates reliability. Same results generating while doing the same types of experiments, under the same terms and condition scenario for the other researchers the must be there for the reliability. This will enable support for the findings by the wider scientific community and will ensure acceptance of the hypotheses. To fulfill all the requirements of testability and reliability the experiment and research have to generate replication of statistically significant results. For a powerful statistical explanation, parametric analysis is preferred over non-parametric analysis as it can produce more accurate and precise estimates (Mat Roni, 2014). However, parametric tests are based on certain assumptions. The most critical assumption regarding parametric tests is that the population from which a random sample is selected has a normal distribution (Cunningham & Aldrich, 2012).

The degree in which our test and other measuring device truly measures what we intended it to measure is termed as validity. Field (2013) suggests that it is always better to make a decision based on converging evidence from some statistical test and visual inspection of normality plot(s). Accuracy of a measure and a measurement is said to be valid when it measures and performs the functions that it is supposed to perform. How good enough a measurement truly represents features that exist in the incidents being investigated refer to validity of research and experiment? Different measures were taken to collect a representative sample to give external validity.

Table 3.1: *Reliability test*

Topic	Cronbach's Alpha
Training and Development	0.851
Participation in Decision making process	0.729
Access to information	0.727
Reward system	0.727
Extrinsic Job Satisfaction	0.760
Intrinsic Job Satisfaction	0.758

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this chapter is to evaluate, analyze and interpret the collected data during the period of study and present the result of the questionnaire survey. The main objectives of this research study were fulfilled with the outcomes derived from the analysis of the collected data. Analysis is fully based on the data obtained from primary source. Primary source includes mainly the responses to questionnaires. The primary data collected 250 respondents have been used to measure impact of women employee empowerment on job satisfaction in Nepalese commercial banks. This chapter also covers the test of hypotheses which have been set in the previous chapter. Each hypothesis is tested and analyzed individually and also taking the background and demographic of the respondents.

This section is further sub divided into three sub section. The first part deals with the respondent's profiles. The second section determines and analyzes the collected data through correlation of dependent and independent variables. This section is test of hypothesis already set in previous chapter. And, the final part is the discussion of the result obtained through analysis.

4.1 Demographic profile of respondents

Demographic analysis is done to find out the basic information about the respondents. Descriptive analysis of the sample respondents taken for the study is described in this part. In other words, it deals with the demographic analysis and interpretation of primary data collected through survey questionnaires. The survey was based on the reaction of 250 respondents. Thus, from the response of questionnaire we are able to get various insights. The details of the demographic profile of the respondents in this study include name of bank, current work position, age, academic qualification, work experience in bank and marital status.

4.1.1 Name & number of the respondent banks

Table 4.1: *Name & number of the respondent banks*

Name of the Banks	Frequency	Percentage (%)
RBB	57	22.8
NIC Asia Bank	55	22.0
Nabil	53	21.2
SBL	51	20.4
NMB	34	13.6
Total	250	100

Source: Field Survey, 2022

The names of the respondent's Nepalese banks are presented here. The name of the five respondent's banks distribution NIC Asia Bank Ltd, Siddhartha Bank Ltd, Nepal Merchant Banking and Finance Ltd (NMB), Rastriya Banijaya Bank (RBB) and Nabil Bank Ltd. The frequency and percentage of name of the respondent's banks are depicted in above Table 4.1.1.

4.1.2 Age of the respondents

Table 4.2: *Age of the respondents*

Age Category	Frequency	Percentage (%)
18-25	88	35.2
26-33	118	47.2
34-41	32	12.8
Above 41	12	4.8
Total	250	100

Source: Field Survey, 2022

The age of the respondents consists of four categories on questionnaire. Where, below 18 to 25 ,26 to 33, 34 to 41 and above 41years category are presented or ask to the respondents which are 35.2%, 47.2%, 12.8% and 4.8% respectively. The frequency and percentage of the age of respondent's are depicted in above Table 4.1.2.

4.1.3 Respondents current working position

Table 4.3: *Respondents current working position*

Post	Frequency	Percentage (%)
Senior Manager	21	8.4
Manager	21	8.4
Employee	157	62.8
Officer	12	4.8
Other	39	15.6
Total	250	100

Source: Field Survey, 2022

The position of the respondents consists of their working position on their current bank service. The respondents working position in the current bank of the respondents in different five categories of the post. Where, senior manager, manager, employee, officer and others. These are found 8.4%, 8.4%, 62.8%, 4.8% and 15.6% respectively. The frequency and percentage of experience respondents in years are depicted in above Table 4.1.3.

4.1.4 Respondents academic qualification

Table 4.4: *Respondents academic qualification*

Education	Frequency	Percentage (%)
Intermediate	27	10.8
Bachelor Degree	51	20.4
Master Degree	138	55.2
PHD/MPhil	34	13.6
Total	250	100

Source: Field Survey, 2022

The education of the respondents consists of their academic qualification. The education of respondents in different four categories. Where, intermediate, bachelor degree, master degree and MPhil/ PHD. These found intermediate is 10.8%, bachelor degree is 20.4%, master degree is 55.2% and MPhil/PHD is 13.6% respectively. The frequency and percentage of education respondents in years are depicted in above Table 4.1.4.

4.1.5 Respondents work experience in bank

Table 4.5: *Respondents work experience in bank*

Years	Frequency	Percentage (%)
Below 2 years	3	1.2
2-5 years	50	20.0
6-10 years	66	26.4
10-15 years	121	48.4
Above 15 years	10	4.0
Total	250	100

Source: Field Survey, 2022

The banking experience of the respondents consists of five categories in years on questionnaire. The distribution of the sample by the number of years of experience in the job, we find that about 1.2% for their expertise in below 2 years, followed by the percentage of 20.0% respondents have 2 to 5 years' experience, 26.4% of respondents have 6 to 10 years, 48.4% of respondents have 10 to 15 years and the experience of Above 15 years at percentage of 4.0%. The frequency and percentage of experience respondents in years are depicted in above Table 4.1.5.

4.1.6 Respondents marital status

Table 4.6: *Respondents marital status*

Status	Frequency	Percentage (%)
Married	149	59.6
Unmarried	101	40.4
Total	250	100

Source: Field Survey, 2022

The marital status of respondents consists of two categories on questionnaire. The marital status of respondents' categories on married and unmarried. Where, married 59.6% and unmarried 40.4% respectively. The frequency and percentage of marital status depicted in above Table 4.1.6.

4.2 Status of women employee empowerment

Status of women employee empowerment major the different variables. Training and development, participation in decision making process, access to information and reward system. The results of each variables are detailed below.

4.2.1 Status of training and development

Training and development is the important aspects of women employee empowerment. Training and development is the act of increasing the knowledge and skills of an employees for doing a particular job. Training is the short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. This research has given the status of training and development according to the table given below.

Table 4.7: *Status of training and development*

S/N	Statements	N.	Mean	Standard Deviation
Q 1.	My bank provides frequently training.	250	3.72	0.684
Q 2.	My bank provides the training program as the interest and need of me as an employee.	250	3.66	0.600
Q 3.	My bank conducts a task analysis to identify the best way to perform.	250	3.76	0.716
Q 4.	My bank provide training programs helps me to decrease wastage of time and other resources which increase the job satisfaction.	250	3.79	0.760
Q5	My bank delivered the appropriate and relevant training program as per my need for skill enhancement.	250	3.79	0.748
Q6	My bank designs training program based on the requirement of the job.	250	3.84	0.779
Q 7.	I am very satisfied with training opportunity provided by the bank.	250	3.80	0.775
Overall Status of Training and Development			3.77	

Source: Field Survey, 2022

The study show that the mean value of training and development ranges from 3.66 to 3.84. The mean value of Q1 is 3.72 which show that the bank provides frequently training. The mean value of Q2 is 3.66 which show that training programs as the interest and need of me as an employee. The mean value Q3 is 3.76 which show that bank conducts the performance analysis to identify what skill deficiency is to be fixed by training. The mean value of Q4 is 3.79 which show that the training programs helps to decrease wastage of time and other resources which increase the job satisfaction. The mean value of Q5 is 3.79 which indicate the bank delivered the appropriate and relevant training program as per employees need for skill enhancement. The mean value of Q6 is 3.84 which indicate the bank designs training program based on the requirement of the job. Similarly, the mean value of Q7 is 3.80 which show the employees are very satisfied with training opportunity provided by the bank.

In addition, the table shows that Q7 has the highest standard deviation of 0.775 in comparison of other statement. This means respondents have more variation with the statement “I am very satisfied with training opportunity provided by the bank”. In these statement respondents have different perception i.e. the values in the data set are further away from the mean, on average.

In overall, Nepalese banks effective training and development program can play vital role to improvement of employee’s satisfaction. Respondents are agreeing on training and development program makes more effective and positive on their banks mission and vision. Its means, Nepalese banks are interested on providing training and development programs as per the need and they are success to identify and fill the gap for the empowerment of employee’s satisfaction.

4.2.2 Status of participation in decision making process

Participative in decision making process is the opportunity for an employee to provide input into the decision making process related to work matters. It is the extent to which employer allow or encourage employee to share or participate in organizational decision making process.

This research has given the status of participation in decision making process according to the table given below.

Table 4.8: *Status of participation in decision making process*

S/N	Statements	N	Mean	Standard Deviation
Q 8.	My bank allow me in participation in decision making process.	250	3.66	0.897
Q 9.	As a women employee I also has a power to influence motivation.	250	3.63	0.924
Q10.	As a women employee I get more priority to take in decision-making.	250	3.64	0.917
Overall Status of Participation in Decision Making Process			3.64	

Source: Field Survey, 2022

The study show that the mean value of participation in decision making process ranges from 3.63 to 3.66. The mean value of Q8 is 3.66 which show that the women employees are allowed in participation in decision making process. The mean value of Q9 is 3.63 which show that the women employees also has a power to influence motivation. Similarly, the mean value of Q10 is 3.64 which show that the women employees get more priority to take in decision-making.

In addition, the table shows that Q9 has the highest standard deviation of 0.924 in comparison of other statement. This means respondents have more variation with the statement “As a women employee I also has a power to influence motivation”. In these statement respondents have different perception i.e. the values in the data set are further away from the mean, on average.

In overall, Nepalese banks effective authority and participation in decision making process of women employee. Decision making and process play a vital role to empower women employee in bank. Respondents are agreeing on authority and decision making process makes more effective and positive on their banks mission and vision.

4.2.3 Status of access to information

Information is the key of success of any bank. Access to information is the ability for an employee to seek, receive and impart information effectively. Employee became

empower to access the information quick and fairly. This research has given the status of access to information according to the table given below.

Table 4.9: *Status of access to information*

S/N	Statements	N	Mean	Standard Deviation
Q 11	My bank regularly supplies information to employee about the job performance.	250	3.81	0.838
Q 12.	I am familiar with the mission statement put forth my department.	250	3.81	0.838
Q 13.	My bank supplies information before giving any task.	250	3.81	0.838
Q14.	My bank supplies information in timely.	250	3.81	0.838
Overall Status of Access to Information			3.81	

Source: Field Survey, 2022

The study show that the mean value of access to information all item ranges from 3.81. The mean value of Q11 is 3.81 which show that the bank regularly supplies information to employee about the job performance. The mean value of Q12 is 3.81 which show that the women employee is familiar with the mission statement put forth my department. The mean value of Q13 is 3.81 which show that the bank supplies information before giving any task. Similarly, the mean value of Q14 is 3.81 which show that the bank supplies information in timely.

In addition, the table shows that all items have equal standard deviation of 0.838 in comparison of other statement. In these statement respondents have different perception i.e. the values in the data set are further away from the mean, on average.

In overall, Nepalese banks is somewhat able to deliver the information about the job performance to improvement of employee's performance. Respondents are strongly agree or agree on providing the information on their bank. Its means that they are fully satisfied on received information as per their desire or requirement for the improvement performance. Providing information, familiar with mission statement of bank and use

of their ability by management is better and success to empowerment women employee on their bank to improvement of employees performance.

4.2.4 Status of reward system

Reward system is one of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better in their work. This research has given the status of reward system according to the table given below.

Table 4.10: *Status of reward system*

S/N	Statements	N	Mean	Standard Deviation
Q 15	Reward system motivated me to increase the effort to the job.	250	3.81	0.838
Q 16.	Reward system helped me to increase the quality of work.	250	3.81	0.838
Q17	Reward system help me to empower employee which increase job satisfaction.	250	3.82	0.830
Q18	Reward ensures the promotion which helped me to be one of the best performers.	250	3.81	0.838
Overall Status of Reward System			3.82	

Source: Field Survey, 2022

The study show that the mean value of reward system ranges from 3.81 to 3.82. The mean value of Q15 is 3.81 which show that the reward system motivated them to increase the effort to the job. The mean value of Q16 is 3.81 which show that the reward system helped me to increase the quality of work. The mean value of Q17 is 3.82 which show that the reward system helped to empowerment women employees which increase the job satisfaction. Similarly, the mean value of Q18 is 3.81 which show that the reward ensures the promotion which helped to be one of the best performers.

In addition, the table shows that Q15, Q16 and Q18 has the highest standard deviation of 0.838 in comparison of other statement. This means respondents have more variation with the statement “Reward system motivated me to increase the effort to the job”, “Reward system helped me to increase the quality of work” and “Reward ensures the

promotion which helped me to be one of the best performers”. In these statement respondents have different perception i.e. the values in the data set are further away from the mean, on average.

In overall, Nepalese banks has a systematic reward system where women employees are satisfied with their job. Respondents are agree or neutral in reward system distribute by the bank. Its mean that respondents are fully satisfied in reward distributing system. Reward must be distribute through the work performance and must be fair. Reward system helped them to increase their job performance also in reward system helped them to increase the quality of work.

4.2.5 Status of overall women employee empowerment

This section reviews the overall mean of women employee empowerment. Whereas training and development, participation in decision making process, access to information and reward system. The overall mean of women employee empowerment are presented in table.

Table: 4.11 *Status of overall women employee empowerment*

S.N	Variables	Mean
1	Training and Development	3.77
2	Participation in Decision Making Process	3.64
3	Access to Information	3.81
4	Reward System	3.82
	Overall Women Employee Empowerment	3.76

Source: Field Survey, 2022

4.2.6 Job satisfaction

Job satisfaction may be simply defined as the evaluative judgment of employees toward their job. The concept of job satisfaction can be traced back from scientific management movement by Taylor (1911), which considers human being as economic man, and money is believed to be the biggest reason for job satisfaction. This research has given the status of job satisfaction according to the table given below.

Table 4.12: *Extrinsic job satisfaction and intrinsic job satisfaction*

S/N	Statement	N	Mean	Standard Deviation
Q19	My salary and pay package is adequate for me.	250	3.68	.950
Q20	I am happy with reward and recognized provided by my bank.	250	3.64	.914
Q21	Working environment is appropriate for me.	250	3.64	.914
Q22	There is adequate opportunity for learning and growth for me.	250	3.64	.914
Q23	I feel job security in my job.	250	3.64	.914
Extrinsic Job Satisfaction			3.65	
Q24	Nature of job itself inline with my interest.	250	3.90	.705
Q25	I am getting adequate respect from my job.	250	3.91	.689
Q26	I have feeling independent in the job.	250	3.91	.694
Q27	My job is congruence with my morale values.	250	3.91	.694
Q28	There is a lot of opportunity for the use of my ability in the job.	250	3.91	.695
Intrinsic Job Satisfaction			3.91	
Overall Status of Job Satisfaction			3.78	

Source: Field Survey, 2022

Extrinsic job satisfaction

The study show that the mean value of extrinsic job satisfaction ranges from 3.64 to 3.68. The mean value of Q19 is 3.68 which show that the salary and pay package is adequate. The mean value of Q20 is 3.64 which show that the employee are happy with reward and recognized provided by the bank. The mean value of Q21 is 3.64 which show that the working environment is appropriate for them. The mean value of Q22 is 3.64 which show that the there is adequate opportunity for learning and growth.

Similarly, the mean value of Q23 is 3.64 which show that the women employee feel job security in their job.

In addition, the table shows that Q19 has the highest standard deviation of 0.950 in comparison of other statement. This means respondents have more variation with the statement “My salary and pay package is adequate for me.” In these statement respondents have different perception i.e. the values in the data set are further away from the mean, on average.

Intrinsic job satisfaction

The study show that the mean value of intrinsic job satisfaction ranges from 3.90 to 3.91. The mean value of Q24 is 3.90 which show that the nature of job itself inline with interest. The mean value of Q25 is 3.91 which show that the women employee getting adequate respect from the job. The mean value of Q26 is 3.91 which show that the women employee feel independent in their job. The mean value of Q27 is 3.91 which show that the job is congruence with morale values. Similarly, the mean value of Q28 is 3.91 which show that the there is a lot of opportunity for the use of ability in the job. In addition, the table shows that Q24 has the highest standard deviation of 0.705 in comparison of other statement. This means respondents have more variation with the statement “Nature of job itself inline with my interest”. In these statement respondents have different perception i.e. the values in the data set are further away from the mean, on average.

In overall, Table 4.2.5 demonstrates that the job satisfaction level of women employee of Nepalese banking is strongly agree. However, it appears that women employee are more satisfied with intrinsic aspects than extrinsic aspects of job satisfaction. In particular, women employees are highly satisfied with the nature of the job itself, adequate respect from the job, independent in the job, congruence with morale values and there is a lot of opportunity for the use of their ability in the job.

4.3 Inferential analysis

Inferential analysis test hypothesis to determine if observed differences between groups or variables are real or occur simply by chance. It produces new information by making predictions and generalization based on samples. The purpose of this section is

to present the method for analyzing the empirical results, test the hypothesis set, built into previous chapter. This section consists of some analysis tools which are:

4.3.1 Relationship between women employee empowerment and intrinsic job satisfaction

It is important for top-level executives and policy makers of banking sector to know the nature of relationship that exists between women employee empowerment and job satisfaction of their employees. Thus, this section examines the nature and statistical significance of the relationships between various aspects of women employee empowerment and job satisfaction among Nepalese Commercial banks. Table 4.13 demonstrates the Pearson product-moment correlation between different aspects of impact of women employee empowerment and intrinsic job satisfaction.

Table 4.13: *Correlation between women employee empowerment and intrinsic job satisfaction*

Variables	Intrinsic Job Satisfaction	Training and Development	Decision Making Process	Access to Information	Reward System	Overall WEE
Intrinsic Job Satisfaction	1					
Training and Development	.151*	1				
Decision Making Process	.415**	.191**	1			
Access to Information	.501**	.057	.898**	1		
Reward System	.497**	.054	.899**	.999**	1	
Overall WEE	.482**	.522**	.896**	.874**	.874**	1

*Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed). N=250

Table 4.13 clearly indicates that the overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the intrinsic job satisfaction [$r=.482$, $p < 0.0005$]. Although most of the variables are significantly positively correlated, some other variables have insignificant positive, neutral. However, Cohen (1998) has noted that sometimes, small correlation can also be statistically significant. He has suggested that correlation coefficient (r) equal or less than $-/+0.29$ can be regarded as weak/small correlation, $r = +/-0.30$ to $+/-0.49$ can be taken as medium correlation and r ranging between $+/- 0.50$ to $+/-1.0$ can be interpreted as strong/high correlation.

The correlation coefficients in the Table 4.13 simply measure the bidirectional relationship among the given variables that are unreserved in regression analysis. Thus, in order to test the hypothesis that "there is a positive relationship between women employee empowerment of Nepalese Commercial banks and intrinsic job satisfaction", standard multiple regression analysis was conducted between various aspects women employee empowerment and intrinsic job satisfaction.

Table 4.14: *Model summary^{of} standard multiple regression analysis of intrinsic job satisfaction against various aspects of women employee empowerment*

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.537 ^a	.289	.277	2.93846

- a. Predictors: (Constant), Training and Development, Decision Making Process, Access to Information, Reward System
- b. Dependent Variable: Intrinsic Job Satisfaction

Table 4.14 clearly indicates that the model explains 28.9 percent of the variance in the intrinsic job satisfaction in Nepalese Commercial banks. Remaining 71.1% is explained by another factor which is not included in the study. To assess the statistical significance of the result, it is necessary to look in the ANOVA table.

Table 4.15: *ANOVA table^a indicating the significance of the relationship between women employee empowerment and intrinsic job satisfaction*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	858.362				
	Residual	2115.462	4	214.59	24.85	.000^b
	Total	2973.824	245	8.635		
			249			

- a. Dependent Variable: Intrinsic Job Satisfaction
- b. . Predictors: (Constant), Training and Development, Decision Making Process, Access to Information, Reward System

Table 4.15 indicates that the model is significant [F (4, 245) = 24.85, $p < 0.0005$]. This provides the evidence that there is a low probability that the variation explained by the

model is due to chance. Thus, it can be concluded that the changes in the level of intrinsic job satisfaction results from changes in various aspects of women employee empowerment. Hence the first hypothesis of the study, that is, "there is a positive relationship between women employee empowerment and intrinsic job satisfaction" is accepted in the context of Nepalese Commercial banks, Similarly, Table 4.15 gives the picture of how well each of the independent variables contributes to the equation.

Table 4.16: *Coefficients^a indicating the contribution of independent variables explaining the variation in intrinsic job satisfaction*

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	8.969	1.390		6.451	.000
Training and Development	.114	0.42	.155	2.707	.007
Decision Making Process	-.340	.167	-.267	-2.044	.042
Access to Information	3.033	1.487	2.941	2.040	.042
Reward System	-2.290	1.507	-2.211	-1.519	.130

a. Dependent Variable: Intrinsic Job Satisfaction

Table 4.16, shows that the reward system have no significant relationship on intrinsic job satisfaction. P-value which scores less than .050 has the significant relationship and p-value more than 0.50 has non-significant relationship. Training and development scores .007 which is less than .050. Participation in decision making process scores .042 which is less than .050. Access to information scores .042 which is less than .050. Training and development, participation in decision making process and access to information have statistically significant relationship on intrinsic job satisfaction. From the above analysis the intrinsic job satisfaction has a value of 8.969. Training and development scores 0.155 beta and access to information scores 2.941 beta. Participation in decision making process and reward system has negative coefficient beta.

4.3.2 Relationship between women employee empowerment and extrinsic job satisfaction

This section examines the nature and statistical significance of the relationships between various aspects of women employee empowerment and extrinsic job

satisfaction among Nepalese Commercial banks. Table 4.17 shows the Pearson product-moment correlation between different aspects of women employee empowerment and extrinsic job satisfaction.

Table 4.17: *Correlation between women employee empowerment and extrinsic job satisfaction*

Variables	Extrinsic Job Satisfaction	Training and Development	Decision Making Process	Access to Information	Reward System	Overall WEE
Extrinsic Job Satisfaction	1					
Training and Development	.404**	1				
Decision Making Process	.440**	.191**	1			
Access to Information	.335**	.057	.898**	1		
Reward System	.335**	.054	.899**	.999**	1	
Overall WEE	.497**	.522**	.896**	.874**	.874**	1

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed). N = 250

Table 4.17 clearly indicates that the overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the extrinsic job satisfaction [$r=.497, p<0.0005$]. In order to test the hypothesis that "there is a positive relationship between women employee empowerment and extrinsic job satisfaction", standard multiple regression analysis was conducted between various aspects of women employee empowerment and extrinsic job satisfaction.

Table 4.18 *Model Summary^b of standard multiple regression analysis of extrinsic job satisfaction against various aspects of women employee empowerment*

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.550 ^a	.302	.291		3.86369

a. Predictors: (Constant), Training and Development, Decision Making Process, Access to Information, Reward System

b. Dependent Variable: Extrinsic Job Satisfaction

Table 4.18 indicates that the model explains 30.2 percent of the variance in the extrinsic job satisfaction in Nepalese Commercial banks. Remaining 69.8% is explained by another factor which is not included in the study. To assess the statistical significance of this result, it is necessary to look in the ANOVA table.

Table 4.19 ANOVA table^a indicating the significance of the relationship between women employee empowerment and extrinsic job satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1585.507	4	396.377	26.552	.000 ^b
	Residual	3657.393	245	14.928		
	Total	5242.900	249			

a. Dependent Variable: Extrinsic Job Satisfaction

b. Predictors: (Constant), Training and Development, Decision Making Process, Access to Information, Reward System

Table 4.19 indicates that the model is significant [$F(4, 245) = 26.553, p < 0.0005$]. This provides the evidence that there is a low probability that the variation explained by the model is due to chance. Thus, it can be concluded that the changes in the extrinsic job satisfaction results from changes in various aspects of women employee empowerment. Hence the second hypothesis of the study, that is, "there is a positive relationship between women employee empowerment and extrinsic job satisfaction" is accepted in the context of Nepalese Commercial banks.

Similarly, Table 4.19 gives the evidence of how well each of the independent variables contributes to the equation.

Table 4.20: *Coefficients^a indicating the contribution of independent variables explaining the variation in extrinsic job satisfaction*

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.583	1.828		1.960	.051
Training and Development	.309	0.55	.317	5.594	.000
Decision Making Process	.828	.219	.489	3.783	.000
Access to Information	.009	1.955	.007	.005	.996
Reward System	-.178	1.982	-.129	-.090	.929

a. Dependent Variable: Extrinsic Job Satisfaction

As the in Table 4.20, shows that access to information and reward system have no significant relationship on extrinsic job satisfaction. P-value which scores less than .050 has the significant relationship and p-value more than .050 has non-significant relationship. Training and development scores .000 which is less than .050. Participation in decision making process scores .000 which is less than .050. Training and development and participation in decision making process have statistically significant relationship on extrinsic job satisfaction. From the above analysis the extrinsic job satisfaction has a value of 3.583. Training and development scores .317 beta. Participation in decision making process scores .489 beta. Access to information scores .007 beta. Reward system has negative coefficient beta.

4.4 Major findings

From the analysis of respondent's responses for the study researcher finds the different findings which are listed below:

- i. The analysis showed that, married respondent are given high priority to the job than unmarried respondent. Out of the total respondents 149 respondents were married, 101 respondents were unmarried. Married women employee is high on banking sector.
- ii. The overall mean of status of training and development is 3.77. The measuring scale 4 means "Agree" which means the training and development in NBS's is so appropriate.

- iii. The overall mean of status of participation in decision making process is 3.64. Which means participation in decision making process is somewhat appropriate.
- iv. The overall mean of status of access to information is 3.81. Which means that access to information is appropriate.
- v. The overall mean of status of reward system is 3.82. This indicates on the reward system help to enhance the efficiency of women employees. In comparison, on the training and development, participation in decision making process and access information to improve the performance of employees.
- vi. The overall mean of status of job satisfaction is 3.78 whereas, intrinsic job satisfaction is 3.91 and extrinsic job satisfaction is 3.65. It means women employees are more satisfied on intrinsic job satisfaction rather than extrinsic job satisfaction.
- vii. The correlation between overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the intrinsic job satisfaction [$r=.482$, $p,0.0005$].
- viii. The standard multiple regression analysis of intrinsic job satisfaction against various aspects of women employee empowerment indicates that the model explains 28.9 percent of variance in Nepalese Commercial banks.
- ix. The ANOVA indicating the significance “there is positive relationship between women employee empowerment and intrinsic job satisfaction”. The ANOVA model is significant [$F(4, 245)= 24.85$, $P<0.0005$]
- x. The overall mean of status of job satisfaction is 3.78 whereas, intrinsic job satisfaction is 3.91 and extrinsic job satisfaction is 3.65. It means women employees are more satisfied on intrinsic job satisfaction rather than extrinsic job satisfaction.
- xi. The correlation between overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the intrinsic job satisfaction [$r=.482$, $p,0.0005$].
- xii. The standard multiple regression analysis of intrinsic job satisfaction against various aspects of women employee empowerment indicates that the model explains 28.9 percent of variance in Nepalese Commercial banks.
- xiii. The ANOVA indicating the significance “there is positive relationship between women employee empowerment and intrinsic job satisfaction”. The ANOVA model is significant [$F(4, 245)= 24.85$, $P<0.0005$]

- xiv. The correlations between overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the extrinsic job satisfaction [$r=.497$, $p,0.0005$].
- xv. The standard multiple regression analysis of extrinsic job satisfaction against various aspects of women employee empowerment indicates that the model explains 30.2 percent of variance in Nepalese Commercial banks.
- xvi. The ANOVA indicating the significance “there is positive relationship between women employee empowerment and extrinsic job satisfaction’. The ANOVA model is significant [$F(4,245)=26.552$, $P<0.0005$]
- xvii. In coefficient, training and development and decision making process make a statistically significant contributing to the positive relationship between women employee empowerment and extrinsic job satisfaction.
- xviii. Correlations between four independent variables and two dependent variable are found to be positive. It shows that all variables have significant relationship with job satisfaction.
- xix. As the entire hypotheses are accepted all the independent variables have greater role to increase job satisfaction.

4.5 Results of hypotheses:

Table 4.21 : Results of hypotheses

S/N	Statements	Accepted/ Rejected
1	There is positive relationship between training and development and intrinsic job satisfaction.	Accepted
2	There is positive relationship between participation in decision making process and intrinsic job satisfaction.	Accepted
3	There is positive relationship between access to information and intrinsic job satisfaction.	Accepted
4	There is positive relationship between reward system and intrinsic job satisfaction.	Accepted
5	There is positive relationship between training and development and extrinsic job satisfaction.	Accepted
6	There is positive relationship between participation in decision making process and extrinsic job satisfaction.	Accepted
7	There is positive relationship between access to information and extrinsic job satisfaction.	Accepted
8	There is positive relationship between reward system and extrinsic job satisfaction	Accepted

4.6 Discussion

The major objective of the research was to study the relationship between women employee empowerment and job satisfaction. Women employee empowerment is to encouraging the women to do their work, enhance their skills and to enlarge their capacity. The analysis of this study is that to identify the status of women employee empowerment, intrinsic job satisfaction and extrinsic job satisfaction in Nepalese Commercial banks.

Data collected from the questionnaire were analyzed and interpreted with the help of different statistical tools (frequency distribution and percentage). The first part of the study deals with the respondent's profile. It gives demographic information about the respondents, such as age, gender, qualification, and experience. In the second part, the descriptive analysis of different factors was studied. In the last part, Standard multiple regression method was used to test the relatedness of the hypotheses.

Toker, (2011) previous studies conducted among academicians and other types of employees have shown different results regarding the status of their job satisfaction. However, findings from this study suggest that the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

The above descriptive analysis also shows that different respondents have given different levels of opinion on required strategies for status of women employee empowerment in Nepalese Commercial banks. Also, out of 250 respondents 1.2% of the respondents were below 2 years, 20% of the respondents were 2 to 5 years, 26.4% of the respondents were 6 to 10 years, 48.4% of respondents were 10 to 15 years and 4.0% of the respondents were above 15 years of experience in current banks. The data shows that the work experience of employees involved in Nepalese Commercial banks. Jewel (1990) Job satisfaction level differs significantly between employees having different period of job experience. Job satisfaction level of employees increases with the increase in year of job experience at the initial years. But, after certain years of experience, it starts decreasing with further increasing in the year of experience.

In addition, 8.4% of respondents were senior managers, 8.4% of respondents were managers, 62.8% of respondents were employee, 4.8% of respondents were officer and 15.6% respondents were others. The study also concludes that there are significant differences in level of job satisfaction among various age groups of employees. This is consistent with the result of Herzberg, Mausner, Peterson, and Capwell (1957).

The correlation between overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the intrinsic job satisfaction [$r=.482$, $p,0.0005$]. The standard multiple regression analysis of intrinsic job satisfaction against various aspects of women employee empowerment indicates that the model explains 28.9 percent of variance in Nepalese Commercial banks. The ANOVA indicating the significance “there is positive relationship between women employee empowerment and intrinsic job satisfaction”. The ANOVA model is significant [$F(4, 245)= 24.85$, $P<0.0005$]. In coefficient, training and development, participation in decision making process and access to information make a statistically significant contributing to the positive relationship between women employee empowerment and intrinsic job satisfaction. Reward System is also positively coefficient but not statistically significant.

The correlations between overall women employee empowerment of Nepalese Commercial banks is significantly positively correlated with the extrinsic job satisfaction [$r=.497$, $p,0.0005$]. The standard multiple regression analysis of extrinsic job satisfaction against various aspects of women employee empowerment indicates that the model explains 30.2 percent of variance in Nepalese Commercial banks. The ANOVA indicating the significance “there is positive relationship between women employee empowerment and extrinsic job satisfaction’. The ANOVA model is significant [$F(4,245)=26.552$, $P<0.0005$]. In coefficient, training and development and decision making process make a statistically significant contributing to the positive relationship between women employee empowerment and extrinsic job satisfaction. Access to information and reward system is also positively coefficient but not statistically significant.

The study also had shown that the relationship between women employee empowerment is positively on job satisfaction. On the basis of analysis, it was concluded that employee empowerment had a positive and significant relationship with

employee job satisfaction and the findings were consistent with the findings of the studies conducted by Carless, (2004); Seibert, (2004); Hechanova, (2006) and Rana and Singh, (2016). Empowerment dimensions: meaning, competence, self-determination and impact revealed positive significant relationship with job satisfaction. Abadiand Chegini(2013) stated empowerment and its dimensions, access to information, reward systems, self-determination and competence had a significant positive relationship with job satisfaction. Rana & Singh (2016) study showed that employee empowerment had a positive and significant relationship with job satisfaction. However, in another study competence dimension of empowerment has revealed insignificant relationship (Saif and Saleh, 2013). This is consistent with the finding of a study conducted in the in the context of university faculty members of fifteen state universities in Sri Lanka (Amarasena et al., 2015). However, a study conducted among faculty members of Najran University showed only a moderate level job satisfaction (AlSmadi & Qblan, 2015). But, it is noteworthy to mention that intrinsic factors of job satisfaction were stronger than extrinsic factor as in the Nepalese Commercial banks.

This study has been conducted in order to find the job satisfaction in accordance to the women employee empowerment in Nepalese Commercial banks. Based on the literature review, several aspects of women employee empowerment have been recognized. So, the researcher recognized some of the relevant variables such as training and development, participation in decision making process, access to information and reward system must be consider on intrinsic and extrinsic job satisfaction. The study is based on the sample size of 250 where the responses were collected in Google form.

In case of analysis within the factor, 28 items (questions) were used to understand the variables. With corresponding items under each variable are tested using Likert scale of measurement, mean, standard deviation, correlation and standard multiple regression. Out of these variables, it can be summarized that the intrinsic and extrinsic job satisfaction is increased through empowerment.

CHAPTER V

SUMMARY AND CONCLUSION

At the previous chapters, the data analysis has been done according to the objective of the study. This chapter gives a brief overview of findings and conclusion of the study. It also draws the inferences from the findings which lead to make the generalization. Based on the study, some recommendations and suggestions for the further study have been mentioned. There are three sections in this chapter consisting summary of the findings in first section, conclusion of the study in second section and implication for further study in third section.

5.1 Summary

This study investigates the relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks. Since, job satisfaction plays an important role in the economic advancement of the country by generating job opportunities and hiring huge number of candidates each year. Employee empowerment and job satisfaction can play a pivotally important role in shaping an organization's effectiveness and better performance.

The results of the study have shown a positive relationship between women employee empowerment and job satisfaction. The women employees working in NCB have agreed that empowerment plays a vital role on job satisfaction. Women employees are becoming concerned about the empowerment which includes training and development, participation in decision making process, access to information and reward system as mentioned in this study. For the job satisfaction needs to be considered all this aspects of work environment. Though the study doesn't shows the higher degree of relationship of all the independent variables such as training and development, participation in decision making process, access to information and reward system. It is most important in these days and must be consider enhancing the level of job satisfaction in bank.

The study obtained information from 250 respondents working in the banking sector through the use of questionnaire. The overall research method is based on primary data collected by the means of these questionnaires. Data analysis has been done with the help of IBM SPSS 25 version Statistics software. And frequencies, percentage and

regression have been used to reach the concrete results. The research is descriptive in nature.

In this study, the maximum number of employees perceives that Training & Development is a more important factor that affects the employee job satisfaction. As per the survey made, all the level of employees recognizes that Training & Development is more important to satisfy the employees in the banking background. Similarly, employees also demonstrate that reward system is a highly important factor that affects employee job satisfaction. And employees also agree with the statement that their job is secure, agree that they have no fear of losing the job and they feel that they are satisfied with the job security provided.

This study has identified the dimensions of women employee empowerment and intrinsic and extrinsic job satisfaction are found valid and reliable for the current study. And those dimensions which are not valid and reliable are eliminated from the further study. This study concluded that there is a significant impact of women employee empowerment on intrinsic and extrinsic job satisfaction for the selected banks of Nepalese Commercial banks.

Women employee are the life-blood of any business establishment. The women employee's job satisfaction and empowerment are the determinants of the success and survival of any banks. No one can measure the level of job satisfaction and individual gets while she performs her works. The followings points may be considered under this category. (i) Opportunity for promotion, (ii) Wages or salaries, (iii) Incentives such medical allowance, education allowance, etc., (iv) Opportunity for use of skills and abilities. This study also revealed that programs including orientation and subsequent job training help employees advance their knowledge of the related subject matter, which in turn helps them effectively carry out their duties.

5.2 Conclusion

Results of this study demonstrate that the status of women employee empowerment and job satisfaction in Nepalese Commercial banks are fairly above the moderate level. The conclusion that we can make towards the explanation below is, job satisfaction will give benefits for women employees such as better position and better career life and it make efficiency of the organization enhance. Training is an approach which enables

employees to gain skills and knowledge in an effective and efficient way, thus improving organizational efficiency and job satisfaction. It is evident that empowerment is essential for the organization to be more competitive and productive. In short, employee empowerment is intended to correct the suppression of employee competence resulting from traditional management practices (Hall 2008). Empowerment helps the organization to retain its finest talents and to attain greater organizational effectiveness. As the success of any organization largely depends on an empowered workforce, empowerment of employees can have a positive effect on an organization, if implemented correctly. Organizations, especially those in the service sector, can benefit in various ways by using empowerment practices such as employee participation in decision-making, offering more responsibility and authority to enhance.

This study has provided a significant new contribution to research on relationship between women employee empowerment and job satisfaction. It has explored and verified outstanding findings that are related to the relationship between women employee empowerment and job satisfaction. The results of this study have supported this relationship and bridged the gaps between the empowerment and job satisfaction literature and the empirical findings.

Generally, the study established that there is a significant relationship between job satisfaction and employee empowerment. This is supported by literature which says that employees derive job satisfaction from being empowered (Koberg, 1999). The analysis of data also revealed that there is a significant positive relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks. In this way, the findings signify that enhancing job satisfaction by using appropriate interventions is good for both women employee empowerment and the banking institutions. The independent and dependent variables are found to be positive drivers in influencing the job satisfaction. Banks which promote empowerment practices tend to possess a shining corporate image. Women employees would like to be more involved in decision making, and not just to be merely informed of managements' plans. Hence management needs to look into ways of closing this gap through innovative and inclusive plans.

Finally, the level of intrinsic job satisfaction seems higher than extrinsic job satisfaction. The results highlighted the importance of intrinsic factors in determining

job satisfaction. The results also indicate that though empowerment does not have significant effect on the levels intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic factors of job satisfaction are stronger than extrinsic factors of job satisfaction. This is consistent with the finding of a study conducted in the in the context of university faculty members of fifteen state universities in Sri Lanka (Amarasena, 2015).

5.3 Implications

This present study has numerous significant implications for employees, managers, academic researchers and human resource development professionals. The study only focused on the five Nepalese Commercial banks at Kathmandu. The study variables were limited on training and development, participation in decision making process, access to information and reward system. These variables are not conclusive in themselves to explain the relationship between women employee empowerment and job satisfaction. Further studies should focus on other factors that are not considered in this study. Thus, other studies on different populations and at different time zones would be welcome to ensure strong empirical conclusions on relationship between women employee empowerment and job satisfaction.

Since women employee empowerment has positive relationship on job satisfaction in context of Nepalese Commercial banks. It can help to improve the performance of employees. Nepalese Commercial banks should develop an empowerment training, brain storming, technology based training and development process where the performance of employee is evaluated through transparent systems. In the analysis women employee are more satisfied in intrinsic job satisfaction rather than extrinsic job satisfaction. The correlation coefficients, executives may understand the fact that intrinsic factors of job satisfaction are far more important than extrinsic factors in an attempt to improve overall job satisfaction of women employee in Nepalese Commercial banks. The NCB's that consider women employee empowerment for their growth and increase the extrinsic job satisfaction.

This study directly focuses on the relationship between women employee empowerment and its influence intrinsic and extrinsic job satisfaction. However, the empowerment variables are limited and implementation are not included in this study. The study to be persuade in future we suggest to consider this things also. Therefore this is suggested that further studies should be conducted to explore other variables of

empowerment are conducted and how empowerment program can be strategically designed and aligned with the organizational goals to meet the desired performance. Finally, similar kind of conceptual framework may be used in the different industry sectors or country contexts.

5.4 Suggestions to further researchers

- i. This research is for academic purpose, the sample size for this research is only 250 which is a quite small. For the professional research the sample size needs to be increased in order to reduce sampling error.
- ii. The findings of this research are based on the data collected through the questionnaire method. Further researcher can collect the response through conducting a detailed interview technique to understand the women employee empowerment and job satisfaction.
- iii. The researchers could conduct a qualitative research in order to gain a deeper understanding of relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks.
- iv. All of the respondents in this study are from inside valley. Hence, further research can be inclusive of samples from outside valley.
- v. The study was conducted within a certain time frame; a broader study conducted over a longer period of time would give more realistic results.

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ANNEXES

Questionnaire on

“Relationship between Women Employee Empowerment and Job Satisfaction in Nepalese Commercial Banks”.

Dear Respondent

Greetings

I am Sanju Khatri, thesis student of Central Department of Management, Tribhuvan University. I'm presenting this questionnaire to you for the purpose of my academic requirement.

This topic of my research is, "Relationship between Women Employee Empowerment and Job Satisfaction in Nepalese Commercial banks". The questionnaire aims to examine your perception regarding the status of women employee empowerment and job satisfaction in Nepalese Commercial banks through structured as well as open ended questions.

I kindly request you to spare few minutes from your valuable time to fill up the questionnaire. Your response can contribute for the completion of my research work.

I assure you that, your response and suggestions will be used only for the research work and complete confidently will be maintained.

Sanju Khatri

KhatriSanju049@gmail.com

Section A: Demographic Information

Name of Bank:

Age

18-25 yrs.	26-33 yrs.	34-41 yrs.	Above 41

Current work position

Senior manager	Manager	Employee	Officer

Academic qualification

Intermediate	Bachelor Degree	Master Degree	M Phil./ PHD

Work Experience in banking sector

Below 2 yrs.	2-5 yrs.	6-10 yrs.	10-15 yrs.	Above 15 yrs.

Marital Status

Unmarried	Married

Please mark a tick in an appropriate response that best describe your perception towards the understatement of women employee empowerment. It is a humble to realize each statement as me used for you i.e. respondent. [1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5 Strongly Agree]

Section B: Status of Women Employee Empowerment

I. Status of Training and Development

S.N	Statement	1	2	3	4	5
1	My bank provides frequently training.					
2.	My bank provides the training program as the interest and need of me as an employee.					
3.	My bank conducts a task analysis to identify the best way to perform.					
4.	My bank provide training programs helps me to decrease wastage of time and other resources which increase the job satisfaction.					
5.	My bank delivered the appropriate and relevant training program as per need for skill enhancement.					
6.	My bank designs training program based on the requirement of the job.					
7.	I am very satisfied with training opportunity provided by the bank.					

II. Status of Participation in Decision Making Process

8.	My bank allow me in participation in decision making process.					
9.	As a women employee I also have a power to influence motivation.					
10.	As a women employee I get more priority to take in decision-making.					

III. Status of Access to Information

11.	My bank regularly supplies information to employee about the job performance.					
12.	I am familiar with the mission statement put forth my department.					
13.	My bank supplies information before giving any task.					
14.	My bank supplies information in timely.					

IV. Status of Reward System

15.	Reward system motivated me to increase the effort to the job.					
16.	Reward system helped me to increase the quality of work.					
17.	Reward system helped to empower women employee which increase the job satisfaction.					
18.	Reward ensures the promotion which helped me to be one of the best performers.					

V Job Satisfaction

19.	My salary and pay package is adequate for me.					
20.	I am happy with reward and recognized provided by my bank.					
21.	Working environment is appropriate for me.					
22.	There is adequate opportunity for learning and growth for me.					
23.	I feel job security in my job.					
	Extrinsic Job Satisfaction					
24.	Nature of job itself inline with my interest.					
25.	I am getting adequate respect from my job.					
26.	I have feeling independent in my job.					
27.	My job is congruence with my morale values.					
28.	There is a lot of opportunity for the use of my ability in the job.					
	Intrinsic Job Satisfaction					

Thank you for your kind cooperation.

**RELATIONSHIP BETWEEN WOMEN EMPLOYEE EMPOWERMENT
AND JOB SATISFACTION IN NEPALESE COMMERCIAL BANKS**

A Proposal submitted to the Office of the Dean, Faculty of Management in partial
Fulfillment of the requirements for the Master's Degree

By:

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MBS 4th semester

Central Department of Management

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1. Background of the study

Women employee empowerment is the process of empowering women. Empowering women at the bank means that women can have more control over their lives. This means giving them the freedom to make their own programs, gain new skills and gain autonomy. Women empowerment is created when the strengths that a woman brings to the workplace are accepted and used. It may be defined in several ways, including accepting women's viewpoints or making an effort to seek them, raising the status of women through education, awareness, literacy and training. Women's empowerment equips and allows women to make life- determining decisions through the different problems in banking sector. They may have the opportunity to redefine themselves or other such roles, which in turn may allow them more freedom to pursue desired goals. The banking and financial organizations have expanded in different parts of Nepal and numbers of educated women are increasing considerably. The women have been empowered in their work fields with the increased proportion of backward women representation in women's organizations as well as the ability of women in group saving mobilization and their leadership capacity have also been found quite positive and hence women being more strong, qualified and literate, their participation in banks is being increasing day by day. Honold (1997) explained that Women employee empowerment is a management practice which all managers should take seriously in their organizations because it is through empowerment that employees will improve organizational performance. Management needs to consider the following facts to ensure that empowerment in their organizations is enhanced and nurtured.

Dhammika, (2017); Mendoza, (2019) explained Although the concept of job satisfaction can be traced back to Taylor's scientific management movement, it is among the most researched topic in organizational behavior and human resource management even in recent years Taylor (1911) considered the human being as an economic being, and money was believed to be the biggest reason for job satisfaction. However, existing literature on job satisfaction includes several dimensions beyond money and other forms of extrinsic rewards. Since then, Elton Mayo, Abraham Maslow, Frederick Herzberg, and many other scholars attempted to explain what factors make employees motivated, satisfied, and productive.

Locke, (1976) explained the common factors that determine the level of job satisfaction include the nature of work, pay, promotion, recognition, benefits, working conditions, and so on. In broad terms, both intrinsic, as well as extrinsic factors in the workplace, may trigger job satisfaction. However, recent literature has suggested that demographic factors such as gender, age, marital status, education, and job experience may also affect the level of job satisfaction.

Hersey & Blanchard, (1989) explained job satisfaction is the terminology used to depict employees 'happiness, satisfaction and fulfillment of their desires, needs and wants at work. Numerous measures imply that employee job satisfaction is a variable in employee motivation, employee goal accomplishment, and positive employee morale in the workplace. Job satisfaction is workers contentment with their organization and their daily duties and responsibilities. Job satisfaction includes expectations and employee behavior in an organization. It is the sense of achievement and success that employees feel with their daily work routine. Job satisfaction is in regard to one's feelings or state of mind highlighting their nature of work. It is the extent of contentment of individual with her or his job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facets level (whether or not the individual is satisfied with different aspects of the job). Hersey & Blanchard (1989) stated, "measuring job satisfaction removes a gap and discrepancies between the viewpoints of supervisors, managers and staff about job satisfaction factors in working condition or environment". High level of job satisfaction can lead to good health and mental position. The growth of interest of researchers in employee behavior and its outcomes has caused them to investigate different facets of the job. According to a study, job satisfaction is one of the most researched variables in industrial/organizational psychology. Job satisfaction is an emotional state emerging from a cognitive appraisal of job experiences. Intrinsic job satisfaction is about how an employee feels about his or her job while extrinsic job satisfaction is about how an employee feels about the aspects of his or her work that are external to the work itself. Intrinsic rewards such as challenging work, variety and opportunity to use one's own skills and extrinsic rewards such as pay, promotion and working conditions contribute to job satisfaction. Job satisfaction can also be seen within the broader context of the range of outlet which affects an individual knowledge

resulting from actual observation of work or their quality of their life. Job satisfaction can be understood in term of its relationships with other key factors, such as general wellbeing, stress at work, control at work, homework interface, and working conditions.

Acker, (1999) considered Job satisfaction indicates a positive emotional state based on employees' appraisals of their job situation. Meta-analytic studies indicate that an increase in job satisfaction is associated with better mental and physical health (Faragher, Cass & Cooper 2005), higher task performance (Fried. 2008) and organizational citizenship behavior lower absenteeism (Scott & Taylor 1985) and turnover (Carsten & Spector 1987) and fewer counterproductive work behaviors (Dalal 2005). Considering these meta-analytic findings, managers can better monitor their employees' job satisfaction levels and design jobs and work settings that facilitate employees' job satisfaction. To achieve this goal, managers need to have knowledge about the factors affecting job satisfaction. Therefore, this article aims to compare the effects of some intrinsic and extrinsic factors on Emirati women's job satisfaction and to understand which factors are relatively more important for them. This understanding will provide insights for managers working in the United Arab Emirates (UAE), and to some degree, for managers working in the other Arabian Gulf countries (e.g. Bahrain, Qatar, Kuwait and Oman) to facilitate their female employees' job satisfaction.

2. Problems statement and research questions

In banking sector, to and fro movement of employees is the most common aspect. One of the main challenges in banking sector of Nepal is to enhance job satisfaction among women employees in today's competitive perspective. In the aspect of retaining potential employees for a longer tenure, human resource department is facing difficulties in the most banks of Nepal. This may happen due to several factors, but one of the prime factor as indicated by various researches is due to job dissatisfaction. In many researches related to employee turnover in banking sector, it is found that job dissatisfaction has become reason behind leaving the job rather than lower pay scale. Dissatisfied employees are not only likely to leave the job, but their productivity also may decline. Likewise, dissatisfied employees are less committed and more prone to search job opportunities outside resulting increased employee turnover. Hence, human resource department has to take care of employee needs and essence. Quitting job of

potential employee always hurt banking management and has negative effect for a longer term. (Bakotic & Babic, 2013).

Tack & Patitu, (1992 explained research has shown female faculty to be less satisfied in their positions than male colleagues due to requirements to sacrifice personal life balance to meet the demands of the job Banks are facing a lot of challenges to hold on employees for longer tenure. The prime reason for higher employee turnover is job dissatisfaction in the banking sector.

Singh, (2000) explained main hindrance for employee satisfaction is extreme job pressure and lack of motivational activities. Job satisfaction is the main factor for reflecting the positive work environment in banking sector. Hence, job satisfaction plays a vital role in the efficiency and productivity of employees. Since, banking sector is service industry where human capital is paramount. Sublime enrichment of human resources enhances bank's performance. Banking sector has to priorities the goal-based human resource policy which includes equality among employee and helps in the career development of employees.

There is not clear research in relationship between women employee empowerment on job satisfaction. In this research don't know the exact data of relationship between women employee empowerment and job satisfaction. In this research even don't know, women employee empower contributes job satisfaction or not? If it does either its extrinsic job satisfaction or intrinsic job satisfaction, it's not clear. That's why it is important to research on this topic.

Research questions:

The study conducted with expectation to answer the following research questions:

- i. What is the status of women employee empowerment and job satisfaction in Nepalese banking sector?
- ii. Is there any relationship between women employee empowerment and intrinsic job satisfaction in Nepalese Commercial banks?
- iii. Is there any relationship between women employee empowerment and extrinsic job satisfaction in Nepalese Commercial banks?
- iv. Is there any effect of women employee empowerment and job satisfaction in Nepalese Commercial banks?

3. Objectives of the study

The general objective of the study is to investigate about the job satisfaction of women employee empowerment in Nepalese banks. However the specific objectives of the study are as follows:

- i. To analyze the status of women employee empowerment on job satisfaction in Nepalese Commercial banks.
- ii. To examine the relationship between women employee empowerment and intrinsic job satisfaction in Nepalese Commercial banks.
- iii. To examine the relationship between women employee empowerment and extrinsic job satisfaction in Nepalese Commercial banks.
- iv. To examine the impact of relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks.

4. Conceptual framework and research hypotheses

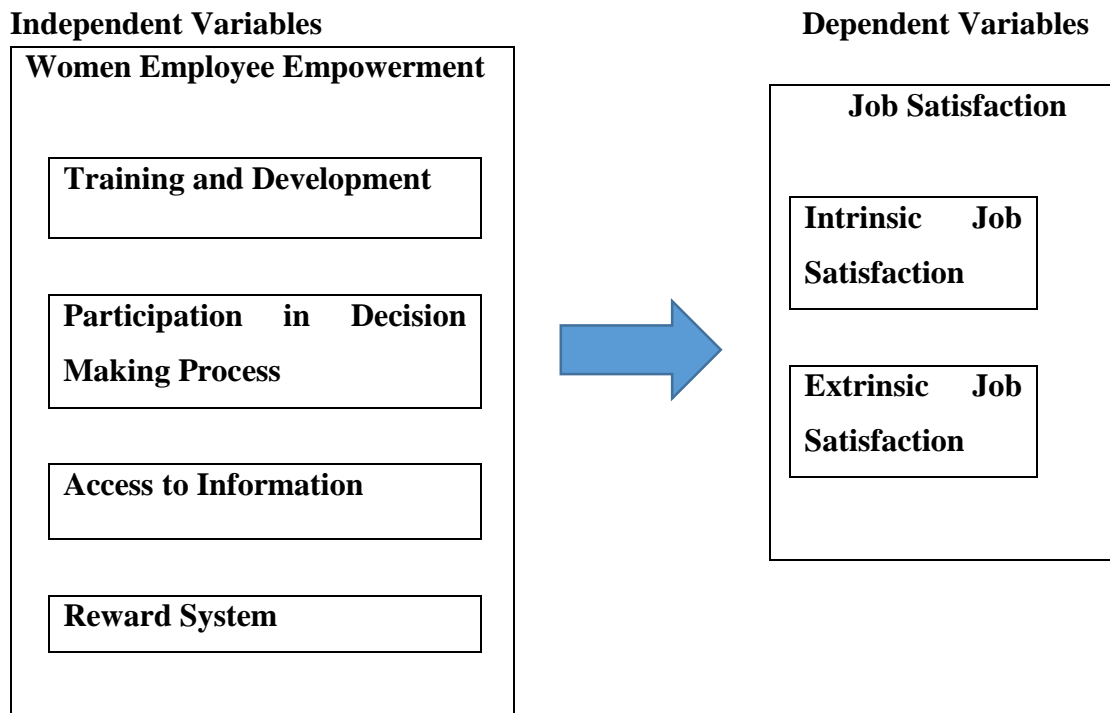
Conceptual framework is the design drawn by the researcher before carrying research work. It is also known as blueprint of research work. It is the foundation for any research activities which has to carry out before drawing any concrete result. It can, therefore, be regarded as the path where researcher walk on while conducting research. Conceptual framework is the structural map which helps the researcher in process of conducting research. It is also known as outline which provides right directions for researcher (Adom, Hussein, & Agyem, 2018).

Hence, it is the frame for understanding any research ideas beforehand for clear view on topic of study (Mensah, Frimpong, Acquah, Babah, & Dontoh, 2020). The researcher in this research has framed the research through prior studies analysis and has designed conceptual framework to ease the research work. In this research, variables are segregated into two parts such as dependent and independent variables. The independent variables have the direct impact on the dependent variables and helps in explaining causal relationship between each variable (Flannelly, Flannelly, & Jankowski, 2014).

With the help of variables used in the conceptual framework, the researcher has tried to draw conclusion more precisely. In this research, job satisfaction is considered as dependent variable. Likewise, training and development, participation in decision making process, access to information and reward system is selected as independent

variables for the research. Researcher has plotted this variable in structural framework as enlisted below:

Figure: 1 Conceptual framework



The figure 1.1 demonstrates the relationship between Women Employee Empowerment (Independent variable) and Job Satisfaction (Dependent variable). Women employee empowerment is affected by different factors determining it such as training and development, participation in decision making process, access to information system and reward system which in turn affect job satisfaction.

Research hypotheses

This research hypothesis is based on the above conceptual framework. In order to meet the objectives the following research hypothesis has been tested.

Hypothesis 1 (H1): There is a positive relationship between training and development and intrinsic job satisfaction.

Hypothesis 2 (H2): There is a positive relationship between participation in decision making process and intrinsic job satisfaction.

Hypothesis 3 (H3): There is positive relationship between access to information and intrinsic job satisfaction.

Hypothesis 4 (H4): There is positive relationship between reward system and intrinsic job satisfaction.

Hypothesis 5 (H5): There is a positive relationship between training and development and extrinsic job satisfaction.

Hypothesis 6 (H6): There is a positive relationship between participation in decision making process and extrinsic job satisfaction.

Hypothesis 7 (H7): There is positive relationship between access to information and extrinsic job satisfaction.

Hypothesis 8 (H8): There is positive relationship between reward system and extrinsic job satisfaction.

5. Rationale of the study

The findings of the study benefit the Women Employee Empowerment on job satisfaction in Nepalese banking sector. Banking companies that apply the recommended approach derived from the results of this study will be able to understand job satisfaction and empowerment of their employees and satisfied them more efficiently to improve their work performance as well as their the careers of the employee. Information should be providing fair and useful for every employee. Every women employee should be involved in decision making process. For the researcher, the study will help them uncover critical areas in the empowerment and job satisfaction for banking and to develop new insights in this subject.

The study shows that the actual status of women employee empowerment and job satisfaction in Nepalese banking sector. The new techniques of doing activities, emergence of new ideology and introduction of new banking products and services, especially in the banking sector became challenging. So many banks realize that women employee empowerment and job satisfaction is necessary to survive and sustain in the competitive market. For this employees should be motivated towards their work which leads them to work effectively and efficiently.

The study will address the issues relating on women employee empowerment and job satisfaction in Nepalese banking sector. The study will be furnished with recommendations on how to increase the women employee empowerment on job satisfaction in banking sector on today's competitive market place. Conclusively, the findings of this study will be useful to individual employees, researcher and management of Nepalese bank.

6. Brief review of the literature

Bowen & Lawler (1992, 1995) argued that empowerment practices improve job satisfaction, in part by giving employees a sense of control and making work more meaningful. Empirical evidence from manufacturing industries seems to confirm this proposition. The feedback and granting autonomy are positively related to job satisfaction. Studies from the public sector also reveal a positive relationship between employee empowerment and job satisfaction. Empowerment programs have been established in a number of organizations in order to increased efficiency, enhance customer satisfaction and develop competitive advantage. Employee empowerment has become a trend from last decade, approaching the status of a movement depending on one's perception.

Guest, (1987) identified job satisfaction as one of the outcomes that Human Resource Management should endeavor to develop. Job satisfaction will yield certain specific and desirable behaviors through which desirable organizational outcomes such as quality, efficiency, productivity, and longevity can be achieved. Thus, organizations must pursue policies and activities aimed at securing commitment from employees. Employee empowerment initiatives encourage employees to be more contented and satisfied with their work. Culley, (1998) Employee empowerment initiatives have become popular because of the relationship between empowerment, commitment, and job satisfaction. Empowerment programmers are intended to produce satisfied and committed employees. The Workplace Employee Relations Survey (WERS) conducted by lends support to the association between measures designed to engender employee commitment and levels of job satisfaction. Hence, managers have to provide employees with challenging work that will enable them to realize their potential. Employee participation in problem solving and decision-making is one of the ways to help employees realize their potential thereby increase their commitment and satisfaction.

George & Jones, (2008) identified that Job satisfaction is the total collection of feelings and beliefs that people have about their job, which may vary from extreme satisfaction to the range of extreme dissatisfaction level. The desire to connect to the job can have several reasons, such as the choice of their work, their co-workers, salaries, job security, or their superiors.

Randolph, (1995) previous studies indicated that job satisfaction can be affected by employee empowerment. Referred employee empowerment to the transfer of power from the management to the employees. Empowered people in any organization will usually nurture their competencies to perform their duties well as expected by applying their knowledge and skills.

Luthans, (2005) explained Job satisfaction is a widely researched topic that captured the attentions of several researchers from various disciplines. The increasing number of researchers on this topic shows its significance. Moreover, job satisfaction is one of the key variable that affect organizational success, and it is necessary to pay a close attention to it in order to avoid negative impacts on organizational performance. Particularly, the satisfaction and motivation of employees to work effectively is very important for organizations to sustain themselves and stay competitive. Job satisfaction can be evaluated based on characteristics and an employee's feelings about his or her job. Satisfied employees tend to show positive attitude in their work and are likely to be more productive. According to Mohammed & Eleswed (2013) when employees are satisfied with their jobs, they will become more loyal and committed to the organization.

Hedge& Borman, (2012) previous literature highlights the significance of job satisfaction as one of the key variables that affect organizational success, and therefore, it is important to regularly study this topic to assess employees' perceptions about their job and its related aspects.

Cranny, (1992) revealed that job satisfaction can be defined as the affective reactions of an employee toward his job by comparing the desired outcomes with the perceived ones. Job satisfaction is an important elements that comes from employee's working experience and encompasses several of factors such qs the nature of job, payment or salary, level of stress, working environment, tem members, superiors and workload

Rae, (2013) explained for the example, high levels of job satisfaction have been associated with increased job performance and organizational commitment. Certain researcher suggested that employers benefit when they have high levels of job satisfaction because it is assumed to be necessary for increasing their productivity,

enhancing the creativity and ensuring their commitment to the organization (Syaptak, Marsland & Ulmer, 1999).

Balzer, (1997) defined Job satisfaction as the feelings a person has about her or his job. Job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment (Spector, 1997).

Spreitzer, (1997) explained Job satisfaction was one of the earliest anticipated outcomes of empowerment. Organizational scholars have long been interested in why some people report being very satisfied with their jobs and others express much lower levels of satisfaction (Locke 1976). The drive to understand and explain job satisfaction has been motivated by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately, increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). Satisfied workers also tend to engage in organizational citizenship behaviors; that is, altruistic behaviors that exceed the formal requirements of a job.

Mohammed & Eleswed (2013) explained when employees are satisfied with their jobs, they will become more loyal and committed to the organization. Previous literature highlights the significance of job satisfaction as one of the key variables that affect organizational success, and therefore, it is important to regularly study this topic to assess employees' perceptions about their job and its related aspects (Hedge & Borman, 2012).

7. Research methodology

This chapter states the different approaches and methods applied by the researcher to conduct this study. This chapter basically describes the research design, population and sampling, sources of data collection and procedure and data analysis. It is basically a questionnaire survey based exploratory cum descriptive study.

7.1 Research design

This study applies descriptive and casual design to deal with the women employee empowerment on job satisfaction in Nepalese banking sector. This chapter presents the methodology to fulfill the objectives of the study. This chapter describes the various methods applied in order to complete the thesis. It is very difficult and challenging tasks as well. Data is more qualitative and followed by some quantitative data. The data had been collected by formulating a set of questionnaire and the questionnaire was distributed to the respondents. So, the findings of this research have been based upon the primary survey.

7.2 Population and sample

A total population of 1,467 employees are working in Rastriya Banijaya bank limited, 500 employees in Nepal SBI Bank, 426 employees in Siddhartha bank limited, 1,150 employees in NIC Asia bank and 292 employees in Nabil bank limited in different branches inside Kathmandu valley. Out of the total population, 250 women employees working in the different positions are provided with the standardized questionnaire. Relationship between women employee empowerment and job satisfaction in Nepalese Commercial banks is evaluated by convenience sampling method.

7.3 Source of data

The data is collected from the sample of five Nepalese Commercial banks. The officer level employees within each organization have been identified and asked to complete the survey questionnaire assuming that they have been in a position to provide accurate information regarding women employee empowerment on job satisfaction. Primary data has been used for the study and they have been collected from structured questionnaires. Primary data has been collected through circulating the message from employees or by using known officers of the concerned organizations. The respondents' title positions are; departmental heads, senior manager, assistant manager, branch manager. Responses have been collected from the banking office and branch offices.

7.4 Data collection

Data collection is an important aspect of any type of research study. With the help senior staff the data are collected, the data collection procedure adapted was the self-administered questionnaire by the respondents. The respondents to these questionnaires were free to answer the questions according to their own conscience without being

compelled to satisfy the researcher. Information from these questionnaires constituted the primary data for the research. The questionnaires were pretested on a smaller size of the sampled respondents for the research. This was to ensure that the questionnaires designed solicited the appropriate responses from the respondents to answer the research question for the achievement of research stated objectives. The process of collecting data was done through Google form.

7.5 Data processing and procedure

This study has used absolutely primary data to draw the conclusions of the research. Five point Likert scale structured questionnaires have been used to collect the data. The data required for this study is primary nature. Total 300 sets of questionnaires were distributed to the respondents in order to get actual and accurate information. Distribution work has been done through circulate the questionnaire from google form. Among all the questionnaires 250 were returned and 50 questionnaires were not returned. Five point likert scale questionnaires were designed. Questionnaire were structure as (1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree).In order to present the understanding of data analysis, the results from the SPSS was copied to an excel worksheet, where it was refined and made interpretable.

7.6 Data analysis

For data analysis descriptive as well as inferential statistics is used. Statistical Package for the Social Sciences (SPSS), Excel etc. tools are used for assessing the data.

Whenever the function of data collection is completed the function of sorting, managing, arranging, ordering, analysis and interpretation of those data are done. Mean, standard deviation, correlation analysis and standard multiple regression analysis is used in this study.

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