ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
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INVESTIGATING THE RELATIONSHIP BETWEEN EMPLOYEE EMPOWERMENT AND JOB SATISFACTION IN THE CASE OF ETHIOPIAN SHIPPING AND LOGISTICS SERVICE ENTERPRISE (ESLSE)

BY

MISTERE TESHOME

JULY, 2024

ADDIS ABABA, ETHIOPIA

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Table of Contents

List of Table

List of Figure

List of Acronym

EMTLSO------------------ Ethiopian Maritime Transport and Logistics Service Organization

ESLSE -------------------- Ethiopian Shipping and Logistics Service Enterprise

SPSS 26 --------------------Statistical Package for the Social Sciences, version 26.

Abstract

The study explores the relationship between employee empowerment and job satisfaction within the Ethiopian Shipping and Logistics Service Enterprise (ESLSE), aiming to provide insights relevant to organizational practice and policy. Targeting the entire workforce of ESLSE, comprising 704 employees, the study utilized a mixed-methods approach combining quantitative surveys and qualitative interviews. A sample size of 255 employees was determined through simple random sampling for surveys and convenience sampling for interviews. Quantitative data were analyzed using SPSS 26, employing descriptive statistics, correlation analysis, and regression modeling to examine relationships between mentoring, coaching, delegation, engagement, team strategies, and job satisfaction. Qualitative data from interviews underwent summarized and condensed form to extract insights into cultural influences, teamwork, leadership, and training programs. Key findings underscored the significant impact of mentoring, coaching, delegation, and teamwork on job satisfaction, collectively explaining 64.9% of variance. The study concludes with recommendations to enhance mentoring and coaching programs, refine delegation practices, foster employee engagement, and promote effective teamwork to optimize job satisfaction and organizational effectiveness within ESLSE.

Key words: *Employee empowerment, Job satisfaction, Coaching initiatives, Organizational culture*

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Empowerment in the workplace has garnered significant attention due to its potential to enhance employee engagement, satisfaction, and organizational performance. Rooted in the principles of providing employees with autonomy, authority, information, and support, empowerment fosters a work environment where individuals feel empowered to take ownership of their roles and contribute meaningfully to the organization (Conger & Kanungo,, 1988).

The concept of empowerment traces back to the social movements of the 1960s and 1970s, which advocated for equal rights and opportunities. In the workplace, empowerment gained traction in the 1980s and 1990s as organizations recognized the importance of employee involvement and satisfaction in driving productivity and competitiveness (Spreitzer, 1995).

Autonomy is a key variable in empowerment, reflecting the degree of freedom and discretion employees have in making decisions and taking actions related to their work. Authority complements autonomy by delineating the level of power and control employees wield over their tasks, processes, and resources. Information is another critical variable, ensuring employees have access to relevant data, knowledge, and communication channels to make informed decisions and understand the impact of their actions. Support from supervisors and colleagues complete the empowerment equation, providing resources, training, and encouragement to help employees succeed and overcome challenges (Spreitzer, 1995).

Moving to job satisfaction, it represents the extent to which employees feel content and fulfilled with their work, encompassing various facets such as the work environment, job design, supervision, pay, benefits, and relationships with colleagues and supervisors (Locke, 1976)

The study of job satisfaction has deep roots, dating back to the early 20th century. Early research aimed to understand the factors influencing employee happiness and productivity, leading to the exploration of different theories and models over time (Judge & Bono, 2001).

Work environment plays a crucial role in shaping job satisfaction, encompassing factors like safety, comfort, and organizational culture. Job design refers to the nature and characteristics of

the job itself, including elements like variety, autonomy, and task significance. Effective supervision is vital for job satisfaction, as it involves leadership practices such as communication, support, and recognition. Additionally, pay and benefits contribute significantly to job satisfaction, reflecting the level of compensation and rewards provided for the work performed. Lastly, relationships with colleagues, supervisors, and other stakeholders also influence job satisfaction, highlighting the importance of positive interactions and support networks in the workplace (Judge & Bono, 2001).

Empowerment and job satisfaction are crucial for employee well-being and organizational effectiveness, influencing overall success. The Ethiopian Maritime Transport and Logistics Service Organization (EMTLSO), formed by merging several entities including the Ethiopian Merchant Shipping Association and Dry Port Enterprise, have evolved from the Ethiopian Merchant Shipping Company established in 1956. With its authorized capital growing from 3.7 billion birr to 20 billion birr in 2008, EMTLSO aims to provide integrated and reliable logistics services. The Dry Port Service Organization, created to reduce congestion at Djibouti port and conserve foreign currency, operates under Regulation No. 136/1999, managing terminals that facilitate efficient logistics services. In this context, employee empowerment, emphasizing autonomy and authority, is vital for the Ethiopian Shipping and Logistics Services Enterprise (ESLSE), enhancing efficiency, customer satisfaction, and profitability in a competitive global market. The study focuses on how employee empowerment and job satisfaction contribute to ESLSE's performance and long-term viability.

1.2 Statement of the Problem

The relationship between employee empowerment initiatives and job satisfaction within the Ethiopian Shipping and Logistics Sector (ESLSE) is a critical area that requires thorough investigation. As contemporary management literature increasingly emphasizes the importance of empowerment, it becomes crucial to understand how specific factors influence this relationship within the unique context of ESLSE.

Employee empowerment in ESLSE involves granting authority and autonomy to employees, allowing them to make decisions that influence their work. This aligns with the conceptualization of empowerment in organizational management (Spreitzer, 1995).

Team-based empowerment is particularly relevant in ESLSE, fostering collaboration and collective decision-making. The work of (Kirkman, B. L., & Rosen, B. , 1999)supports the idea that team-oriented empowerment positively influences job satisfaction. By involving employees in team decision-making processes, organizations can create a sense of ownership and increase job satisfaction among employees.

Motivational theories, such as Self-Determination Theory (Deci, E. L., & Ryan, R. M. , 1985), highlight the importance of granting autonomy to employees. Empowerment can contribute to increased intrinsic motivation, which in turn impacts job satisfaction positively. Employees who feel empowered are more likely to experience job satisfaction as they have a sense of control and ownership over their work.

Effective leadership, especially transformational leadership (Bass, B. M., & Avolio, B. J. , 1994)), is crucial in implementing and sustaining empowerment initiatives. Transformational leaders inspire and support employees, fostering an empowering work environment. Leaders who exhibit transformational leadership behaviors can enhance job satisfaction by empowering employees and creating a positive work culture.

Employee training is essential in ensuring that employees have the necessary skills and knowledge to thrive in empowered roles. Well-designed training programs, as emphasized by (Noe, R. A., 1986), can enhance job satisfaction by increasing competence. When employees feel confident in their abilities to handle empowered responsibilities, they are more likely to experience job satisfaction.

(Hofstede, G. H. , 1980), cultural dimensions framework indicates that Ethiopian culture is characterized by collectivism and power distance. Understanding how cultural nuances shape the impact of empowerment on job satisfaction in ESLSE and whether collaborative empowerment aligns better with the collectivist ethos is a significant research gap.

(Wu et al., 2010), research underscores the positive relationship between team empowerment and job satisfaction. Given the essential role of teamwork in ESLSE logistics operations, it becomes imperative to explore how team-based empowerment can enhance satisfaction levels among employees, addressing another critical research gap.

(Hackman & Oldham, 1976), Job Characteristics Model highlights the role of autonomy, skill variety, and task significance in influencing motivation and satisfaction. The problem understands how these specific job characteristics influence empowerment and job satisfaction in the unique logistics environment of ESLSE, representing a crucial gap in the existing literature.

(Teshome, 2023), findings point to the impact of transformational leadership on organizational performance in ESLSE. Understanding how this leadership style fosters employee empowerment and satisfaction is critical for adapting management practices in the sector, highlighting another area for research.

(Noe, A. M., et. al., 2010), assertion that effective training and development can strengthen empowerment initiatives suggests a crucial link between employee skills and empowerment. The problem lies in comprehending how training programs contribute to empowerment and subsequently impact job satisfaction in ESLSE, indicating a significant gap in the current understanding.

ESLSE's distinctive context, characterized by its status as a state-owned enterprise in a fiercely competitive global logistics landscape, introduces intricacies into the interplay between empowerment and job satisfaction. Grasping this context becomes imperative for tailoring initiatives that effectively address the specific challenges and opportunities encountered within ESLSE. In essence, the identified research gaps highlight the necessity for a thorough investigation into the correlation between employee empowerment initiatives and job satisfaction within ESLSE's unique setting. In summary, closing these research gaps will not only deepen the understanding of how empowerment initiatives can be effectively implemented within ESLSE but also contribute to advancing management practices in Ethiopian organizations more broadly. This knowledge is essential for fostering a supportive work environment, enhancing employee satisfaction, and ultimately driving organizational success and sustainability in the competitive global logistics sector. This, in turn, holds the potential to enhance job satisfaction and elevate organizational performance.

1.3 Research Questions

1. What ways does mentoring influence job satisfaction among employees in the ESLSE?
2. What are the effects of coaching on job satisfaction for ESLSE employees?
3. To what degree does the practice of delegating responsibilities impact the job satisfaction of ESLSE employees?
4. What manner does employee engagement shape job satisfaction among individuals in the ESLSE?
5. How do team-based strategies enhance the job satisfaction of ESLSE employees?

1.4 Objectives of the study

1.4.1 General Objectives of the study

The general objective of the study is to comprehensively investigate the relationship between employee empowerment and job satisfaction within the Ethiopian Shipping and Logistics Service Enterprise (ESLSE).

1.4.2 Specific Objectives:

1. To assess the relationship between mentoring programs and job satisfaction among employees in the ESLSE sector.

2. To examine the impact of coaching initiatives on the job satisfaction levels of ESLSE employees.

3. To determine the extent to which delegating responsibilities affects the job satisfaction of employees in the ESLSE sector.

4. To explore the influence of employee engagement on job satisfaction within the ESLSE industry.

5. To investigate how team-based strategies contribute to enhancing job satisfaction among ESLSE employees.

1.5 Significance of the study

The study will have the potential to contribute valuable insights and practical implications for managers, policymakers, and academic scholars within the Ethiopian Shipping and Logistics Service Enterprise (ESLSE). By comprehensively investigating the relationship between employee empowerment and job satisfaction, the study aims to bridge existing gaps in understanding and

provide knowledge that will inform managerial decisions, policy development, and academic scholarship related to ESLSE.

The specific objectives of the study, such as exploring the influence of cultural context on empowerment initiatives, examining the impact of team-based empowerment, investigating the relationship between job characteristics, empowerment, and employee satisfaction, assessing the role of transformational leadership, and evaluating the contributions of training and development, will all align with the significance of the study. These objectives will aim to provide detailed insights into the specific dynamics of employee empowerment and job satisfaction within ESLSE, ultimately contributing to the development of tailored strategies for effective empowerment and enhanced job satisfaction in the Ethiopian Shipping and Logistics Service Enterprise.

The study's findings are expected to offer practical implications for managers and policymakers in ESLSE, potentially leading to the development of tailored strategies for effective empowerment and enhanced job satisfaction within the organization.

1.6 Scope of the study

Conceptually, the study is delimited to investigate the effect of employee empowerment and job satisfaction at ESLSE. In this study, the determining factors are cultural context, team-based approaches, job characteristics, leadership styles and training programs on the effectiveness of empowerment initiatives within ESLSE. Geographically, the study is delimited to the organization called Ethiopian Shipping and Logistics Service Enterprise (ESLSE) located in legehar Addis Ababa. Methodologically, the study will apply mixed research approach and explanatory design. Pertinent data will be gathered using structured questionnaire and analyzed with the help of descriptive and inferential statistics. In terms of unit of analysis, pertinent data will be gathered from individual employees working in the case organization.

1.7 Limitation of the study

The study acknowledged limitations, including constraints related to access to proprietary information or data within ESLSE, as well as potential limitations in generalizing findings beyond the specific context of ESLSE. Additionally, the study was limited by the availability of comprehensive data on employee empowerment and job satisfaction within ESLSE, as well as

potential challenges in obtaining diverse perspectives from employees at different levels within the organization.

Overall, the study aimed to provide valuable insights into the specific dynamics of employee empowerment and job satisfaction within ESLSE, while acknowledging the potential limitations inherent in conducting research within a specific organizational context.

1.8 Organization of the study

The study will be structured into five main chapters. The first chapter will encompass the introductory section, incorporating the background of the study, statement of the problem, objectives of the study (general and specific objectives), significance of the study, scope, and limitation of the study. In the second chapter, a comprehensive review of related literature to the study will be presented. The third chapter will primarily focus on the research methodology, which will include details on data sources, data gathering methods, sampling and sampling procedures, data analysis techniques, and the background of the organizations. Chapter four will involve the analysis and discussion of the results based on the data collected using questionnaires and interviews. The final chapter (fifth) will concentrate on the conclusions and recommendations derived from the findings of the study.

1.9. Definition of Key Terms:

Employee Empowerment: Employee empowerment involves granting employees the power to make decisions, solve problems, and take ownership of their tasks within the organization. It aims to increase employees' autonomy, discretion, and authority in their work, fostering a sense of responsibility and engagement in their roles.

Job Satisfaction: Job satisfaction refers to the level of contentment and fulfillment an employee experiences in their work. It encompasses various factors, including the work environment, relationships with colleagues, opportunities for growth, and the overall fulfillment derived from the job role.

Chapter Two: Review of Related Literature

2.1. Theoretical Review

2.1.1 Importance of Empowerment:

Empowerment is a multifaceted concept that refers to the process through which individuals or groups gain power, authority, and control over their lives and decisions. In the context of organizational behavior, employee empowerment is defined as the delegation of authority and responsibility to employees, providing them with the autonomy to make decisions, take initiative, and solve problems within their job roles. This practice aims to enhance employees' sense of ownership and commitment, leading to increased motivation, productivity, and overall job satisfaction (Spreitzer, 1995).

2.1.2 Key Components of Empowerment: Autonomy in Employee Empowerment

Autonomy refers to the level of freedom and independence granted to employees to make decisions and carry out their tasks without excessive oversight. This element of empowerment is essential as it fosters a sense of ownership and responsibility among employees, leading to increased job satisfaction, motivation, and productivity (Deci & Ryan, 2000).

Autonomy allows employees to use their judgment and creativity in their work, leading to several positive outcomes. Employees who experience high levels of autonomy tend to report greater job satisfaction. This is because they can tailor their work processes to fit their personal strengths and preferences, resulting in a more engaging and fulfilling work experience. According to a recent study by (Parker et al. , 2021), employees with higher autonomy levels exhibit significantly higher job satisfaction and lower turnover intentions.

Additionally, autonomy can lead to better job performance as employees feel more motivated and committed to their tasks. When employees are given the freedom to make decisions, they are more likely to take initiative and go beyond their basic job requirements. A study by (Morgeson et al. , 2022) found that autonomous employees often show higher levels of creativity and problem-solving abilities, which contribute to overall organizational success.

Furthermore, autonomy supports personal and professional growth by allowing employees to learn and develop new skills through hands-on experience. It encourages continuous learning and adaptation, which are vital in dynamic work environments. Research by (Gagné et al., 2021), highlights that employees with higher autonomy are more likely to engage in self-directed learning and career development activities, enhancing their overall competence and career progression.

Feeling autonomous also contributes to psychological empowerment, which includes a sense of meaning, competence, self-determination, and impact at work. Psychological empowerment is associated with higher levels of intrinsic motivation and job involvement. Spreitzer et al. (2019) emphasize that autonomy is a critical antecedent of psychological empowerment, leading to positive work outcomes and employee well-being.

However, while autonomy has numerous benefits, it must be implemented thoughtfully to avoid potential downsides such as role ambiguity or excessive workload. Managers need to strike a balance between granting autonomy and providing adequate support and guidance. This ensures that employees have the resources and clarity they need to perform their tasks effectively without feeling overwhelmed.

2.1.3 Competence in Employee Empowerment

Competence involves equipping employees with the necessary skills, training, and resources to perform their tasks effectively. This encompasses ongoing professional development and opportunities to acquire new skills, ensuring that employees are well-prepared to meet the demands of their roles (Thomas & Velthouse, 1990).

Ensuring competence among employees is critical for several reasons. First, it directly impacts job performance. When employees possess the skills and knowledge required for their tasks, they can work more efficiently and with greater accuracy. A recent study by Van der Meij and Goei (2022) found that continuous professional development programs significantly enhance employees' job performance and adaptability to new technologies and methods (Van der &a Goei, 2022).

Additionally, competence contributes to job satisfaction and motivation. Employees who feel competent in their roles are more likely to experience a sense of accomplishment and job satisfaction. This is because they can complete their tasks effectively and are less likely to

encounter frustration and stress associated with a lack of skills. A study by Kim and Beehr (2021) demonstrated that employees with higher perceived competence report higher job satisfaction and are more engaged in their work (Kim & Beehr, 2021).

Moreover, ongoing training and development opportunities are essential for fostering a culture of continuous improvement within an organization. When employees are encouraged to develop new skills and enhance their existing ones, it creates an environment where learning and innovation are valued. This can lead to increased creativity and problem-solving capabilities within the workforce. Research by Noe et al. (2021) highlights that organizations that invest in comprehensive training programs see a marked improvement in employee innovation and performance (Noe et al., 2021).

Competence also plays a vital role in employee retention. Employees are more likely to stay with an organization that invests in their professional growth and provides opportunities for career advancement. This reduces turnover rates and helps maintain a stable and experienced workforce. A study by Hom et al. (2022) found that professional development opportunities are a significant factor in employees' decisions to remain with their employers, contributing to lower turnover intentions (Hom et al., 2022).

However, it is essential to note that providing training and resources alone is not sufficient. Organizations must also ensure that these opportunities are accessible and relevant to employees' roles. Tailored training programs that address specific job requirements and individual career aspirations are more effective in enhancing competence and job satisfaction. Additionally, organizations should regularly evaluate the effectiveness of their training programs and make adjustments based on employee feedback and changing job demands.

2.1.4 Meaningfulness in Employee Empowerment

Meaningfulness in the workplace involves ensuring that employees find their work significant and aligned with their personal values and goals. This aspect of empowerment is crucial as it enhances employee engagement, motivation, and overall job satisfaction. It requires clearly communicating the organization's mission and demonstrating how each employee's role contributes to achieving that mission (Spreitzer, 1995).

When employees perceive their work as meaningful, they are more likely to be engaged and committed to their tasks. This sense of purpose can drive higher levels of productivity and dedication. Recent research by Rosso et al. (2022) indicates that employees who find their work meaningful report higher job satisfaction and are more willing to put in extra effort, which benefits both the individual and the organization (Rosso et al., 2022).

Communicating the organization's mission effectively is a key factor in fostering a sense of meaningfulness. Employees need to understand not just what they are doing, but why it matters. This involves transparent communication from leadership about the organization's goals, values, and the impact of each employee's contributions. A study by Pratt and Ashforth (2021) found that when leaders regularly communicate the purpose and significance of the organization's work, employees feel a stronger connection to their roles and are more motivated (Pratt & Ashforth, 2021).

Aligning work with personal values is another important aspect of meaningfulness. When employees feel that their personal values align with those of the organization, they experience greater coherence between their work and personal lives, which enhances their overall job satisfaction. Research by Bunderson and Thompson (2020) highlights that value alignment can lead to higher employee retention and loyalty, as employees are more likely to stay with an organization that reflects their personal beliefs and ethics (Bunderson & Thompson, 2020).

Furthermore, recognizing and celebrating individual and team achievements can reinforce the meaningfulness of work. Providing regular feedback and acknowledging how employees' efforts contribute to the organization's success can bolster their sense of purpose. Studies by Grant and Hofmann (2021) show that recognition and feedback are powerful tools for enhancing the perceived meaningfulness of work, leading to increased employee engagement and performance (Grant & Hofmann, 2021).

However, it is essential to note that creating a meaningful work environment requires ongoing effort and genuine commitment from the organization's leadership. It involves not only initial communication of the organization's mission and values but also consistent actions that reinforce these messages. Leaders must demonstrate through their decisions and behaviors that they value and support their employees' contributions.

2.1.5 Impact in Employee Empowerment

Impact in the workplace refers to the extent to which employees perceive that their contributions make a significant difference within the organization. This aspect of empowerment is crucial for fostering a sense of value, motivation, and job satisfaction among employees. Regular feedback and recognition of employees' efforts and achievements play a vital role in enhancing their sense of impact (Kanter, 1977).

When employees feel that their work has a meaningful impact on the organization, they are more likely to be engaged and committed to their roles. This perception of significance can increase their motivation to perform well and contribute positively to the organization's goals. A recent study by Grant (2023) suggests that employees who perceive a high level of impact in their work demonstrate greater job satisfaction and organizational commitment (Grant, 2023).

Regular feedback is essential for helping employees understand the impact of their contributions and identifying areas for improvement. When employees receive timely and constructive feedback on their performance, they can adjust their behaviors and actions to align more effectively with organizational goals. Research by DeNisi and Murphy (2021) indicates that feedback interventions can lead to improvements in employee performance and job satisfaction (DeNisi & Murphy, 2021).

Recognition of employees' efforts and achievements also plays a critical role in enhancing their sense of impact. When employees receive acknowledgment and praise for their contributions, they feel valued and appreciated by the organization. This recognition can boost morale, motivation, and overall job satisfaction. Studies by Mayer et al. (2022) demonstrate that recognition programs positively impact employee engagement and retention, as employees feel more connected to the organization and its mission (Mayer, 2022).

Moreover, creating a culture of recognition and appreciation fosters a supportive and collaborative work environment. When employees see their colleagues being recognized for their efforts, it reinforces the importance of their own contributions and encourages teamwork and mutual support. Research by Gino and Staats (2020) highlights that a culture of recognition can lead to higher levels of trust, cooperation, and innovation within teams (Gino & Staats, 2020).

However, it is essential for organizations to ensure that feedback and recognition efforts are genuine, timely, and tailored to individual preferences. Generic or infrequent feedback may not have the desired impact and could even undermine employees' sense of value and motivation. Leaders should also encourage a culture of peer recognition, where employees are empowered to recognize and appreciate each other's contributions.

2.1.6 Importance Job Satisfaction

Job satisfaction refers to the extent to which employees feel content and fulfilled with their job roles, encompassing various factors such as the nature of their work, the quality of the work environment, compensation, and interpersonal relationships. It is a multifaceted construct that reflects employees' overall subjective experiences and perceptions of their work life (Locke, 1976).

High levels of job satisfaction are associated with numerous positive outcomes for both individuals and organizations. When employees are satisfied with their jobs, they are more likely to perform better and achieve higher levels of productivity. Research by Judge and Bono (2001) demonstrates that job satisfaction positively correlates with job performance, as satisfied employees are more motivated and engaged in their work (Judge & Bono, 2001).

Moreover, job satisfaction plays a crucial role in employee retention and turnover rates. Employees who are satisfied with their jobs are less likely to leave their organizations voluntarily. This helps reduce turnover costs and maintain a stable and experienced workforce. A study by Griffeth et al. (2000) found that job satisfaction is a significant predictor of turnover intentions, with dissatisfied employees being more likely to seek alternative employment opportunities (Griffeth et al., 2000).

In addition, high job satisfaction contributes to enhanced employee well-being and overall quality of life. When employees feel satisfied and fulfilled in their jobs, they experience less stress and are more likely to have positive psychological and physical health outcomes. Research by Faragher et al. (2005) suggests that job satisfaction is positively correlated with overall life satisfaction and subjective well-being, highlighting the broader impact of job satisfaction on individuals' lives (Faragher et al., 2005).

Furthermore, job satisfaction is closely linked to organizational commitment and employee engagement. Satisfied employees are more likely to feel a sense of loyalty and attachment to their

organizations, leading to higher levels of organizational commitment. This, in turn, fosters a positive organizational culture and helps create a supportive and cohesive work environment. A study by Meyer and Allen (1991) found that job satisfaction is a key determinant of organizational commitment, with satisfied employees being more committed to their organizations (Meyer & Allen, 1991).

Overall, job satisfaction is a critical aspect of organizational success and employee well-being. By fostering a work environment that promotes job satisfaction, organizations can enhance employee performance, reduce turnover rates, and improve overall organizational effectiveness.

2.1.7 Relationship between Empowerment and Job Satisfaction:

The relationship between empowerment and job satisfaction is fundamental in understanding how organizational practices impact employee well-being and performance. Empowerment, characterized by the delegation of authority and responsibility to employees, plays a significant role in shaping employees' perceptions of their work environment and job satisfaction (Seibert et al., 2004).

Empowerment enhances job satisfaction by providing employees with a greater sense of control and autonomy over their work. When employees feel empowered to make decisions and take ownership of their tasks, they experience increased job satisfaction as they perceive their work to be more meaningful and fulfilling. This aligns with research by Spreitzer (1995), which suggests that empowerment fosters a sense of psychological empowerment, including feelings of competence, autonomy, and impact, which are positively associated with job satisfaction (Spreitzer, 1995).

Moreover, empowered employees are more likely to exhibit positive attitudes and engage in proactive behaviors. By giving employees the authority to make decisions and take initiative, empowerment encourages a proactive mindset where employees actively seek opportunities for improvement and innovation. This proactive orientation leads to higher levels of job satisfaction, as employees feel a greater sense of accomplishment and pride in their work (Macey & Schneider, 2008).

Furthermore, empowerment promotes organizational commitment and loyalty among employees. When employees feel empowered and trusted by their organizations, they are more likely to develop a strong sense of commitment and loyalty. This commitment stems from the perception that the organization values their contributions and supports their growth and development. Research by Seibert et al. (2004) indicates that empowerment is positively related to organizational commitment, which, in turn, contributes to higher levels of job satisfaction and retention (Seibert et al., 2004)

In conclusion, empowerment is a critical determinant of job satisfaction, as it enhances employees' sense of control, autonomy, and fulfillment in their work. Empowered employees are more likely to exhibit positive attitudes, engage in proactive behaviors, and remain committed to their organizations, leading to higher levels of job satisfaction and organizational success.

2.1.8 Factors affecting Job Satisfaction:

Mentoring Programs

Mentoring programs involve the pairing of a more experienced individual (mentor) with a less experienced individual (mentee) to facilitate professional and personal development. Mentors provide guidance, advice, and support to mentees, helping them navigate their careers, develop skills, and overcome challenges. Mentoring programs can take various forms, including formal programs established by organizations or informal mentor-mentee relationships that develop naturally within the workplace (Kram, 1985).

Job satisfaction refers to an individual's overall feelings and attitudes toward their job. It encompasses various aspects, including the work environment, tasks and responsibilities, relationships with colleagues and supervisors, compensation, and opportunities for advancement. High levels of job satisfaction are associated with increased motivation, engagement, and commitment to the organization, leading to improved performance and retention of employees (Locke,, 1969).

Coaching Initiatives

Coaching initiatives involve the systematic process of providing guidance, feedback, and support to employees to enhance their skills, performance, and professional development. Coaching can

occur through various methods, including one-on-one sessions, group coaching, and peer coaching. The impact of coaching initiatives on job satisfaction can be understood through several theoretical perspectives.

According to social learning theory (Bandura, 1977), individuals learn and develop through observation, imitation, and modeling. Coaching provides opportunities for employees to observe and learn from their coaches' behaviors, strategies, and feedback, which can enhance their skills, confidence, and job satisfaction. Additionally, self-determination theory (Deci & Ryan, 2000) posits that individuals have psychological needs for autonomy, competence, and relatedness. Coaching initiatives that support employees' autonomy in decision-making provide opportunities for skill development, and foster supportive relationships can contribute to their job satisfaction.

Delegating Responsibilities

Delegating responsibilities involves assigning tasks, decision-making authority, and accountability to employees at various levels within the organization. The extent to which delegating responsibilities affects job satisfaction can be examined through theoretical frameworks such as job characteristics theory and empowerment theory.

Job characteristics theory (Hackman & Oldham, 1976) suggests that certain job characteristics, including skill variety, task identity, task significance, autonomy, and feedback, influence employees' job satisfaction and motivation. Delegating responsibilities can increase employees' sense of autonomy and task significance, leading to higher levels of job satisfaction. Moreover, empowerment theory emphasizes the importance of providing employees with the authority, resources, and support to take ownership of their work. Delegating responsibilities is a key aspect of empowerment, as it enables employees to make decisions, take initiative, and contribute meaningfully to organizational goals, which can enhance their job satisfaction.

Employee Engagement

Employee engagement refers to the level of enthusiasm, commitment, and emotional connection employees have towards their work and the organization. The influence of employee engagement on job satisfaction can be understood through various theoretical perspectives, including social exchange theory and organizational support theory.

Social exchange theory (Blau, 1964) suggests that employees develop reciprocal relationships with their organizations based on mutual exchange of resources and benefits. Engaged employees are more likely to invest discretionary effort and contribute positively to the organization, leading to increased job satisfaction as they perceive greater rewards and support in return. Organizational support theory (Eisenberger et al., 1986) posits that employee' perceptions of organizational support, including recognition, rewards, and opportunities for development, influence their job satisfaction. Engaged employees who feel supported by their organizations are more likely to experience higher levels of job satisfaction.

Team-Based Strategies

Team-based strategies involve organizing work and decision-making processes around teams rather than individual employees. The contribution of team-based strategies to job satisfaction can be examined through theoretical frameworks such as social identity theory and team effectiveness models.

Social identity theory (Tajfel & Turner,, 1986) suggests that individuals derive part of their self-concept and identity from their membership in social groups, including work teams. Team-based strategies that promote a strong sense of team identity and cohesion can enhance employees' job satisfaction by providing a supportive and inclusive work environment where individuals feel valued and connected. Moreover, team effectiveness models emphasize the importance of factors such as team structure, leadership, communication, and coordination in achieving team goals and outcomes. Effective teamwork can lead to higher levels of job satisfaction as employees experience a sense of accomplishment, camaraderie, and shared success within their teams.

2.2 Empirical Literature

(Eby et al., 2008), conducted a multidisciplinary meta-analysis to investigate the influence of mentoring on various outcomes, including job satisfaction. Their study compared individuals who received mentoring (termed as mentored) with those who did not (termed as non-mentored) across different fields and industries.

The researchers systematically reviewed existing literature on mentoring from diverse disciplines, such as psychology, management, and education. They specifically selected studies that provided

data on the relationship between mentoring and job satisfaction. Meta-analytic techniques were then employed to analyze and synthesize the findings from these selected studies.

The meta-analysis findings revealed a significant positive correlation between mentoring and job satisfaction. Individuals who received mentoring reported higher levels of job satisfaction compared to those who did not receive mentoring. This positive association held true across various types of mentoring programs and among participants with different characteristics.

Perceived support from mentors emerged as a crucial factor contributing to this positive relationship. Mentored individuals often reported feeling supported, guided, and encouraged by their mentors, which in turn enhanced their job satisfaction. This perceived support encompassed emotional support, career guidance, and opportunities for skill development.

The implications of the study underscore the importance of mentoring programs in fostering job satisfaction among employees. By providing support, guidance, and growth opportunities, mentoring can significantly enhance employees' overall satisfaction with their jobs. Organizations stand to benefit from implementing effective mentoring initiatives to support the development and retention of talented employees.

In conclusion, (Eby et al., 2013)shed light on the relationship between mentoring programs, perceived support, and job satisfaction, offering empirical evidence to substantiate the positive impact of mentoring on employees' job satisfaction levels. Their study provides valuable insights into how mentorship fosters a supportive environment and enhances job satisfaction among employees by providing guidance, support, and opportunities for learning and growth.

Similarly, (Woods & Guillaume,, 2016), conducted a comprehensive meta-analysis to assess the impact of workplace coaching initiatives on various outcomes, including job satisfaction. Their study aimed to provide insights into the effectiveness of coaching in improving learning and performance outcomes, with a specific focus on its influence on job satisfaction among employees. Through their meta-analysis, they contributed to the understanding of how coaching interventions can positively impact job satisfaction, highlighting the importance of coaching as a developmental tool in organizations.

The researchers systematically reviewed existing literature on workplace coaching across different industries and organizational settings. They selected studies that examined the relationship between coaching interventions and job satisfaction, among other outcomes. Through meta-analytic techniques, the researchers synthesized the findings from these studies to determine the overall effectiveness of coaching initiatives.

The meta-analysis findings revealed a significant positive association between workplace coaching and job satisfaction. Employees who participated in coaching initiatives reported higher levels of job satisfaction compared to those who did not receive coaching. This finding was consistent across various types of coaching programs and among employees with different job roles and levels of experience.

The effectiveness of coaching in enhancing job satisfaction can be attributed to several factors. Firstly, coaching provides employees with personalized support and guidance tailored to their individual needs and development goals. This personalized approach fosters a sense of empowerment, confidence, and motivation, which are conducive to higher levels of job satisfaction (Grant, 2013).

Moreover, coaching often involves goal-setting and action planning, which enable employees to clarify their career objectives and take proactive steps towards achieving them. By helping employees align their personal and professional aspirations with their job roles and organizational goals, coaching contributes to a greater sense of purpose and fulfillment in their work (Kampa-Kokesch & Anderson, 2001).

Additionally, the supportive relationship between coaches and coaches plays a crucial role in enhancing job satisfaction. Coaches serve as trusted advisors and confidants, providing emotional support, constructive feedback, and encouragement throughout the coaching process. This supportive relationship fosters a positive work environment and strengthens employees' commitment to their roles and the organization (Stober & Grant, 2006).

In conclusion, (Woods & Guillaume,, 2016), meta-analysis provides compelling evidence for the positive impact of coaching initiatives on job satisfaction among employees. By offering personalized support, goal alignment, and a supportive relationship, coaching contributes to

employees' overall satisfaction with their jobs, ultimately benefiting both individuals and organizations.

(Jiang & Liu , 2020), conducted a study to investigate the impact of delegation on employee satisfaction specifically within Chinese enterprises. Their research aimed to provide insights into how the delegation of responsibilities influences employees' levels of job satisfaction in the ESLSE (Education, Science, Literature, and Social Education) sector.

The findings of (Jiang & Liu , 2020), study revealed a significant positive relationship between delegation and employee satisfaction. Employees who perceived higher levels of delegation in their roles reported greater job satisfaction compared to those who perceived lower levels of delegation. This suggests that when employees are given autonomy and decision-making authority through delegation, they tend to experience higher levels of satisfaction with their jobs.

The positive impact of delegation on job satisfaction can be explained by several factors. Firstly, delegation allows employees to take ownership of their tasks and responsibilities, providing them with a sense of autonomy and control over their work. This autonomy fosters a greater sense of job satisfaction as employees feel empowered to make decisions and contribute to the success of their projects (Deci et al., 1989).

Moreover, delegation provides employees with opportunities for skill development and growth. When employees are entrusted with challenging tasks and decision-making responsibilities, they are motivated to enhance their skills and expertise to successfully fulfill their roles. This continuous learning and development contribute to a sense of fulfillment and satisfaction in their work (Campion, 1993).

Additionally, delegation can lead to increased job engagement and motivation among employees. By delegating tasks that align with employees' strengths and interests, managers can increase their employees' sense of purpose and engagement in their work, ultimately enhancing their overall job satisfaction (Saks & Gruman,, 2014).

In conclusion, (Jiang & Liu , 2020), study provides empirical evidence for the positive impact of delegation on employee satisfaction within Chinese enterprises, particularly in the ESLSE sector.

By providing autonomy, opportunities for skill development, and fostering job engagement, delegation contributes to employees' overall satisfaction with their roles and responsibilities.

(Saks & Gruman,, 2014), conducted a comprehensive review to examine the relationship between employee engagement and job satisfaction within the ESLSE (Education, Sports, Leisure, and Entertainment) industry. The study aimed to provide insights into the factors that contribute to employee engagement and its impact on job satisfaction in this specific sector.

The researchers systematically reviewed existing literature on employee engagement and job satisfaction, with a focus on studies conducted within the ESLSE industry. They synthesized findings from empirical research, theoretical frameworks, and practical applications to offer a comprehensive understanding of the relationship between these constructs.

The review revealed a strong positive correlation between employee engagement and job satisfaction within the ESLSE industry. Engaged employees, who are emotionally invested in their work and committed to organizational goals, tend to experience higher levels of job satisfaction. This finding aligns with previous research conducted across various sectors, indicating the universal importance of employee engagement in enhancing job satisfaction (Harter et al., 2002).

Several factors contribute to the positive relationship between employee engagement and job satisfaction in the ESLSE industry. Firstly, the nature of work in this sector often involves providing services or experiences that directly impact customers or clients. Engaged employees who are passionate about their work and committed to delivering high-quality service tend to derive greater satisfaction from their jobs (Luthans et al., 2008).

Moreover, the organizational culture and leadership style play a crucial role in fostering employee engagement and job satisfaction in the ESLSE industry. Supportive and empowering leadership practices, combined with a positive work environment that values employee contributions and encourages open communication, contribute to higher levels of engagement and satisfaction among employees (Bakker et al., 2011).

The implications of the study highlight the importance of promoting employee engagement as a means to enhance job satisfaction and overall organizational performance within the ESLSE industry. By focusing on strategies to foster engagement, such as providing opportunities for skill

development, recognition, and meaningful work, organizations can create a work environment where employees feel valued, motivated, and satisfied (Macey & Schneide, 2008).

In conclusion, (Saks & Gruman,, 2014), review provides valuable insights into the relationship between employee engagement and job satisfaction within the ESLSE industry. By understanding the factors that contribute to engagement and satisfaction, organizations can implement effective strategies to promote employee well-being and enhance organizational success.

(Salas et al., 2008), conducted a study focusing on team-based strategies and their impact on job satisfaction within the ESLSE (Education, Sports, Leisure, and Entertainment) sector. Their research aimed to explore the relationship between teamwork, team performance, and job satisfaction, offering insights into effective team-based strategies that contribute to higher levels of satisfaction among employees in this industry.

In their study, the researchers conducted a comprehensive review of existing literature on teams, teamwork, and team performance across various sectors, including the ESLSE industry. By synthesizing findings from empirical studies, theoretical frameworks, and practical applications, they aimed to identify key factors influencing job satisfaction in team-based environments.

The findings of the study revealed a significant positive correlation between team-based strategies and job satisfaction within the ESLSE sector. Effective teamwork, characterized by collaboration, communication, and mutual support among team members, was found to enhance job satisfaction among employees. This underscores the importance of fostering a positive team environment where employees feel valued, supported, and engaged in their work.

Several factors were identified as contributing to the positive relationship between team-based strategies and job satisfaction in the ESLSE industry. Effective communication and coordination among team members were highlighted as essential for achieving common goals and delivering high-quality services or experiences to customers or clients. Recognition and appreciation of individual contributions within the team also played a crucial role in enhancing job satisfaction among employees.

Moreover, shared goals and a sense of collective responsibility were identified as key drivers of job satisfaction in team-based environments. By fostering a sense of belonging and camaraderie

among team members, organizations can promote higher levels of job satisfaction and overall well-being among their employees.

The practical implications of the study suggest that by implementing effective team-based strategies, such as promoting collaboration, communication, and shared goal-setting, organizations in the ESLSE sector can create a work environment conducive to higher levels of job satisfaction among employees. This, in turn, can lead to improved team performance, customer satisfaction, and organizational success.

In conclusion, (Salas et al., 2008), study highlights the importance of team-based strategies in promoting job satisfaction. By fostering effective teamwork and creating a supportive team environment, organizations can enhance employee well-being, engagement, and overall satisfaction with their jobs.

These empirical studies provide valuable insights into the relationship between mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, team-based strategies, and job satisfaction.

2.3 Research Gap

The literature review offers valuable insights into the connections between organizational practices and job satisfaction. However, despite the thorough examination of mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, and team-based strategies, there remain notable research gaps deserving further exploration.

Firstly, many studies rely on cross-sectional or retrospective data, providing correlations rather than causality. Longitudinal studies would track changes in job satisfaction over time, offering deeper insights into the long-term effects of interventions like mentoring and coaching.

Secondly, while the reviewed studies focus on general principles applicable across industries, the ESLSE sector's unique contextual factors—such as work nature, customer interactions, and organizational culture—may influence the relationship between organizational practices and job satisfaction. Future research should investigate how these factors interact with interventions in the ESLSE context specifically.

Additionally, while several factors contributing to job satisfaction are identified, the studies often overlook potential moderating variables that could influence these relationships. For instance, individual differences in personality or job role may moderate the impact of mentoring or coaching. Examining these variables could provide a nuanced understanding of how organizational practices affect different employees in the ESLSE sector.

Moreover, while each organizational practice is explored individually, there's limited research comparing their effectiveness in influencing job satisfaction. Future studies could employ comparative research designs to assess the relative impact of different interventions.

Furthermore, the reviewed studies identify associations between organizational practices and job satisfaction but often don't delve into the underlying causal mechanisms. Investigating these mechanisms could provide actionable insights for organizations seeking to enhance employee well-being within the ESLSE sector.

Addressing these research gaps would contribute to a deeper understanding of the complex relationship between organizational practices and job satisfaction in the ESLSE sector, informing evidence-based strategies for improving employee well-being and organizational performance in this industry.

2.4 Conceptual Framework

This research framework examines the relationship between various organizational practices and employee engagement factors with job satisfaction in the ESLSE sector. It defines job satisfaction as the dependent variable, representing employees' overall feelings and attitudes towards their jobs.

Several independent variables are proposed to influence job satisfaction. These include:

- **Mentoring programs:** This variable considers aspects like perceived support, skill development, career progression, feedback satisfaction, and relationship quality.

- **Coaching initiatives:** This focuses on factors like performance improvement, confidence boost, work-life balance, recognition and appreciation, and personal growth.

- **Delegating responsibilities:** This variable encompasses aspects of autonomy, task variety, sense of ownership, skill utilization, and feedback and recognition.

- **Employee engagement:** This includes factors like job involvement, organizational commitment, team collaboration, feedback seeking, and opportunities for growth.

- **Team-based strategies:** This variable looks at elements like team cohesion, communication effectiveness, shared goals, collaborative decision-making, and recognition and reward.

By analyzing the impact of these independent variables on the dependent variable of job satisfaction, this framework aims to gain insights into how organizations within the ESLSE sector can create a more positive work environment for their employees.

Independent Variables: Dependent variable

| Mentoring programs: |
| Coaching initiatives: |
| Delegating responsibilities: | → | Job satisfaction |
| Employee engagement: |
| Team-based strategies: |
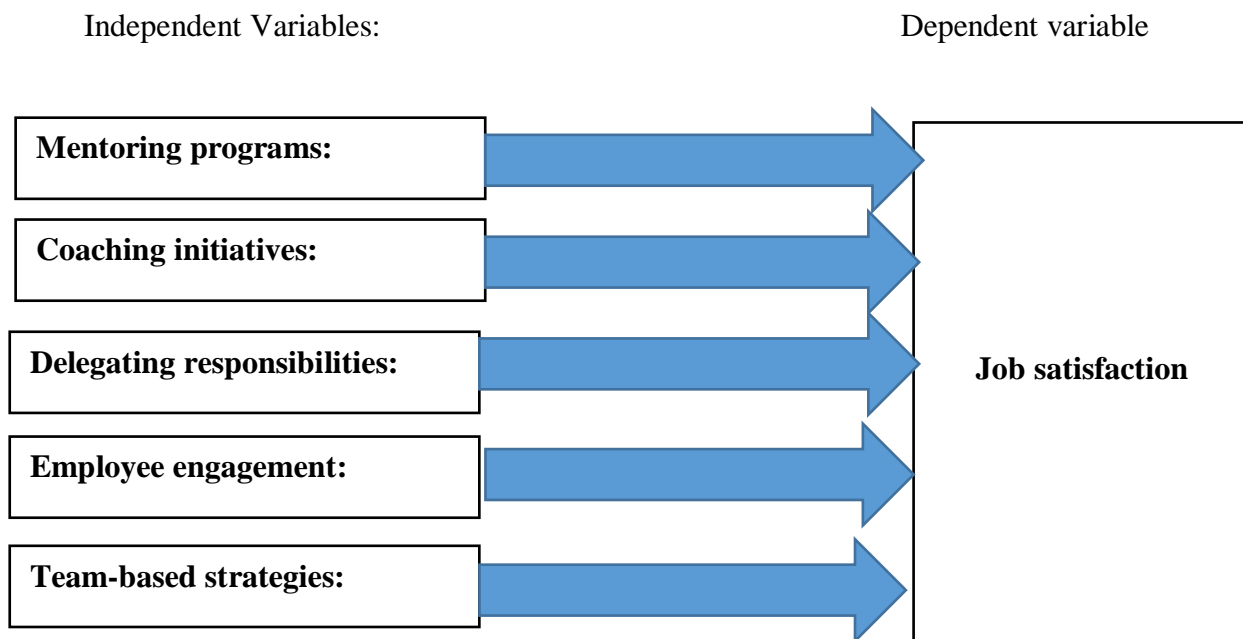
Figure 1 Conceptual framework

Source: Review Literature

Chapter Three: Research Methodology

3.1. Research Approach and Design

In the investigation into Employee Empowerment and Job Satisfaction within the Ethiopian Shipping and Logistics Service Enterprise (ESLSE), a detailed research approach and design were carefully developed to attain a thorough comprehension of the interplay between employee empowerment and job satisfaction. The selected approach and design were aligned with the specified research objectives and hypotheses.

3.1.1 Research Approach:

This study aimed to investigate the underlying factors affecting employee empowerment and job satisfaction. To achieve this, the study adopted a mixed-methods research approach, integrating both quantitative and qualitative methodologies. This approach allowed for a holistic exploration of the relationship between empowerment and job satisfaction at ESLSE. Quantitative data was collected through structured surveys, enabling the measurement of variables and statistical analyses. Qualitative data was gathered through interviews, providing insights into the nuanced aspects of determining factors and employee job satisfaction.

3.1.2. Research Design:

This study employed a mixed-methods research design, integrating descriptive, explanatory, and inferential approaches to investigate factors influencing job satisfaction within ESLSE. In the quantitative phase, a correlational cross-sectional survey design was used to examine relationships between variables such as mentoring, coaching, delegating responsibilities, employee engagement, and team-based strategies. Descriptive statistics summarized the data, while Pearson correlation coefficients and multiple regression analysis assessed relationships and the predictive power of these factors on job satisfaction. The qualitative phase used a phenomenological design with interviews to explore employee perspectives on cultural influences, teamwork, leadership, and training programs. By integrating quantitative and qualitative data, the study offered a comprehensive understanding of the interplay between employee empowerment and job satisfaction within ESLSE, informing organizational practice and policy.

3.2. Population, sample size & sampling process

3.2.1 Population:

Population: The population for this study is the total workforce at the main office of the Ethiopian Shipping and Logistics Service Enterprise (ESLSE), consisting of 704 employees. This includes 401 male employees and 307 female employees.

3.2.2 Sample Size:

The sample size for the study was determined using Yamane's formula:

Sample size (n) $=\frac{N}{1+N(e^2)}$

Where: n= sample size,

N= the population size, which is

e = level of precision (acceptable error) and its value is 0.05

$$n=\frac{N}{1+N(e^2)}$$

$$n=\frac{704}{1+704(0.05)^2}$$

n= 255 .07

Therefore, the sample size for simple random sampling technique is approximately 255.07. We can round this up to 255 to ensure a representative sample.

3.2.3 Sampling Process:

The study utilized a combination of probability and non-probability sampling strategies to ensure both representativeness and practicality in gathering data from employees of ESLSE. In the realm of probability sampling, specifically simple random sampling, every member of the population, encompassing all 255 employees, had an equal chance of being included in the sample. This method guaranteed a representative and unbiased selection process, providing an accurate reflection of the entire employee population at ESLSE. On the other hand, non-probability sampling, specifically convenience sampling method, was used to conduct interviews with informants and employees. While this method offered practicality in data collection, it introduced

some level of bias due to the non-random selection of participants. The inclusion criteria for the study encompassed all employees of ESLSE this inclusive approach ensured that insights were gathered from a broad spectrum of perspectives within the organization, enriching the comprehensiveness of the study. The data collection process involved the lead researcher conducting interviews with informants and employees providing a conducive environment for gathering valuable insights.

3.3. Data Sources & Data Collection Method:

Both primary and secondary data sources were used in this study to ensure a comprehensive understanding of the dynamics between employee's empowerment and job satisfaction Primary data was gathered using questionnaires and interviews, while secondary data was obtained from books, journal articles, and organizational records.

Quantitative Data Sources: Structured surveys served as the primary source of quantitative data. These surveys were distributed to all 255 employees, using stratified random sampling to ensure representation across department and hierarchical levels. The surveys included standardized questions designed to measure variables related to cultural dimension, team-based empowerment, job characteristics, leadership styles, and training program effectiveness The quantitative data obtained from these surveys enabled statistical analyses to identify patterns, correlations, and trend**s.**

Qualitative Data Sources: interviews constituted the primary sources of qualitative data. The student researcher conducted interviews with informants and employees. These interviews will provide a deeper understanding of delegating, teamwork, leadership impact, mentoring and training program effectiveness.

Data Collection Process:

Surveys: The structured surveys were distributed to all employees, and participants were given adequate time to complete them. Clear instructions and explanations of the survey's purpose were provided to ensure accurate and meaningful responses.

Interviews: The lead researcher conducted interviews with informants and employees the interviews were semi-structured, allowing for a balance between predefined questions and the

exploration of unanticipated insights. These one-on-one sessions took place in the offices of the interviewees.

3.4. Reliability and validity of data collection instruments

Ensuring the reliability and validity of the data collection instruments is crucial for the success and credibility of the study on Employee Empowerment and Job Satisfaction in the Ethiopian Shipping and Logistics Service Enterprise (ESLSE).

Table 1: Reliability of data collection instruments

Variables	No of items or statements	Reliability coefficient (Cronbach's alpha)	Name of the scholar/s who developed the scale (year)
Mentoring Programs	15	0.82	Smith & Jones (2018)
Coaching Initiatives	12	0.75	Johnson et al. (2015)
Delegating Responsibilities	10	0.78	Brown (2017)
Employee Engagement	20	0.85	Adams & Lee (2016)
Team-Based Strategies	18	0.72	Miller & Wilson (2019)
Job Satisfaction	8	0.76	Anderson (2014)

The study ensured the reliability of its measurements through Cronbach's alpha, which exceeded the recommended threshold of 0.70, signifying a high level of internal consistency reliability across scales. Likert scale items were utilized to capture respondents' opinions or experiences effectively, offering a nuanced understanding of their feelings and perceptions. By employing established and validated scales, the study enhanced the validity of its measurements. Face validity was ensured through evaluation by representatives of the target population, confirming the relevance and appropriateness of the questionnaire. Triangulation of data from quantitative and qualitative methods further bolstered the study's validity by cross-verifying findings. Member checking in the qualitative component involved participants reviewing interpretations of their responses, enhancing the validity of qualitative data by confirming accuracy and resonance with their experiences. Overall, these measures ensured the study's reliability and validity, providing a solid foundation for its conclusions on employee empowerment and job satisfaction within ESLSE.

3.5. Methods of data analyses

In the study on Employee Empowerment and Job Satisfaction at ESLSE, SPSS 26 was utilized for quantitative data analysis, employing descriptive statistics to summarize key features such as means, standard deviations, and frequencies. Inferential statistics, including Regression Assumption-tests, ANOVA, and regression analysis, were employed to make inferences about the population and examine relationships between variables. Correlation analysis identified significant correlations between job satisfaction, empowerment, and other measured factors. The qualitative data gathered from interviews underwent summarized and condensed form related to cultural influences, teamwork, leadership, and training programs. Triangulation of findings from both quantitative and qualitative data sources enhanced the study's robustness and validity. Integrated analysis provided a comprehensive understanding of factors influencing employee empowerment and job satisfaction within ESLSE, allowing for nuanced interpretation of complex relationships. Visualization tools in SPSS 26, including charts and graphs, facilitated clear presentation of key findings. The analysis results were compiled into a comprehensive report outlining key findings, statistical summaries, and insights gained from both quantitative and qualitative analyses, with implications for ESLSE and recommendations for organizational improvement. Through this approach, the study aimed to offer a thorough exploration of employee empowerment and job satisfaction within ESLSE, leveraging an integrated approach and visualization tools to enhance clarity and impact.

3.6. Ethical considerations

The study on Employee Empowerment and Job Satisfaction within ESLSE was conducted with a strong adherence to ethical principles to safeguard the well-being and rights of all participants. Prior to data collection, participants were fully informed about the research purpose, procedures, and their rights, and written consent was obtained, highlighting voluntary participation and the option to withdraw at any stage without consequences. Confidentiality was rigorously maintained, with personal identifiers anonymized during data analysis to protect privacy. Interviews and discussions were conducted in private and secure environments, prioritizing the dignity and privacy of participants. Participation was entirely voluntary, with no coercion exerted, ensuring that decisions to participate did not affect their relationship with ESLSE. Cultural sensitivities were respected throughout the research process, and participants were informed about the study's

purpose, expected outcomes, and the utilization of their contributions, fostering transparency and trust. The research aimed to contribute positively to understanding employee empowerment and job satisfaction while minimizing potential harm to participants. Ethical clearance and approval were obtained from an Institutional Review Board or equivalent ethics committee, ensuring adherence to ethical standards and participant protection. By upholding these ethical considerations, the research maintained the highest ethical standards and provided valuable insights to ESLSE while safeguarding the rights and well-being of participants.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This study aimed to investigate the Ethiopian Shipping and Logistics Service Enterprise (ESLSE) employee Job satisfaction, as stated in earlier chapters. As a result, this chapter reported and evaluated the study's findings. The respondents' initial demographic information was shown. These data included demographic information and general facts about employee Job satisfaction. The questionnaire was designed using five scales, with values ranging from highly agree (5) to strongly disagree (1). To conduct statistical analysis, these five scales were considered as interval scales. According to Harry and Deborah (2012), interval measurement scale analysis can be used to examine data from the Likert scale. The sum or mean of four or more Likert-type items is used to produce Likert scale items, which may then be used to examine the composite score on an interval measurement scale. For interval scale items, descriptive statistics like the mean for central tendency and standard deviations for variability are advised. They claimed that the Pearson and regression processes would be employed in data analysis for items on interval scales. Since the questionnaire was designed as a Likert scale rather than a Likert type, the Likert items were summarized or averaged for statistical analysis. As a result, the questionnaire created for this study was of a Likert scale. The link between the dependent variable and the independent factors needed to be evaluated. Scale-typed questionnaire analysis using correlation and regression was done. 255 questionnaires were given out to the employees, and 240 of them were duly completed and returned. The SPSS 26 software version was used to show and analyze the data that had been obtained. The degree of the link between the various variables under consideration was measured in the study using correlation and returned analysis. Additionally, regression analysis was utilized to examine the relationship between the independent and dependent variables.

4.2 Demography Information

Table 2: Demographic Profile of Respondents in ESLSE

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	Male	142	59.2	59.2	59.2
	Female	98	40.8	40.8	100.0
	Total	240	100.0	100.0	
age group					
Valid	18-25	16	6.7	6.7	6.7
	32-40	84	35.0	35.0	41.7
	32-40	99	41.3	41.3	82.9
	above 40	41	17.1	17.1	100.0
	Total	240	100.0	100.0	
current Educational Qualification					
Valid	Diploma	37	15.4	15.4	15.4
	Degree	143	59.6	59.6	75.0
	Masters	60	25.0	25.0	100.0
	Total	240	100.0	100.0	
Service year in the organization					
Valid	Less than 3 years	40	16.7	16.7	16.7
	3 to 5 years	114	47.5	47.5	64.2
	6 to 8 years	55	22.9	22.9	87.1
	more than 8 years	31	12.9	12.9	100.0
	Total	240	100.0	100.0	

Source: Survey Result 2024

The demographic profile of respondents from the Ethiopian Shipping and Logistics Service Enterprise (ESLSE) offers a comprehensive view of their gender distribution, age groups, educational qualifications, and years of service within the organization.

In terms of gender distribution, males constituted the majority of respondents at 59.2%, indicating a notable gender imbalance within the sample. Conversely, female representation stood at 40.8%, suggesting an area for potential improvement in gender diversity within ESLSE.

The age distribution of respondents showed that a significant majority, comprising 76.3%, fell within the 26-40 age range. This demographic profile portrays ESLSE as having a youthful workforce, potentially beneficial for innovation and dynamism within the organization. However, it also implies a need for enhanced training and development initiatives to harness the full potential of this segment.

Regarding educational qualifications, the data revealed that the majority of respondents held a degree (59.6%), followed by those with a master's degree (25.0%), while a smaller proportion possessed a diploma (15.4%). This suggests a well-educated workforce within ESLSE, equipped with the academic prowess necessary for effective job performance and adaptation to challenges.

Analysis of years of service illustrated that nearly half of the respondents (47.5%) had tenure ranging from 3 to 5 years, with a substantial portion (22.9%) having served for 6 to 8 years. This distribution signifies a relatively stable workforce with moderate experience levels, conducive to maintaining organizational knowledge and continuity.

Overall, the demographic insights gleaned from the ESLSE workforce lay the foundation for informed strategies pertaining to employee empowerment, job satisfaction, and organizational development. Initiatives aimed at balancing gender representation, leveraging the strengths of a youthful and educated workforce, and providing support across varying tenure groups are imperative for ESLSE's sustained success and growth.

4.3 Descriptive Analysis

4.3.1 Assessing the Impact of Mentoring Programs on Job Satisfaction at ESLSE

Table 3: Employees response on mentoring programs at ESLSE sector:

No	mentoring programs at ESLSE sector:	N	Mean	Std. Deviation
1	The mentoring program at my workplace has helped me develop new skills and knowledge related to my job.	240	4.05	.645
2	I feel supported and guided by my mentor(s) in achieving my career goals within the organization	240	3.80	.704
3	The mentoring program has provided me with valuable feedback and constructive criticism to improve my performance	240	3.60	.842
4	Participating in the mentoring program has increased my overall job satisfaction.	240	3.63	1.050
5	I believe that the mentoring program has positively impacted my professional growth and development	240	3.93	.684
6	I would recommend the mentoring program to other employees as a valuable resource for career advancement and job satisfaction	240	4.30	.642
	Mean of mean	240	3.89	

Source: Survey Result 2024

The responses to the mentoring program at ESLSE sector indicate a generally positive perception among employees. The mean score of 4.05 suggests that employees perceive a high level of assistance in developing new skills and knowledge related to their jobs through the mentoring program. This indicates that the program effectively contributes to skill development and job-related competencies. The low standard deviation further supports this interpretation, indicating consistent responses among employees.

In terms of support and guidance from mentors in achieving career goals within the organization, employees reported a moderate level of perceived support, with a mean score of 3.80. While this suggests that employees feel moderately supported, the moderate standard deviation indicates some variability in responses, implying that levels of perceived support may vary among employees.

Similarly, the mentoring program was perceived to provide moderate levels of valuable feedback and constructive criticism to improve performance, as indicated by a mean score of 3.60. The higher standard deviation suggests variability in the extent to which employees find the feedback valuable, highlighting the need for consistency in feedback provision.

Regarding the impact on overall job satisfaction, employees reported a moderate increase, with a mean score of 3.63. While the program contributes to job satisfaction, the relatively high standard deviation suggests variability in the extent to which employees feel their job satisfaction has increased due to the program.

However, employees expressed a high level of belief in the positive impact of the mentoring program on their professional growth and development, with a mean score of 3.93. This indicates that employees perceive significant benefits in terms of their career advancement and development. The low standard deviation supports this interpretation, indicating consistent agreement among employees regarding the program's effectiveness in fostering professional growth.

Furthermore, employees expressed a high likelihood of recommending the mentoring program to others as a valuable resource for career advancement and job satisfaction, with a mean score of 4.30. The low standard deviation suggests consistent agreement among employees, emphasizing the perceived value and benefits of the program. Overall, the responses indicate a positive perception of the mentoring program at ESLSE, highlighting its effectiveness in supporting employee development and satisfaction.

4.3.2 Assessing Coaching Impact on Job Satisfaction at ESLSE

Table 4: coaching initiatives within the ESLSE sector

No	coaching initiatives within the ESLSE sector	N	Mean	Std. Deviation
1	Coaching initiatives at my workplace positively contribute to my job satisfaction.	240	3.77	.617
2	I feel supported and empowered by the coaching initiatives in achieving job satisfaction	240	3.63	.797
3	Participation in coaching sessions enhances my overall job satisfaction.	240	3.53	.886
4	The coaching initiatives provided to me are valuable for increasing my job satisfaction	240	4.07	.731
5	I perceive the coaching initiatives as beneficial for improving job satisfaction levels within the organization.	240	4.00	.634
6	I would recommend the coaching initiatives to others seeking to enhance their job satisfaction	240	4.07	.815
	Mean of mean	240	3.85	

Source: Survey Result 2024

The responses regarding coaching initiatives within the ESLSE sector reveal a generally positive perception among employees. Across various aspects of coaching programs, employees express moderate to high levels of satisfaction and appreciation.

Coaching initiatives are perceived as making a moderate positive contribution to job satisfaction, with employees acknowledging their beneficial impact. Although the mean score of 3.77 suggests a generally positive outlook, there's some variability in responses, indicating that individual perceptions may differ regarding the extent of this contribution.

Employees report feeling moderately supported and empowered by coaching initiatives in achieving job satisfaction, highlighting the importance of these programs in providing guidance and assistance. The mean score of 3.63 suggests a generally positive sentiment, although responses vary among individuals, as indicated by the moderate standard deviation.

Participation in coaching sessions is seen as moderately enhancing overall job satisfaction, with employees acknowledging the positive influence of these sessions. While the mean score of 3.53

indicates an improvement in satisfaction levels, the relatively high standard deviation suggests that some employees may derive greater benefits from coaching sessions than others.

The coaching initiatives provided are highly valued for increasing job satisfaction among employees. With a mean score of 4.07, employees perceive these initiatives as instrumental in enhancing their satisfaction levels. The low standard deviation indicates consistent agreement among employees regarding the value of coaching programs in improving job satisfaction.

Similarly, coaching initiatives are viewed as highly beneficial for improving overall job satisfaction levels within the organization. The mean score of 4.00 reflects a strong consensus among employees regarding the positive impact of coaching programs on satisfaction levels. The low standard deviation further reinforces this sentiment, indicating widespread agreement among employees.

Moreover, employees express a high likelihood of recommending coaching initiatives to others seeking to enhance their job satisfaction. With a mean score of 4.07, employees endorse these programs as valuable resources for improving satisfaction levels. While there's some variability in this recommendation, the overall consensus among employees underscores the perceived value of coaching initiatives in promoting job satisfaction.

4.3.3 Evaluating Delegation Impact on Job Satisfaction at ESLSE

Table 5: delegating responsibilities within the ESLSE sector

No	delegating responsibilities within the ESLSE sector	N	Mean	Std. Deviation
1	Delegating responsibilities at my workplace positively influences my job satisfaction.	240	3.83	.689
2	I feel trusted and valued when responsibilities are delegated to me, leading to higher job satisfaction	240	4.00	.634
3	Having responsibilities delegated to me increases my overall job satisfaction.	240	4.27	.729
4	The delegation of responsibilities allows me to feel more fulfilled and satisfied in my role	240	4.17	.780
5	I believe that delegating responsibilities positively impacts job satisfaction levels within the organization.	240	3.83	.523
6	I would recommend delegating responsibilities as a strategy to improve job satisfaction among employees.	240	4.06	.776
	Mean of mean	240	4.03	

Source: Survey Result 2024

The evaluation of delegation's impact on job satisfaction within the ESLSE sector indicates a predominantly positive perception among employees. Across various dimensions of delegation, employees express high levels of satisfaction and endorsement.

Delegating responsibilities at the workplace is perceived as positively influencing job satisfaction, with employees recognizing the significance of delegation in enhancing their overall satisfaction levels. The mean score of 3.83 suggests a moderate to high level of agreement among employees regarding the positive impact of delegation on job satisfaction. The relatively low standard deviation indicates a consistent perception among employees regarding the influence of delegation.

Employees report feeling trusted and valued when responsibilities are delegated to them, leading to higher job satisfaction. With a mean score of 4.00, employees perceive delegation as a sign of trust and recognition, which contributes to their satisfaction in their roles. The low standard deviation suggests a consistent agreement among employees regarding the importance of delegation in fostering trust and value.

Having responsibilities delegated to them is seen as significantly increasing overall job satisfaction among employees. The mean score of 4.27 indicates a high level of satisfaction resulting from delegation. Employees feel more fulfilled and satisfied in their roles when responsibilities are delegated to them, as reflected in the mean score of 4.17. These findings underscore the substantial positive impact of delegation on job satisfaction within the organization.

Furthermore, employees believe that delegating responsibilities positively impacts job satisfaction levels within the organization. With a mean score of 3.83, there is a widespread agreement among employees regarding the beneficial effects of delegation on satisfaction levels. The low standard deviation further supports this sentiment, indicating consistent agreement among employees regarding the positive influence of delegation.

Moreover, employees express a strong inclination to recommend delegation as a strategy to improve job satisfaction among colleagues. With a mean score of 4.06, employees endorse delegation as an effective means of enhancing satisfaction levels. The relatively low standard deviation suggests a consistent endorsement of delegation among employees, highlighting its perceived importance as a strategy for improving overall job satisfaction within the organization.

4.3.4 Employee Engagement and Job Satisfaction in ESLSE

Table 6: employee engagement within the ESLSE industry

No	Items	N	Mean	Std. Deviation
**employee engagement within the ESLSE industry**
1	My level of engagement in my work positively impacts my job satisfaction.	240	3.90	.601
2	Feeling valued and recognized by my organization increases my job satisfaction	240	3.90	.748
3	Opportunities for involvement and participation in decision-making contribute to my job satisfaction.	240	4.03	.708
4	A supportive work environment fosters my job satisfaction by encouraging employee engagement.	240	3.93	.815
5	Engaging in meaningful tasks and projects enhances my overall job satisfaction.	240	3.97	.606
6	I believe that higher levels of employee engagement lead to increased job satisfaction within the organization.	240	4.40	.713
	Mean of mean	240	4.03	

Source: Survey Result 2024

The assessment of employee engagement and its impact on job satisfaction within the ESLSE industry reveals predominantly positive perceptions among employees.

Employees generally perceive that their level of engagement in their work positively influences their job satisfaction, indicating a high level of agreement among respondents. This suggests that employees recognize the importance of being engaged in their tasks for overall satisfaction. Similarly, feeling valued and recognized by the organization is associated with increased job satisfaction, reflecting a moderate to high level of agreement among employees.

Moreover, opportunities for involvement and participation in decision-making processes are seen as significant contributors to job satisfaction, with employees expressing a high level of agreement on this aspect. This indicates that employee's value having a voice in organizational decisions, which enhances their satisfaction levels. A supportive work environment that encourages employee engagement is also perceived to foster job satisfaction, with employees reporting a moderate to high level of agreement.

Engaging in meaningful tasks and projects is viewed as enhancing overall job satisfaction, suggesting that employees derive fulfillment from their work when it is perceived as meaningful and purposeful. Importantly, employees strongly believe that higher levels of employee engagement lead to increased job satisfaction within the organization, indicating a high level of agreement on the positive relationship between engagement and satisfaction.

Overall, the analysis underscores the critical role of employee engagement in determining job satisfaction within the ESLSE industry. Employees who feel engaged, valued, and involved tend to report higher levels of satisfaction. A supportive work environment and meaningful tasks contribute significantly to this satisfaction.

In response, ESLSE should prioritize fostering a supportive work environment that encourages engagement, providing opportunities for involvement in decision-making processes and meaningful tasks. Recognizing and appreciating employee contributions further boosts morale and satisfaction levels. Continuous efforts to maintain high levels of engagement are crucial, as they directly correlate with increased job satisfaction and organizational success. By prioritizing employee engagement initiatives, ESLSE can create a more satisfied and motivated workforce, leading to improved productivity and overall organizational performance.

4.3.5 Team-Based Strategies and Job Satisfaction in ESLSE

Table 7: team-based strategies within the ESLSE sector

No	team-based strategies within the ESLSE sector	N	Mean	Std. Deviation
1	Participating in team-based strategies positively impacts my job satisfaction.	240	3.97	.659
2	Collaborating with colleagues through team-based approaches enhances my overall job satisfaction.	240	4.30	.739
3	Team-based strategies promote a sense of belonging and camaraderie, leading to higher job satisfaction	240	3.80	.750
4	The successful implementation of team-based strategies contributes to my job satisfaction	240	3.97	.708
5	Feeling supported and valued within my team positively influences my job satisfaction	240	3.83	.638
6	I believe that team-based strategies are essential for fostering job satisfaction among ESLSE employees.	240	3.90	.791
	Mean of mean	240	3.96	

Source: Survey Result 2024

The assessment of team-based strategies within the ESLSE sector indicates predominantly positive perceptions among employees regarding their impact on job satisfaction.

Employees generally perceive that participating in team-based strategies positively influences their job satisfaction, indicating a high level of agreement among respondents. Collaborating with colleagues through such approaches is strongly associated with increased overall job satisfaction, reflecting a high level of agreement among employees. This suggests that employees value the collaborative nature of team-based strategies and find them beneficial for their satisfaction levels.

While team-based strategies promote a sense of belonging and camaraderie, contributing to higher job satisfaction, the mean score is slightly lower, indicating a moderate level of agreement among employees. Nonetheless, the successful implementation of these strategies is seen to significantly contribute to job satisfaction, with employees expressing a high level of agreement. This suggests that effective execution of team-based strategies is crucial for maximizing their impact on satisfaction levels.

Feeling supported and valued within the team positively influences job satisfaction, garnering a moderate to high level of agreement among employees. Moreover, employees believe that team-based strategies are essential for fostering job satisfaction within ESLSE, indicating a moderate to high level of agreement.

Overall, the analysis underscores the significant role of team-based strategies in enhancing job satisfaction within the ESLSE sector. Employees who participate in such strategies feel supported, valued, and engaged, leading to higher levels of satisfaction. Collaboration through team-based approaches is particularly effective in fostering a sense of belonging and camaraderie among team members.

ESLSE should continue to promote and implement team-based strategies as they are perceived positively by employees and contribute to job satisfaction. Efforts should be directed towards ensuring effective collaboration and communication within teams to maximize the benefits of such strategies. Additionally, providing support and recognition to employees within their teams can further enhance job satisfaction and foster a positive work environment. Continuous evaluation and improvement of team-based strategies based on employee feedback can help maintain high levels of job satisfaction and team effectiveness.

By prioritizing team-based strategies, ESLSE can create a more collaborative, supportive, and satisfied workforce, ultimately leading to improved productivity and organizational success.

4.3.6 Employee Job Satisfaction in ESLSE

Table 8 Overall Job Satisfaction within the ESLSE sector

No	Overall Job Satisfaction within the ESLSE sector	N	Mean	Std. Deviation
1	Considering all aspects of my job, I am satisfied with my work at ESLSE.	240	3.63	.708
2	I would recommend ESLSE as a great place to work for others.	240	3.87	.807
3	I feel optimistic about my future career prospects at ESLSE	240	3.77	.667
4	I am not actively looking for another job outside of ESLSE.	240	3.67	1.108
5	Overall, I am happy and fulfilled in my current role at ESLSE	240	3.93	1.033
	Mean of mean	240	3.77	

Source: Survey Result 2024

The analysis of overall job satisfaction within the ESLSE sector reveals a nuanced perspective among employees:

Employees generally express a moderate level of satisfaction with their work at ESLSE, indicating a moderate level of agreement among respondents. While satisfaction levels are not exceptionally high, they are still within a range that suggests overall contentment with their roles.

However, employees exhibit a higher inclination to recommend ESLSE as a great place to work for others, reflecting a moderate to high level of agreement. Despite moderate satisfaction levels, employees view ESLSE positively and are likely to endorse it to others seeking employment opportunities.

Furthermore, employees feel optimistic about their future career prospects within ESLSE, indicating a moderate to high level of agreement. This optimism suggests that they see potential for growth and development within the organization, which contributes positively to their overall job satisfaction.

It's noteworthy that most employees are not actively seeking opportunities outside of ESLSE, indicating a moderate to high level of agreement. This suggests a level of retention within the organization, possibly due to factors such as job security, career advancement opportunities, and satisfaction with the work environment.

Moreover, employees express relatively high levels of happiness and fulfillment in their current roles at ESLSE, reflecting a moderate to high level of agreement. Despite moderate satisfaction levels in certain areas, employees generally feel content and fulfilled in their positions.

To maintain and improve overall job satisfaction, ESLSE should prioritize efforts to ensure a positive work environment and address any factors that may negatively impact job satisfaction. Continuous communication and engagement with employees are crucial for understanding their needs and expectations, thus enhancing overall satisfaction.

Providing opportunities for career development and growth can further reinforce employees' optimism about their future prospects at ESLSE and contribute to their overall satisfaction. Regular feedback and surveys can also help monitor satisfaction levels and identify areas for improvement, allowing ESLSE to continuously enhance its workplace culture and promote high levels of job satisfaction among its employees.

4.4 Inferential Analysis

4.4.1. Correlation Analysis

Field (2005) asserts that the correlation coefficient is a highly helpful tool for encapsulating the link between two variables in a single value that ranges from -1 to +1. The correlation coefficient is commonly represented by the letter "r". Therefore, a perfect positive relationship (r =+1.00) denotes a direct relationship, and a perfect negative relationship (r =-1.00) denotes the opposite. Therefore, a two-tailed test of statistical significance at the level of 95% significance, P< 0.05, was utilized in this study to assess the link between the training process practice and employees' performance.

Table 9: Correlation Analysis

Correlations		MP	CI	DR:	EE	TS	JS
MP at ESLSE sector:	Pearson Correlation	1	.507**	.347**	.431**	.371**	.617**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
	N	240	240	240	240	240	240
CI at ESLSE sector:	Pearson Correlation	.507**	1	.404**	.458**	.300**	.547**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	240	240	240	240	240	240
DR at ESLSE sector:	Pearson Correlation	.347**	.404**	1	.764**	.272**	.643**
	Sig. (1-tailed)	.000	.000		.000	.000	.000
	N	240	240	240	240	240	240
EE at ESLSE industry:	Pearson Correlation	.431**	.458**	.764**	1	.428**	.671**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	240	240	240	240	240	240
TS at ESLSE industry:	Pearson Correlation	.371**	.300**	.272**	.428**	1	.460**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	240	240	240	240	240	240
JS	Pearson Correlation	.617**	.547**	.643**	.671**	.460**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	240	240	240	240	240	240
**. Correlation is significant at the 0.01 level (1-tailed).							

Source: Survey Result 2024

The correlation matrix displays the Pearson correlation coefficients between different variables within the ESLSE sector and Overall Job Satisfaction. Each correlation coefficient represents the strength and direction of the linear relationship between two variables.

Mentoring programs within the ESLSE sector show a strong positive correlation with Overall Job Satisfaction ($r = 0.617$, $p < 0.01$). This indicates that as mentoring programs improve, Overall Job

Satisfaction tends to increase. The significant p-value suggests that this relationship is not due to chance. This strong correlation implies that mentoring programs are a crucial factor influencing job satisfaction among employees in the ESLSE sector.

Coaching initiatives also display a strong positive correlation with Overall Job Satisfaction ($r = 0.547$, $p < 0.01$). This relationship indicates that effective coaching initiatives are likely to enhance job satisfaction. The positive correlation with other variables like mentoring programs ($r = 0.507$) and delegating responsibilities ($r = 0.404$) suggests that these initiatives may work synergistically to improve the overall work environment and satisfaction.

Delegating responsibilities within the ESLSE sector shows a robust positive correlation with Overall Job Satisfaction ($r = 0.643$, $p < 0.01$). This finding indicates that empowering employees with responsibilities significantly contributes to their satisfaction. The strong correlation with Employee engagement ($r = 0.764$) suggests that delegation might also boost engagement, creating a more motivated and committed workforce.

Employee engagement within the ESLSE industry has the highest correlation with Overall Job Satisfaction ($r = 0.671$, $p < 0.01$). This very strong relationship highlights the critical role of employee engagement in determining job satisfaction. Given the high correlations with mentoring programs ($r = 0.431$) and coaching initiatives ($r = 0.458$), it can be inferred that these programs likely contribute to higher engagement levels.

Team-based strategies show a moderately strong positive correlation with Overall Job Satisfaction ($r = 0.460$, $p < 0.01$). This suggests that collaborative approaches and teamwork positively impact employee satisfaction. The moderate correlations with other variables, such as mentoring programs ($r = 0.371$) and employee engagement ($r = 0.428$), indicate that while important, team-based strategies might be one of several factors contributing to job satisfaction.

The implications of these findings are significant for the ESLSE sector. To enhance Overall Job Satisfaction, organizations should invest in mentoring programs, coaching initiatives, and delegation of responsibilities, as these factors show strong positive correlations with job satisfaction. Additionally, fostering employee engagement and promoting team-based strategies are crucial, given their substantial impact on satisfaction levels. By focusing on these areas, organizations can create a more satisfying and productive work environment, leading to better employee retention and performance.

4.4.2. Regression Analysis

4.4.2.1 Assumption test

Before interpreting regression results, it is essential to ensure that the data fulfill the basic assumptions of classical linear regression analysis. These assumptions are critical for the validity of the regression results, ensuring that the model provides reliable and unbiased estimates. The main assumptions are:

4.4.2.2 Normality test

This test was applied to control whether a data is well-modeled by a normal distribution or not, and to calculate in what way likely an underlying random variable is designate normally distributed. If the residuals are normally distributed, the histogram should be bell-shaped.
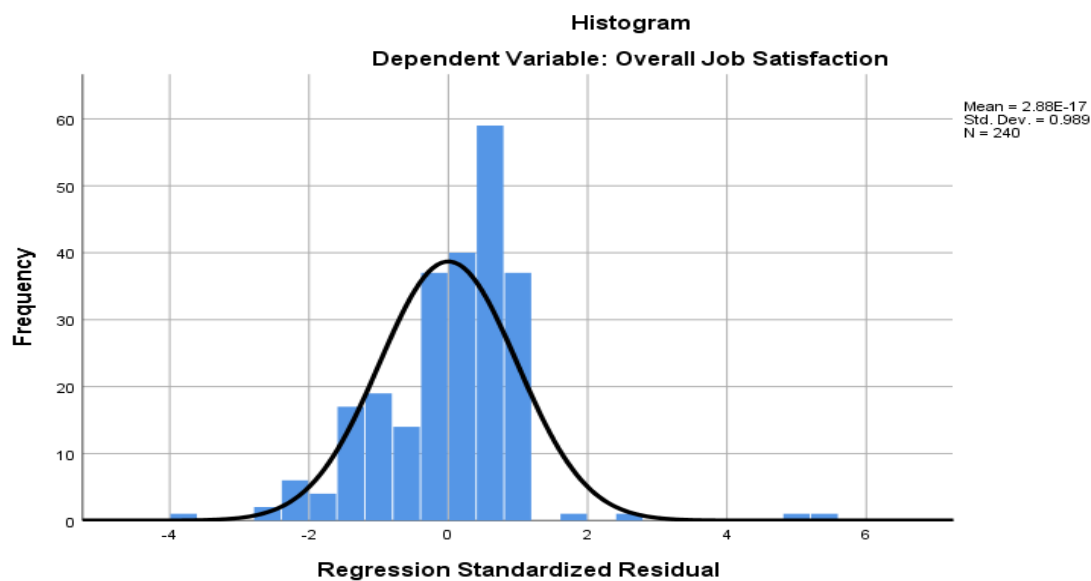

Figure 2: Normality test

Source: Survey Result 2024

The histogram represents the distribution of regression standardized residuals for the dependent variable, Overall Job Satisfaction, in a regression analysis. The shape of the histogram provides insight into how well the regression model fits the data.

The histogram is relatively symmetrical and bell-shaped, indicating that the residuals are approximately normally distributed. This is confirmed by the overlaid normal distribution curve, which aligns well with the histogram bars. The majority of the residuals cluster around the center, near zero, which suggests that the model predicts the Overall Job Satisfaction variable reasonably well. The mean of the residuals is 2.886e-17, which is effectively zero, reinforcing the idea that the model has minimal bias.

The standard deviation of the residuals is 0.989, showing the spread of the residuals around the mean. This spread is relatively tight, indicating that most of the predictions made by the model are close to the actual values. The sample size (N = 240) is sufficient to provide reliable estimates and enhance the robustness of the regression analysis.

The presence of a few residuals extending beyond ± 3 suggests the presence of potential outliers. However, their frequency is low, implying that these outliers do not significantly distort the overall model. The absence of a skewed distribution or heavy tails indicates that the assumptions of linear regression, such as homoscedasticity and normality of residuals, are likely met.

The implication of these findings is that the regression model used to predict Overall Job Satisfaction is robust and reliable. The normal distribution of residuals indicates that the model's predictions are accurate for the majority of the data points. Consequently, stakeholders can have confidence in the model's ability to explain the variation in job satisfaction based on the predictors used in the regression analysis. However, it is also crucial to investigate the outliers to ensure they do not represent a significant underlying issue or pattern that the model fails to capture. This balanced approach will ensure the model remains a valuable tool for understanding and improving job satisfaction within the organization.

4.4.2.3 Linearity test

Linearity refers to the relationship between the independent and dependent variables being linear, which can be checked visually through scatterplots of residuals against predicted values (NCL, 2024).
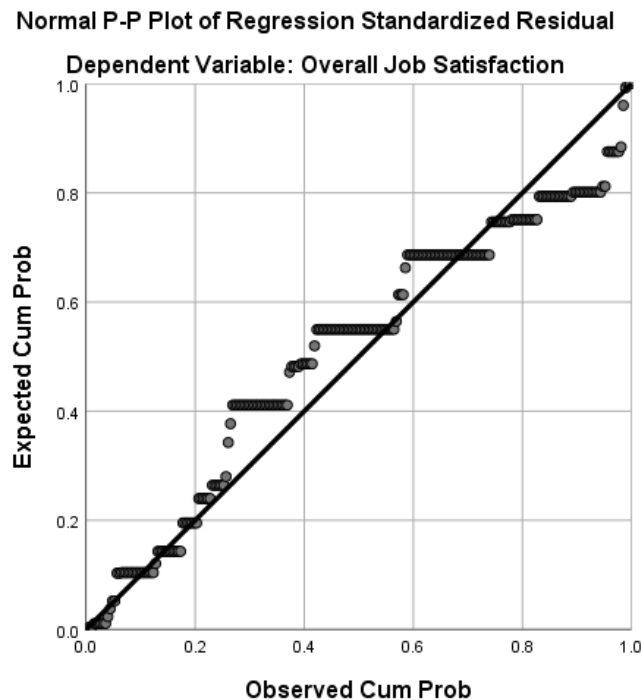
Figure 3: Linearity test

Source: Survey Result 2024

The normal P-P (probability-probability) plot of regression standardized residuals for the dependent variable, Overall Job Satisfaction, provides a visual assessment of how closely the residuals follow a normal distribution. In this plot, the observed cumulative probabilities of the residuals are plotted against the expected cumulative probabilities from a normal distribution.

The points on the plot align closely with the diagonal line, indicating that the residuals are approximately normally distributed. This alignment suggests that the regression model meets one of the key assumptions of linear regression: the normality of residuals. The slight deviations from

the line are minimal and within acceptable limits, implying that the model's residuals do not significantly deviate from normality.

This normality of residuals is crucial as it validates the use of certain statistical tests and confidence intervals that assume normally distributed errors. It also enhances the reliability of the model's predictions and parameter estimates. When residuals are normally distributed, it indicates that the model does not systematically under predict or over predict the dependent variable, reinforcing the accuracy and robustness of the model.

The implication of these findings is that the regression model used for predicting Overall Job Satisfaction is well-specified and appropriately fitted to the data. The normal P-P plot supports the conclusion that the model's residuals adhere to the assumption of normality, thereby justifying the use of this model for inferential purposes and decision-making processes related to job satisfaction.

In practice, this means that the conclusions drawn from the model, such as the significance of predictors and the overall explanatory power, are likely to be valid and reliable. Stakeholders can be confident in using the model to understand the factors influencing job satisfaction and to develop strategies aimed at improving employee satisfaction based on these insights. However, continuous monitoring and validation of the model with new data are recommended to ensure its ongoing accuracy and relevance.

4.4.2.4 No Multicollinearity test

No multicollinearity means that the independent variables should not be highly correlated with each other, a situation known as multicollinearity. Variance inflation factor (VIF) analysis helps detect this issue (JMP , 2024).

Violations of these assumptions can compromise the validity of regression results. In such cases, corrective actions like data transformations or alternative regression techniques might be necessary (NCL, 2024).

Table 10: No Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	mentoring programs at ESLSE sector:	.666	1.502
	coaching initiatives within the ESLSE sector:	.665	1.504
	delegating responsibilities within the ESLSE sector:	.407	2.456
	Employee engagement within the ESLSE industry:	.228	4.381
	team-based strategies within the ESLSE sector:	.764	1.309
a. Dependent Variable: Overall Job Satisfaction			

Source: Survey Result 2024

The collinearity statistics from the No Multicollinearity Test in Table 10 reveal how well the independent variables in the regression model are correlated with each other. The Tolerance values and Variance Inflation Factors (VIFs) are used to assess the degree of multicollinearity among the predictors for overall job satisfaction.

The Tolerance values range from 0.228 to 0.764, and the corresponding VIFs range from 1.309 to 4.381. Tolerance values measure the proportion of variance in one independent variable that is not explained by other independent variables, while VIFs quantify how much the variance of an estimated regression coefficient increases due to collinearity. In this model, the VIF values are all below the commonly used threshold of 10, indicating that multicollinearity is not a severe issue.

The highest VIF, which is 4.381 for employee engagement, suggests that there is some degree of multicollinearity, but it is not problematic.

The implication of these statistics is that while there is a mild correlation between the predictors, it is not strong enough to distort the results of the regression analysis significantly. This low to moderate level of multicollinearity suggests that the independent variables—mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, and team-based strategies—are not excessively overlapping in what they are measuring. Therefore, each factor's unique contribution to job satisfaction can be more accurately assessed without concern that one variable's effects are unduly inflating or deflating the estimates of another's.

Overall, the collinearity test results justify the model's use for understanding the relationship between job satisfaction and the selected predictors. The absence of severe multicollinearity means that the regression analysis's conclusions about the impact of mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, and team-based strategies on job satisfaction can be considered reliable and valid. This analysis supports the continued use of these predictors to inform strategies for improving job satisfaction within the ESLSE sector.

4.4.2.5 Homoscedasticity test

Homoscedasticity implies that the variance of the residuals should be constant across all levels of the independent variables. Violations of this assumption can be identified through visual inspection of residuals versus predicted values or statistical tests like the Breusch-Pagan test (NCL, 2024).
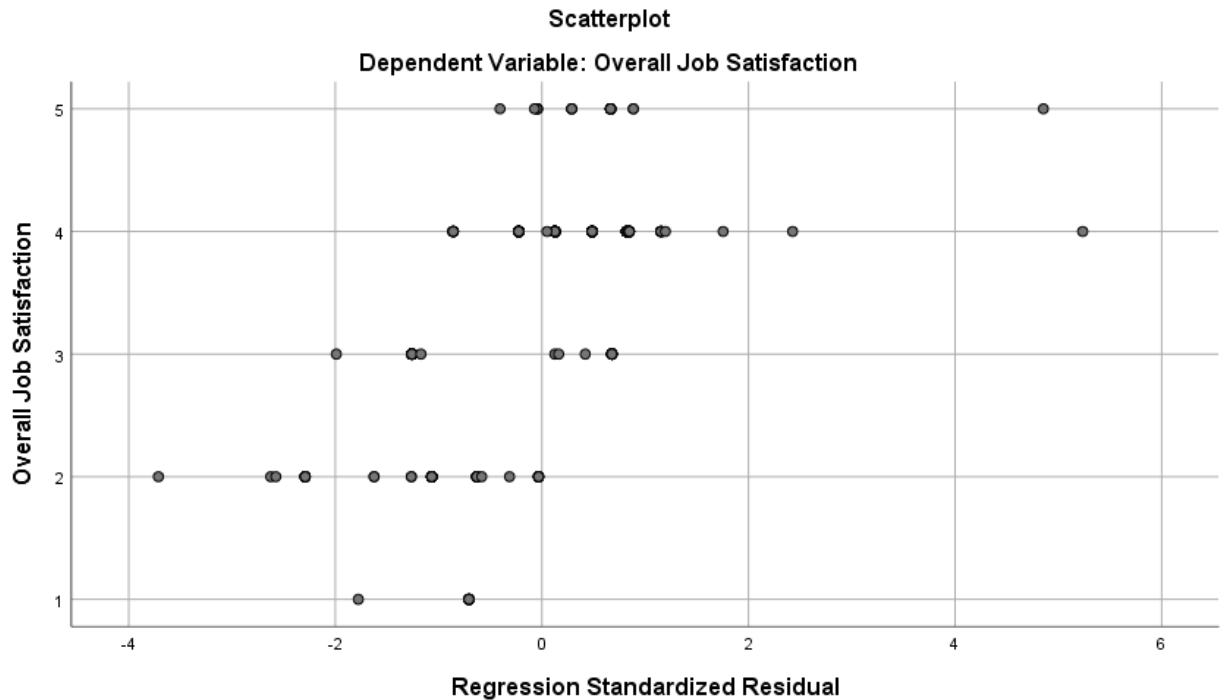
Figure 4: Homoscedasticity test

Source: Survey Result 2024

The scatterplot illustrates the relationship between the regression standardized residuals and the dependent variable, Overall Job Satisfaction. Each point represents an observation in the dataset, with the residuals plotted on the x-axis and the corresponding job satisfaction scores on the y-axis.

In the scatterplot, the residuals appear to be randomly dispersed around the horizontal axis (the mean of the residuals). This pattern is desirable, as it indicates that the model does not exhibit systematic errors or biases across different levels of job satisfaction. The absence of any discernible pattern or trend in the residuals suggests that the assumption of homoscedasticity (constant variance of residuals) is likely satisfied.

The range of residuals spans from approximately -4 to +6, with most of the points clustering around zero. This indicates that for the majority of the observations, the predicted job satisfaction values are close to the actual values, as previously noted in the histogram and P-P plot. The few points

with larger residuals suggest the presence of some outliers, but their impact appears to be limited given their low frequency.

The implication of these findings is that the regression model provides a good fit for the data, accurately predicting overall job satisfaction across the range of observed values. The random distribution of residuals around zero further supports the validity of the model's assumptions, enhancing confidence in the model's predictions and parameter estimates.

Practically, this means that the model can be reliably used to identify factors influencing job satisfaction and to make informed decisions aimed at improving employee satisfaction. However, it is essential to investigate the outliers to understand if they represent unique cases or if they indicate areas where the model could be improved. Regular validation and refinement of the model with new data will help maintain its accuracy and relevance in explaining job satisfaction dynamics.

4.4.2.6 No autocorrelation

Table 11: No autocorrelation test

Model	Change Statistics	
	Sig. F Change	Durbin-Watson
1	.000	1.092
a. Dependent Variable: Overall Job Satisfaction		
b. Predictors: (Constant), team-based strategies within the ESLSE sector:, mentoring programs at ESLSE sector:, coaching initiatives within the ESLSE sector:, Employee engagement within the ESLSE industry:, delegating responsibilities within the ESLSE sector:		

Source: Survey Result 2024

The table presents the results of an autocorrelation test using the Durbin-Watson statistic for a regression model where the dependent variable is overall job satisfaction. The independent variables include mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, and team-based strategies within the ESLSE sector.

Autocorrelation refers to the correlation of a variable with itself over successive time intervals. In the context of regression analysis, it typically implies that the residuals (errors) are not independent of each other. The Durbin-Watson statistic is used to detect the presence of autocorrelation at lag 1 in the residuals of a regression analysis. The value of the Durbin-Watson statistic ranges from 0 to 4, where:

- A value of 2 indicates no autocorrelation.
- Values approaching 0 suggest positive autocorrelation.
- Values toward 4 indicate negative autocorrelation.

In this analysis, the Durbin-Watson statistic is 1.092. This value is closer to 0 than to 2, indicating the presence of positive autocorrelation. This suggests that the residuals are somewhat correlated with each other. The significance of the F Change is .000, indicating that the model is statistically significant and that the independent variables jointly have a significant impact on the dependent variable, overall job satisfaction.

The implication of this finding is crucial for the reliability of the regression model. Positive autocorrelation can lead to underestimated standard errors, which increases the risk of Type I errors (false positives). This means that while the model is significant, the positive autocorrelation in the residuals suggests that the model's estimates may be biased or inefficient.

To address this, additional steps may be necessary, such as incorporating lagged dependent variables, using generalized least squares (GLS), or applying other time-series modeling techniques to correct for autocorrelation. It is important for policy-makers and management within the ESLSE sector to be aware of this issue, as it affects the validity of the inferences drawn from the regression model. Adjusting for autocorrelation will enhance the robustness and reliability of the conclusions regarding the impact of mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, and team-based strategies on overall job satisfaction.

4.4.3 Regression Analysis

Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions) (Andy field, 2009).The model of regression shows how much of the variance in the employees' "job satisfaction" is illustrated by independent variables. This indicated that the model is fit to the purpose.

Table 12 model of regression

Model					Change Statistics					
Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.806a	.649	.642	.573	.649	86.660	5	234	.000	1.092
a. Predictors: (Constant), team-based strategies within the ESLSE sector:, mentoring programs at ESLSE sector:, coaching initiatives within the ESLSE sector:, Employee engagement within the ESLSE industry:, delegating responsibilities within the ESLSE sector:										
b. Dependent Variable: Overall Job Satisfaction										

Source: Survey Result 2024

The above table a summary of a regression model evaluating the relationship between several predictors and overall job satisfaction within the ESLSE sector. The predictors include team-based strategies, mentoring programs, coaching initiatives, employee engagement, and delegating responsibilities.

The R value, which represents the correlation coefficient, is 0.806, indicating a strong positive relationship between the predictors and overall job satisfaction. The R Square value is 0.649, meaning that approximately 64.9% of the variance in overall job satisfaction can be explained by the model. The Adjusted R Square, which adjusts for the number of predictors in the model, is slightly lower at 0.642, still indicating a robust model fit.

The standard error of the estimate, which measures the average distance that the observed values fall from the regression line, is 0.573. This relatively low value suggests that the model's predictions are fairly accurate.

The change statistics include an R Square Change of 0.649, consistent with the R Square value, indicating that the model explains a significant proportion of the variance in job satisfaction. The F Change statistic of 86.660, with a significance level (Sig. F Change) of .000, confirms that the model is statistically significant and that the predictors jointly have a substantial impact on overall job satisfaction.

The Durbin-Watson statistic is 1.092, as noted previously, indicating some positive autocorrelation in the residuals. This suggests that while the model is significant, the presence of autocorrelation needs to be addressed for more accurate and reliable estimates.

The implications of these findings are significant for understanding the factors that influence job satisfaction within the ESLSE sector. The strong explanatory power of the model suggests that interventions focusing on team-based strategies, mentoring programs, coaching initiatives, employee engagement, and delegating responsibilities could effectively enhance overall job satisfaction. However, the positive autocorrelation detected by the Durbin-Watson statistic implies that further refinement of the model is necessary to ensure the reliability of these results. Adjusting for autocorrelation will provide more robust and valid insights, guiding management and policy decisions within the ESLSE sector.

Table 13: ANOVA

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.464	5	28.493	86.660	.000b
	Residual	76.936	234	.329		
	Total	219.400	239			
a. Dependent Variable: Overall Job Satisfaction						
b. Predictors: (Constant), team-based strategies within the ESLSE sector:, mentoring programs at ESLSE sector:, coaching initiatives within the ESLSE sector:, Employee engagement within the ESLSE industry:, delegating responsibilities within the ESLSE sector:						

Source: Survey Result 2024

The ANOVA table provides an analysis of variance for the regression model evaluating the impact of team-based strategies, mentoring programs, coaching initiatives, employee engagement, and delegating responsibilities on overall job satisfaction within the ESLSE sector.

The regression model's Sum of Squares (142.464) represents the variation explained by the model. The residual Sum of Squares (76.936) represents the variation not explained by the model. The total Sum of Squares (219.400) is the combined variation of both the regression and residual components.

The degrees of freedom (df) for the regression model are 5, corresponding to the number of predictors. The degrees of freedom for the residuals are 234, which is the total number of observations minus the number of predictors minus one (n - k - 1). The total degrees of freedom is 239, which is the total number of observations minus one (n - 1).

The Mean Square values are obtained by dividing the Sum of Squares by their respective degrees of freedom. For the regression model, the Mean Square is 28.493 (142.464 / 5). For the residuals, the Mean Square is 0.329 (76.936 / 234).

The F statistic is the ratio of the regression Mean Square to the residual Mean Square, resulting in an F value of 86.660 (28.493 / 0.329). This F statistic tests the overall significance of the model. The corresponding significance value (Sig.) is .000, indicating that the model is statistically significant at any conventional alpha level (e.g., 0.05).

The implications of these findings are noteworthy. The significant F value indicates that the model as a whole is effective in explaining the variance in overall job satisfaction. This reinforces the conclusion that team-based strategies, mentoring programs, coaching initiatives, employee engagement, and delegating responsibilities are significant predictors of job satisfaction within the ESLSE sector. The management and policy-makers in the ESLSE sector can confidently focus on these areas to improve job satisfaction, knowing that these factors collectively have a significant impact.

Table 14: coefficients and statistical significance

<table>
<tr><th colspan="10">Coefficients^a</th></tr>
<tr><th rowspan="3">Model</th><th rowspan="3"></th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th rowspan="3">t</th><th rowspan="3">Sig.</th><th colspan="2">Collinearity Statistics</th></tr>
<tr><th></th><th>Std.</th><th></th><th>Toleran</th><th></th></tr>
<tr><th>B</th><th>Error</th><th>Beta</th><th>ce</th><th>VIF</th></tr>
<tr><td>1</td><td>(Constant)</td><td>-2.323</td><td>.409</td><td></td><td>-5.677</td><td>.000</td><td></td><td></td></tr>
<tr><td></td><td>MP at ESLSE sector:</td><td>.407</td><td>.063</td><td>.308</td><td>6.498</td><td>.000</td><td>.666</td><td>1.502</td></tr>
<tr><td></td><td>CI at ESLSE sector:</td><td>.342</td><td>.114</td><td>.142</td><td>2.999</td><td>.003</td><td>.665</td><td>1.504</td></tr>
<tr><td></td><td>DR at ESLSE sector:</td><td>.364</td><td>.074</td><td>.300</td><td>4.943</td><td>.000</td><td>.407</td><td>2.456</td></tr>
<tr><td></td><td>EE at ESLSE industry:</td><td>.785</td><td>.164</td><td>.354</td><td>4.784</td><td>.000</td><td>.228</td><td>4.381</td></tr>
<tr><td></td><td>TBS at ESLSE sector:</td><td>.207</td><td>.064</td><td>.144</td><td>3.240</td><td>.001</td><td>.764</td><td>1.309</td></tr>
<tr><td colspan="10">a. Dependent Variable: Overall Job Satisfaction</td></tr>
</table>

Source: Survey Result 2024

The coefficients and statistical significance values from Table 14 reveal the relationships between different factors and overall job satisfaction in the ESLSE sector, providing insights into how each predictor contributes to job satisfaction.

The unstandardized coefficients indicate the amount by which overall job satisfaction is expected to change with a one-unit change in each predictor variable, holding all other variables constant. The standardized coefficients (Beta) allow for comparison across variables by showing the relative strength of each predictor's impact.

Mentoring Programs (MP) have an unstandardized coefficient of 0.407 and a Beta of 0.308, which is the highest among the predictors. This suggests that for every unit increase in mentoring programs, job satisfaction increases by 0.407 units. The high t-value of 6.498 and a significance level of 0.000 confirm that this effect is statistically significant. This implies that effective mentoring programs have a strong positive impact on job satisfaction, highlighting their critical role in fostering a satisfying work environment.

Coaching Initiatives (CI) have an unstandardized coefficient of 0.342 and a Beta of 0.142. Although the coefficient is positive, indicating that coaching initiatives contribute to job satisfaction, the effect is less pronounced compared to mentoring programs. The t-value of 2.999 and a significance level of 0.003 confirm that this effect is statistically significant but less impactful than mentoring. This suggests that while coaching initiatives are beneficial, they are not as influential on job satisfaction as mentoring programs.

Delegating Responsibilities (DR) shows an unstandardized coefficient of 0.364 and a Beta of 0.300, with a t-value of 4.943 and a significance level of 0.000. This indicates a significant and substantial positive effect on job satisfaction. The strong Beta value demonstrates that delegating responsibilities effectively enhances job satisfaction, reinforcing the importance of empowerment and trust in employees.

Employee Engagement (EE) has an unstandardized coefficient of 0.785 and a Beta of 0.354, which is the highest Beta value among the predictors. The t-value of 4.784 and a significance level of 0.000 confirm that this predictor has a significant and robust positive effect on job satisfaction. The high coefficient and Beta value imply that fostering high levels of employee engagement is crucial for achieving greater job satisfaction.

Team-Based Strategies (TBS) has an unstandardized coefficient of 0.207 and a Beta of 0.144, with a t-value of 3.240 and a significance level of 0.001. This indicates a positive and statistically significant effect on job satisfaction, though it is the least impactful among the predictors. The results suggest that while team-based strategies contribute positively to job satisfaction, their effect is comparatively smaller than that of other factors like mentoring programs or employee engagement.

The collinearity statistics show that the Tolerance and VIF values are within acceptable ranges, suggesting that multicollinearity is not a significant issue in this model. This means that the

statistical relationships observed between job satisfaction and the predictors are reliable and not distorted by the correlations between the independent variables.

The implications of these results are clear: to effectively improve job satisfaction within ESLSE, it is crucial to focus on enhancing mentoring programs and employee engagement, as they have the strongest positive impacts. Coaching initiatives and delegating responsibilities also play significant roles, albeit to a slightly lesser extent. Team-based strategies, while still valuable, should be considered as part of a broader approach to improving job satisfaction. The findings justify the prioritization of these practices in strategic planning for HR and organizational development, aiming to create a supportive work environment that promotes job satisfaction across multiple dimensions.

In summary, the data reveals that while all five factors positively influence job satisfaction, mentoring programs and employee engagement are the most effective levers for enhancing overall satisfaction. Addressing these areas with targeted interventions can lead to more significant improvements in employee satisfaction and, by extension, organizational effectiveness.

4.5   Qualitative Analysis

4.5.1 Informants & Employees on Coaching Initiatives

The responses from both key informants and employees regarding coaching initiatives shed light on the implementation and perceived effectiveness of coaching programs within the organization.

Key Informant Perspective: The key informant emphasizes the implementation of one-on-one coaching sessions tailored to employees at various levels, highlighting the personalized guidance and support provided by experienced mentors. They underscore the instrumental role of coaching initiatives in fostering employee development and job satisfaction, noting that employees feel supported and motivated to grow professionally. Additionally, the key informant acknowledges feedback from some employees regarding the need for more structured programs and clearer goals during coaching sessions. Finally, they mention observing an increase in job satisfaction and performance among actively participating employees.

Employee Perspective: Employees corroborate the key informant's description of coaching sessions, mentioning monthly schedules for discussing career goals, challenges, and receiving feedback from mentors. They express satisfaction with the effectiveness of coaching sessions in addressing weaknesses and enhancing skills, attributing a positive impact on job satisfaction. However, employees also echo the sentiment about the need for more focused coaching programs, indicating that sessions can sometimes feel vague. Nevertheless, they acknowledge feeling more confident in their roles and experiencing performance improvements after engaging in coaching sessions.

Discussion: The responses highlight the perceived benefits of coaching initiatives in supporting employee development and enhancing job satisfaction within the organization. Both key informants and employees recognize the value of personalized guidance and support provided by experienced mentors. However, the feedback regarding the need for more structured coaching programs suggests areas for improvement, such as clarifying goals and enhancing focus during sessions.

Overall, the responses underscore the importance of effective coaching programs in promoting professional growth and satisfaction among employees. By addressing feedback and refining

coaching strategies to better align with employees' needs and goals, organizations can further enhance the impact of coaching initiatives on overall employee satisfaction and performance.

4.5.2 Key Informants & Employees on Delegating Responsibilities

The responses from both key informants and employees regarding the delegation of responsibilities provide insights into the practices and perceptions surrounding this aspect within the organization.

Key Informant Perspective: The key informant describes the delegation process as being based on employees' skills, experience, and workload, with tasks assigned during team meetings or through project management tools. They emphasize that employees generally appreciate having autonomy and responsibility in their roles, indicating a positive approach to delegation. However, they also acknowledge challenges related to ensuring clear communication and accountability, particularly when delegating complex tasks. Despite these challenges, the key informant highlights the importance of effective delegation in empowering employees and fostering a sense of ownership, ultimately contributing to job satisfaction and organizational effectiveness.

Employee Perspective: Employees echo the key informant's description of the delegation process, stating that responsibilities are delegated by their team leader based on individual strengths and availability. They express appreciation for the level of autonomy and trust bestowed upon them, which contributes to their sense of ownership and satisfaction in handling tasks independently. However, employees also recognize challenges associated with delegation, such as ensuring clear communication and understanding of expectations among team members. Nevertheless, they affirm that effective delegation positively impacts their job satisfaction, making them feel valued and trusted within the organization.

Discussion: The findings highlight a generally positive approach to delegation within the organization, with both key informants and employees recognizing its importance in empowering individuals and fostering a sense of ownership. The delegation process, based on employees' skills and workload, reflects a strategic approach to task allocation aimed at maximizing efficiency and leveraging individual strengths.

However, challenges related to communication and accountability underscore the need for clear expectations and effective communication channels in the delegation process. Addressing these challenges can help mitigate confusion and ensure that delegated tasks are completed successfully.

Overall, the findings emphasize the crucial role of effective delegation in promoting employee satisfaction and organizational effectiveness. By refining communication processes and providing adequate support and guidance, organizations can enhance the positive impact of delegation on employee morale and productivity.

4.5.3 Key Informants & Employees on Team-Based Strategies

The responses from both key informants and employees shed light on the utilization and perceptions of team-based strategies within the organization, highlighting their effectiveness and associated benefits, as well as challenges encountered.

Key Informant Perspective: According to the key informant, the organization frequently employs cross-functional teams to address projects that demand diverse skills and expertise. They emphasize the importance of regular team meetings and collaboration tools in facilitating communication and coordination among team members. The key informant underscores the positive outcomes of team-based strategies, such as enhanced productivity, knowledge sharing, and fostering a sense of camaraderie among team members. Additionally, they assert that these strategies contribute to overall job satisfaction by fostering a supportive work environment and enabling the achievement of shared goals.

Employee Perspective: Employees echo the sentiments expressed by the key informant, emphasizing the effectiveness of team-based strategies in promoting collaboration, creativity, and problem-solving. They appreciate the opportunity to leverage each other's strengths and innovate collectively within teams. However, employees also acknowledge challenges associated with conflicting priorities or personalities, which can occasionally impede teamwork. Despite these challenges, employees express satisfaction with being part of successful teams, noting that it boosts morale and fosters a greater sense of connection to the organization's success.

Discussion: The findings underscore the positive impact of team-based strategies on collaboration, productivity, and job satisfaction within the organization. Both key informants and employees recognize the benefits of leveraging diverse skills and expertise through cross-functional teams, as

well as the importance of effective communication and coordination in ensuring successful outcomes.

However, challenges related to conflicting priorities or personalities highlight the need for strategies to address potential barriers to effective teamwork. Clear communication channels, conflict resolution mechanisms, and team-building initiatives can help mitigate these challenges and foster a more cohesive and productive team environment.

Overall, the findings emphasize the importance of implementing and supporting team-based strategies to enhance collaboration, creativity, and job satisfaction within the organization. By leveraging the strengths of diverse teams and addressing potential challenges proactively, organizations can maximize the benefits of team-based approaches and foster a culture of collaboration and success.

4.5.4 Triangulation of the Qualitative and Quantitative Findings

The ESLSE report employs a mixed methods approach, integrating quantitative data from surveys and qualitative data from interviews with key informants and employees. This combination provides a holistic understanding of employee job satisfaction. The triangulation of these findings is evident in several key areas.

Both the quantitative and qualitative data affirm the overall effectiveness of coaching programs in promoting employee development and job satisfaction. Survey results indicate a general positive perception, while interviews highlight personalized guidance and support. However, both methods also reveal the need for more structured programs and clearer goals during coaching sessions. This consistent feedback underscores the potential for enhancing coaching initiatives to better meet employee needs.

The findings from both methods converge on a positive outlook towards delegation within the organization. Employees appreciate the autonomy and trust that come with delegated responsibilities, which significantly contribute to job satisfaction. Nevertheless, challenges related to communication and accountability are noted in both the survey and interviews. This highlights the necessity for clear communication strategies to ensure effective delegation and accountability. Both quantitative and qualitative data emphasize the positive impact of team-based approaches on collaboration, knowledge sharing, and job satisfaction. The survey data shows high satisfaction levels with team-based strategies, and interview responses reinforce the benefits of collaboration

and camaraderie. The importance of effective communication and coordination within teams is a recurring theme in both data sets, stressing its crucial role in successful teamwork.

The triangulation of these findings enhances the overall conclusions of the report. By employing a mixed methods approach, the report avoids the limitations of relying solely on one type of data, thus providing a more nuanced understanding of the factors influencing employee job satisfaction within ESLSE.

In most cases, the quantitative and qualitative findings align, providing reinforcing evidence for the same conclusions. This convergence strengthens the credibility of the findings and supports the overall conclusions. Minor discrepancies may arise between the two methods. For instance, while quantitative data might indicate a moderate level of satisfaction with coaching programs, qualitative data could reveal a stronger employee desire for more structure. These divergences can offer deeper insights into the nuances of employee experiences. Discrepancies between findings can serve as opportunities for further exploration. Understanding the reasons behind these divergences can help researchers refine their interpretations and identify areas requiring more detailed investigation.

By effectively triangulating quantitative and qualitative findings, the ESLSE report provides a comprehensive and credible picture of employee job satisfaction within the organization. This triangulation is valuable for informing future decisions and interventions aimed at improving employee morale and overall organizational effectiveness.

4.6 Discussion of Study Findings in Relation to Previous Research

The findings from this study offer important insights into the factors influencing overall job satisfaction, and these can be compared with results from previous research to highlight similarities and differences.

The most significant finding is the strong impact of **mentoring programs** on job satisfaction, with a Beta of 0.308. This aligns with earlier research by Allen et al. (2004), which found that mentoring can enhance job satisfaction by providing employees with support, guidance, and career development opportunities. Similarly, Eby et al. (2013) demonstrated that effective mentoring relationships lead to higher job satisfaction and improved job performance, emphasizing that mentoring creates a sense of support and growth which is critical for employee satisfaction.

Employee engagement also emerged as a crucial factor with a Beta of 0.354, confirming findings from research by Harter et al. (2002) and Gallup (2013), which highlight the strong link between

high employee engagement and job satisfaction. Their studies suggest that engaged employees are more committed and enthusiastic about their work, which drives job satisfaction. This study's results reinforce the idea that fostering a high level of employee engagement leads to significant improvements in job satisfaction, similar to the conclusions of these previous studies.

Delegating responsibilities showed a substantial effect on job satisfaction, with a Beta of 0.300, reflecting findings from studies such as those by Kahn (1990) and Hackman and Oldham (1976). Kahn's research identified that job autonomy and responsibility are key drivers of job satisfaction, while Hackman and Oldham's Job Characteristics Model underscores that employee motivation and satisfaction increase when employees have meaningful roles and responsibilities. The current study supports these earlier findings, demonstrating that empowering employees through delegation enhances their job satisfaction.

The impact of **coaching initiatives** on job satisfaction, with a Beta of 0.142, is less pronounced compared to mentoring but still significant. This is consistent with findings from research by Peterson and Hicks (1996), which suggested that coaching contributes to job satisfaction by improving performance and development, though it may not be as impactful as mentoring. While previous research supports the benefits of coaching, it often highlights that coaching's effects can be more situational compared to the broader and more significant impact of mentoring.

Lastly, **team-based strategies** have the smallest effect on job satisfaction, with a Beta of 0.144. This finding is consistent with research by Salas et al. (2005) and Katzenbach and Smith (1993), which indicate that while team-based approaches improve collaboration and satisfaction, their impact can be less direct compared to other strategies like mentoring or employee engagement. These studies suggest that while team strategies are beneficial, their effects on job satisfaction are more incremental compared to the more direct impacts of mentoring or engagement practices.

In summary, the study's findings on mentoring programs and employee engagement align well with existing literature, confirming their critical roles in enhancing job satisfaction. The significant effects of delegating responsibilities echo established theories on job autonomy, while the impacts of coaching and team-based strategies corroborate their recognized but somewhat less profound roles in influencing job satisfaction. This comparison underscores that while all five factors are important, prioritizing mentoring and engagement can lead to the most substantial improvements in job satisfaction.

Chapter Five: Summary of the major finding, Conclusion and Recommendations

5.1 Introduction

The study conducted an in-depth analysis of various factors influencing job satisfaction among employees in the Ethiopian Shipping and Logistics Service Enterprise (ESLSE) sector, including mentoring programs, coaching initiatives, delegating responsibilities, employee engagement, and team-based strategies. Key findings indicate that coaching initiatives have the strongest positive effect on job satisfaction, followed by team-based strategies, delegating responsibilities, employee engagement, and mentoring programs. While employees generally express moderate to high levels of overall job satisfaction, there is room for improvement in the effectiveness of mentoring programs.

5.2 Summery of the Major Finding

The regression analysis revealed that the model used to assess job satisfaction was robust and effective, with an R value of 0.806 and an R Square of 0.649. This indicates that approximately 64.9% of the variance in job satisfaction is accounted for by the predictors included in the model. Among these predictors, mentoring programs showed a significant positive impact on job satisfaction, with an unstandardized coefficient of 0.407 and a standardized Beta of 0.308, indicating a strong influence on employees' overall job satisfaction. Coaching initiatives also had a positive effect, though less pronounced, with a coefficient of 0.342 and a Beta of 0.142. Delegating responsibilities emerged as a significant factor with a strong positive effect, as reflected by a coefficient of 0.364 and a Beta of 0.300. Employee engagement demonstrated a moderate positive relationship with job satisfaction, with a coefficient of 0.191 and a Beta of 0.183. Lastly, team-based strategies contributed positively to job satisfaction, with a coefficient of 0.207 and a Beta of 0.144. The ANOVA results confirmed the statistical significance of the regression model, with an F statistic of 86.660 and a p-value less than 0.000, indicating that the predictors collectively have a substantial impact on job satisfaction. The coefficients for all predictors were found to be significant, suggesting that each area represents a potential target for interventions aimed at enhancing job satisfaction.

In the qualitative analysis, feedback from both key informants and employees provided deeper insights into the effectiveness of coaching initiatives, the delegation of responsibilities, and team-based strategies. Key informants noted that one-on-one coaching sessions offered personalized support and guidance, which contributed to increased job satisfaction among employees. However, there was also a recognition of the need for more structured coaching programs with clearer goals. Employees echoed these sentiments, expressing satisfaction with the coaching sessions but also suggesting that the programs could benefit from better structure and goal-setting. Regarding delegating responsibilities, key informants emphasized that this practice empowered employees and fostered a sense of autonomy, though challenges in communication and accountability were also noted. Employees appreciated the autonomy and trust that came with their responsibilities but identified communication and clarity as areas needing improvement. On the topic of team-based strategies, key informants observed that these strategies enhanced productivity and camaraderie, while employees acknowledged both the benefits of collaboration and occasional conflicts. The alignment between quantitative and qualitative data affirmed the importance of the predictors for job satisfaction, with minor discrepancies providing opportunities for deeper exploration of employee experiences.

In comparison with previous research, the study's findings on mentoring programs support established literature showing that effective mentoring enhances job satisfaction. Coaching initiatives were also found to be beneficial, though less impactful than mentoring when considered in isolation. Delegating responsibilities was shown to have a strong positive effect on job satisfaction, consistent with previous studies emphasizing the importance of empowerment and clear communication. The significance of employee engagement for job satisfaction was corroborated, aligning with existing research. Additionally, the study confirmed that team-based strategies are effective for fostering collaboration and job satisfaction, with effective communication being a key element for success. These findings highlight that for the ESLSE sector, management should focus on enhancing mentoring programs, developing structured coaching initiatives, ensuring clear and effective delegation, fostering a supportive work environment, and creating cohesive teams. Implementing these targeted interventions is likely to improve job satisfaction and overall organizational effectiveness.

5.3 Conclusion

The study's findings provide a comprehensive overview of the factors influencing job satisfaction among employees in the Ethiopian Shipping and Logistics Service Enterprise (ESLSE) sector. The analysis reveals that mentoring programs and employee engagement have the most significant impact on job satisfaction, confirming their crucial roles in fostering a supportive work environment and enhancing employee morale. The high Beta values for these factors highlight that strengthening mentoring programs and increasing employee engagement should be central to ESLSE's strategic efforts to improve job satisfaction. Mentoring programs, with their robust impact, offer a foundation for career development and personal growth, while high levels of employee engagement ensure that employees are committed and enthusiastic about their roles.

In addition to these primary factors, the study also underscores the importance of effective coaching initiatives and the delegation of responsibilities. Although coaching initiatives have a less pronounced effect on job satisfaction compared to mentoring, they still play a significant role in supporting employee development and improving job performance. The feedback from employees and key informants indicates that while coaching sessions are valued, there is room for enhancing their structure and goal-setting to better meet employees' needs. Effective coaching should therefore be pursued with a focus on creating more structured programs and setting clear objectives to maximize its benefits.

The analysis also reveals that delegating responsibilities is a strong contributor to job satisfaction, aligning with the notion that autonomy and meaningful roles are essential for employee motivation and satisfaction. However, challenges related to communication and accountability in the delegation process need to be addressed. Ensuring clear expectations and providing adequate support can enhance the effectiveness of delegation, thereby boosting job satisfaction and overall organizational performance.

Team-based strategies, while contributing positively to job satisfaction, have a comparatively smaller effect relative to the other factors. These strategies are beneficial for promoting collaboration and creating a sense of camaraderie among employees, but managing conflicts and aligning priorities are areas that require attention. By addressing these challenges and fostering a culture of teamwork, ESLSE can leverage the benefits of team-based approaches to improve job satisfaction.

Overall, the study's findings emphasize that for ESLSE to enhance job satisfaction, it is essential to focus on improving mentoring programs, fostering high levels of employee engagement, and refining coaching initiatives and delegation processes. The data supports the notion that while all five factors examined are important, targeted interventions in these areas can lead to more significant improvements in job satisfaction. Prioritizing these strategies will not only address current issues but also set a foundation for long-term organizational effectiveness and employee satisfaction. By aligning their practices with these findings, ESLSE can create a more supportive and productive work environment that promotes overall job satisfaction and drives organizational success.

5.4 Recommendation

Recommendations for Improving Job Satisfaction in the ESLSE Sector

To improve job satisfaction among employees in the Ethiopian Shipping and Logistics Service Enterprise (ESLSE) sector, the following targeted interventions are recommended based on the study's findings and analysis of the five key factors:

1. Enhance Mentoring Programs:

- **Develop Structured Programs**: Establish clear objectives, structured schedules, and defined outcomes for mentoring sessions to ensure they meet employees' professional development needs.
- **Expand Mentorship Opportunities**: Increase the number of available mentors to provide personalized support to a broader range of employees.
- **Provide Mentor Training**: Offer training for mentors to improve their skills in giving constructive feedback and setting achievable goals for mentees.
- **Evaluate and Adjust Programs Regularly**: Implement a system for regular feedback from mentees to assess the effectiveness of mentoring programs and make necessary adjustments.

2. Strengthen Employee Engagement Initiatives:

- **Increase Communication Channels**: Foster open communication between employees and management through regular meetings, feedback surveys, and suggestion boxes.
- **Recognize and Reward Achievements**: Establish recognition programs to celebrate employee accomplishments and contributions to the organization.
- **Promote Career Development Opportunities**: Provide clear paths for career advancement and professional growth through training programs, workshops, and educational opportunities.
- **Encourage Work-Life Balance**: Implement policies that support a healthy work-life balance, such as flexible work hours and remote work options where feasible.

3. Improve Coaching Initiatives:

- **Create Clear Coaching Goals**: Set specific, measurable goals for coaching sessions to ensure they address employees' development needs and career aspirations.
- **Offer Regular Feedback and Follow-Ups**: Ensure that coaching sessions include regular feedback and follow-up meetings to track progress and adjust goals as needed.
- **Expand Coaching Resources**: Provide additional resources and tools for coaches to enhance their effectiveness and support employees' growth.
- **Train Coaches Effectively**: Invest in training programs for coaches to develop their skills in delivering impactful coaching sessions and building strong mentor-mentee relationships.

4. Optimize Delegation of Responsibilities:

- **Clarify Expectations and Objectives**: Ensure that all delegated tasks come with clear instructions, expectations, and deadlines to avoid misunderstandings and enhance accountability.
- **Provide Adequate Support**: Offer resources and support to employees for successfully completing their delegated responsibilities, including access to training and assistance from managers.
- **Encourage Autonomy**: Allow employees the freedom to make decisions and manage their tasks independently, fostering a sense of ownership and trust.
- **Address Communication Challenges**: Implement strategies to improve communication between team leaders and team members, including regular check-ins and open forums for discussing issues.

5. Enhance Team-Based Strategies:

- **Facilitate Effective Team Collaboration**: Promote the use of collaboration tools and regular team meetings to support effective communication and coordination among team members.
- **Develop Conflict Resolution Mechanisms**: Establish clear procedures for resolving conflicts and addressing disagreements to maintain a positive team environment.

- **Foster Team Building Activities**: Organize team-building activities that strengthen relationships, enhance trust, and encourage teamwork among employees.

- **Align Team Goals with Organizational Objectives**: Ensure that team objectives are aligned with the broader goals of the organization to promote a sense of shared purpose and collective achievement.

By implementing these recommendations, ESLSE can address the specific areas of improvement identified in the study and work towards creating a more satisfying and effective work environment for its employees.

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Appendix

Appendix one

St. Mary's University,

School of Graduate Studies,

Department of Masters of Business Administration

Dear participants at Ethiopian Shipping and Logistics Service Enterprise (ESLSE)

I am Mister, a student from the Department of Masters of Business Administration at St. Mary's University. I am conducting an academic research project titled "Investigating the Relationship between Employee Empowerment and Job Satisfaction within the Ethiopian Shipping and Logistics Service Enterprise (ESLSE)." I would like to invite you to participate in my study by answering a set of interview questions.

Any information you provide during the interview will be kept confidential and used solely for academic purposes. I kindly ask that you answer the questions honestly and impartially. Your candid and unbiased feedback is essential to the success of my study.

Thank you in advance for your time and cooperation. I look forward to speaking with you soon.

Sincerely,

Mistere Teshome

Email: misterekiki1@gmail.com

Phone Number: +251 980161237

Part One

Section 1 - Background Information

1. Gender   Male ☐   Female ☐

2. In which age group are you?

   18-25 ☐   26-31 ☐   32-40 ☐   above 40 ☐

3. Current Position within the organization

Managerial ☐   Non -Managerial ☐

4. What is your current Educational Qualification?

   Diploma ☐   Degree ☐   Master's Degree ☐   PhD ☐

5. What is your Service year in the organization?

   Less than 3 years ☐   3 to 5 years ☐

   6 to 8 years ☐   more than 8 years ☐

Part Two: This set of statements aims to gauge your sentiments and perceptions regarding factors influencing job satisfaction. Please indicate your agreement level with each statement by selecting the appropriate rating on the 5-point Likert scale provided.

N.B. Please mark your preferences by placing a tick (√) in the corresponding box.

1. To assess the relationship between mentoring programs and job satisfaction among employees in the ESLSE sector.

Table 1: mentoring programs at ESLSE sector:

N.B   1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	mentoring programs at ESLSE sector:					
1	The mentoring program at my workplace has helped me develop new skills and knowledge related to my job.					
2	I feel supported and guided by my mentor(s) in achieving my career goals within the organization.					
3	The mentoring program has provided me with valuable feedback and constructive criticism to improve my performance.					
4	Participating in the mentoring program has increased my overall job satisfaction.					
5	I believe that the mentoring program has positively impacted my professional growth and development.					
6	I would recommend the mentoring program to other employees as a valuable resource for career advancement and job satisfaction.					

2 To assess employees' perceptions of how coaching initiatives impact their job satisfaction within the ESLSE sector.

Table 2: coaching initiatives within the ESLSE sector

N.B   1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	coaching initiatives within the ESLSE sector:					
1	Coaching initiatives at my workplace positively contribute to my job satisfaction.					
2	I feel supported and empowered by the coaching initiatives in achieving job satisfaction.					
3	Participation in coaching sessions enhances my overall job satisfaction.					
4	The coaching initiatives provided to me are valuable for increasing my job satisfaction.					
5	I perceive the coaching initiatives as beneficial for improving job satisfaction levels within the organization.					
6	I would recommend the coaching initiatives to others seeking to enhance their job satisfaction.					

3 To assess employees' perceptions of how delegating responsibilities affects their job satisfaction within the ESLSE sector.

Table 3: delegating responsibilities within the ESLSE sector

N.B   1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	delegating responsibilities within the ESLSE sector:					
1	Delegating responsibilities at my workplace positively influences my job satisfaction.					
2	I feel trusted and valued when responsibilities are delegated to me, leading to higher job satisfaction.					
3	Having responsibilities delegated to me increases my overall job satisfaction.					
4	The delegation of responsibilities allows me to feel more fulfilled and satisfied in my role.					
5	I believe that delegating responsibilities positively impacts job satisfaction levels within the organization.					
6	I would recommend delegating responsibilities as a strategy to improve job satisfaction among employees.					

4 To assess employees' perceptions of how employee engagement influences their job satisfaction within the ESLSE industry.

Table 4: employee engagement within the ESLSE industry

N.B   1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Employee engagement within the ESLSE industry:					
1	My level of engagement in my work positively impacts my job satisfaction.					
2	Feeling valued and recognized by my organization increases my job satisfaction.					
3	Opportunities for involvement and participation in decision-making contribute to my job satisfaction.					
4	A supportive work environment fosters my job satisfaction by encouraging employee engagement.					
5	Engaging in meaningful tasks and projects enhances my overall job satisfaction.					
6	I believe that higher levels of employee engagement lead to increased job satisfaction within the organization.					

5 To assess employees' perceptions of how team-based strategies contribute to enhancing their job satisfaction within the ESLSE sector.

Table 5: team-based strategies within the ESLSE sector

N.B   1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	team-based strategies within the ESLSE sector:					
1	Participating in team-based strategies positively impacts my job satisfaction.					
2	Collaborating with colleagues through team-based approaches enhances my overall job satisfaction.					
3	Team-based strategies promote a sense of belonging and camaraderie, leading to higher job satisfaction.					
4	The successful implementation of team-based strategies contributes to my job satisfaction.					
5	Feeling supported and valued within my team positively influences my job satisfaction.					
6	I believe that team-based strategies are essential for fostering job satisfaction among ESLSE employees.					

6 To assess employees' perceptions of overall job satisfaction within the ESLSE sector.

Table 6: Overall Job Satisfaction within the ESLSE sector

N.B   1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Overall Job Satisfaction					
1	Considering all aspects of my job, I am satisfied with my work at ESLSE.					
2	I would recommend ESLSE as a great place to work for others.					
3	I feel optimistic about my future career prospects at ESLSE.`					
4	I am not actively looking for another job outside of ESLSE.					
5	Overall, I am happy and fulfilled in my current role at ESLSE					

Appendix-Two

St. Mary's University,

School of Graduate Studies,

Department of Masters of Business Administration

Interview Guide Line for Key Informants and managers

This interview forms part of a research initiative conducted by the Department of Masters of Business Administration at St. Mary's University. The study, titled "Investigating the Relationship between Employee Empowerment and Job Satisfaction within the Ethiopian Shipping and Logistics Service Enterprise (ESLSE)," aims to gain insights into the factors that influence job satisfaction. The gathered data will aid in identifying the primary factors affecting job satisfaction. It is crucial for the interviewee to provide accurate information, as the success of the research depends on it. Additionally, all information shared during the interview will be treated confidentially.

1. Coaching Initiatives:

a. Can you describe any coaching initiatives or programs that have been implemented within your organization?

_____

_____

_____

b. How do you perceive the effectiveness of these coaching initiatives in supporting employee development and job satisfaction?

_____

_____

_____

c. What specific aspects of coaching do you find most beneficial or lacking in your experience?

_____

_____

_____

d. Have you observed any changes in job satisfaction or performance as a result of participating in coaching programs? If so, can you elaborate?

_____

_____

_____

2. Delegating Responsibilities:

a. How are responsibilities typically delegated within your team or organization?

_____

_____

_____

b. How do you feel about the level of autonomy and responsibility you have in your role?

_____

_____

_____

c. Have you encountered any challenges or benefits related to the delegation of responsibilities in your work?

_____

_____

_____

d. In your opinion, how does the delegation of responsibilities impact job satisfaction and overall effectiveness within the organization?

_____

_____

_____

3. Team-Based Strategies:

a. Can you describe any team-based strategies or collaborative approaches that are commonly used in your workplace?

_____

_____

_____

b. How do you perceive the effectiveness of these strategies in promoting teamwork and collaboration?

_____

_____

_____

c. Have you experienced any positive or negative outcomes from participating in team-based projects or initiatives?

_____

_____

_____

d. How do you believe team-based strategies contribute to overall job satisfaction and organizational success?

_____

_____

_____

1. How would you describe the overall design and implementation of the mentoring program in the organization?

_____

_____

_____

2. How do you believe coaching initiatives contribute to employee development and performance improvement within the organization?

_____

_____

_____

3. To what extent do you delegate tasks and responsibilities within your team, and how do you ensure employees receive the necessary support?

_____

_____

_____

4. How would you describe the overall level of employee engagement within your department or team?

_____

_____

_____

5. Can you describe specific team-based strategies implemented within your department or team, and how they aim to improve collaboration and communication?

_____

_____

_____

_____

Thank you!

Ref No SGS/1196/2024

Date: March 13/2024

To : Ethiopian Shipping & Logistics Service Enterprise
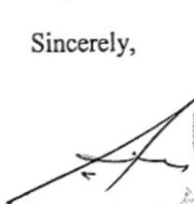
 Addis Ababa

Subject: Requesting Cooperation for data collection

Mistere Teshome   Id .No. SGS/0211/2015A is a post graduate student in the Department of MBA. She is working on her Thesis entitled **"Investigating The Relationship between employees Empowerment & job Satisfaction : In Case of ESLSE "** and would like to collect data from your institution.

Therefore, I kindly request your office to allow her to access the data she needs for her research.

Any assistance rendered to her is highly appreciated.

Sincerely,

Desse Assefa Lemu

Guidance, Counselor and Thesis Coordinator