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Work from Home: Employee Empowerment a Stimulus of Job Satisfaction

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ABSTRACT

This study examines the relationship between employee empowerment and job satisfaction among middle managers in various industries in Cebu City. Here's a breakdown of the study: Determine the level of employee empowerment among middle managers. Assess the degree of job satisfaction among middle managers. Investigate the relationship between employee empowerment and job satisfaction. Descriptive-correlational research design: Used to determine the level of employee empowerment and job satisfaction. Purposive sampling technique: 55 respondents (account managers, channel officers, and team leaders) were selected. Modified survey questionnaire: Used to collect data, with three parts: respondent profile, level of employee empowerment, and degree of job satisfaction. Respondent profile: Majority were over 28 years old, female, single, and had 1-3 years of work experience. Employee empowerment: Respondents were moderately empowered in making bigger decisions and highly empowered in involving people, communicating expectations, and providing training/coaching. Job satisfaction: Respondents were highly satisfied with their salary, commission, job security, working conditions, and status. Relationship between variables: Significant relationships were found between: Age and level of empowerment in making bigger decisions, providing training/coaching, and creating new systems. Gender and level of empowerment in resources management. Age and degree of satisfaction with salary. Level of employee empowerment and job satisfaction (commission, job security, working conditions, and status. The study suggests that employee empowerment fosters job satisfaction among middle managers. The findings highlight the importance of providing autonomy, authority, and resources to middle managers to enhance their job satisfaction and overall performance

INTRODUCTION

Empowerment has been shown as an essential aspect of goals and outcomes in the different shared governance model. Hence, empowerment is manifested by the members of the organization who are inspired and motivated are more confident in contributing if it is valued by the organization. Moreover, formal, and informal power, access to information, and growth support and resources can promote employee empowerment resulting in positive organizational results such as satisfaction with the job and reduced employee stress and burnout. Research has shown that employees empowered in their jobs were more committed to work even with negative situations such as workplace behaviors and rapid staff turnover. There were also numerous discussions that were made on the relationship between power and empowerment and their effects on growth opportunities in the organization (Valdez *et al.*, 2019).

Employee empowerment refers to how organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities. Also, it relates to how companies provide their employees with anything and everything they need to succeed. Further, employee empowerment can instill greater trust in leadership, encourage employee motivation, lead to greater creativity, and improve employee retention, all of which ultimately results in a better bottom line.

On the other hand, employee empowerment is indispensable for enhancing job satisfaction, as Choi *et al.* (2016) concluded. Theoretically, job satisfaction relates to the level of contentment employees towards their job. This goes beyond their daily duties to cover satisfaction with team members or managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives. Job satisfaction encompasses respect, trust, security, a healthy environment, career path, pay, and benefits. Moreover, when employees are satisfied, there is lower turnover, higher productivity, increased profits, and loyalty. Therefore, employees are more likely to be satisfied if there is respectful treatment at all levels, competitive compensation, excellent benefits, job security, and established trust. They tend to have higher work engagement when confident about meeting work goals and are determined to do so.

According to Lim (2020), the impact of the COVID pandemic and the subsequent hard and mild lockdowns on the Philippine economy at various stages from March 2020 to early September 2020 had resulted in historically the highest unemployment and biggest fall in Philippine GDP ever. This was experienced in the second quarter of 2020. It shows that 90% of the labor force was affected by this hard lockdown.

The social and economic impact of COVID-19 pandemic will be far reaching and devastating for all. In this globally connected world, every country will get impacted by the devastation caused by the pandemic. When COVID-19

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outbreak started spreading across the world, thousands of people started facing severe health issues and death rates increased. The only way to stop the spread of the pandemic was to stop all social and economic activities in the affected countries for indefinite period. This led many countries to impose complete lock-down across the globe which is still going on going on. In such a scenario all business activities, across all industries were completely stopped. The lockdown impacted various sectors in varied degree. The disruption is likely to lead to permanent shut down of many businesses, unable to bear the financial losses and disruptions caused by the pandemic. To get over the current situation, companies are trying to run offices and administration jobs through "Work from Home" mode. Companies are trying to cope up with economic turbulence caused due to COVID 19 through the usage of disruptive technology by working from home concept. The biggest business change that we can see today, forced by the global spread the pandemic, is that many companies have been forced to implementing Work from Home mode for their employees. One can balance the responsibilities of work-life domains, especially when life domain needs as much attention as to work, during these difficult times. (Kaushik *et al.*, 2020).

The researcher, being an experienced account manager and currently working from home, observes that account managers would become more effective and efficient in their respective job assignments if being empowered. Thus, discretion in their work and participating more fully in decisions affecting their working lives is fully encouraged, resulting in job satisfaction. On this premise, the researcher cultivated interest to venture into this research to assess the level of empowerment and job satisfaction to be able to create programs to enhance the potentials of the employees through empowerment and with the end view of fostering job satisfaction.

Theoretical Background

This study is anchored on two-factor theory, also known as motivator-hygiene theory postulated by Frederick Herzberg in 1959. This theory is based on the premise that the presence of one set of job attributes (motives) leads to job satisfaction, and the absence of a completely different set of job attributes (hygiene) leads to job dissatisfaction.

Another supporting theory is the structural empowerment theory of Kanter that was framed in 1993. Structural empowerment theory has the following two main elements: power structure and opportunity structure. The power structure includes an employee's ability to reach the organization's goals, and it is explained by the following two elements: formal and informal power. While formal power refers to the power deriving from an employee's position in the organization, informal power refers to an employee's strong relationships inside or outside the organization. The opportunities' structure refers to providing opportunities to employees to improve their knowledge and skills in the organization (Kocaman *et al.*, 2019).

Another supporting theory is Maslow's Hierarchy of needs. Perhaps the most widely accepted description of human needs is the hierarchy of needs concept developed by Abraham Maslow. Maslow state that human beings prosses the five basic needs described here, and these five basic needs can be arranged in a hierarchy of importance – the order in which individuals generally strive to satisfy them. The needs and their relative positions in the hierarchy of importance are: Physiological needs relate to the normal functioning of the body. They include the needs for water, food, rest, sex, and air. Until these needs are met, a significant portion of an individual's behavior will be aimed at satisfying them. Once the needs are satisfied, however, behavior is aimed at satisfying the needs on the next level of Maslow's hierarchy. Security and safety needs relate to the individual's desire to be free from harm, including both bodily and economic disaster.

Objective of the Study

This study determined the employee empowerment with "Work From Home" arrangement and its influence towards job satisfaction. The findings of the study were used as the basis in formulating a proposed employee development plan.

MATERIALS AND METHODS

This study utilized the descriptive-correlational research design to determine the level of employee empowerment and the degree of job satisfaction among the account managers, channel officers and team leaders in Cebu City. Using purposive sampling technique, there were fifty-five (55) respondents of the study comprised of the account managers, channel officers and team leaders form the various companies in Cebu City, C.Y. 2020-2021. Out of the sample size, there were twelve (12) account managers, twenty-three (23) channel officers and twenty (20) team leaders. This investigation made use of the modified survey questionnaire from the study of Sotelo (2005). The survey collection tool was divided into three (3) parts. The first part pertained to the profile of the respondents in terms of gender, age, civil status, and length of service. The second part relates to the level of employee empowerment, while the third part pertained to the degree of job satisfaction. Each part is provided with indicators based on employee empowerment and job satisfaction, wherein the respondent was asked to provide their answer on each item of the indicator using a 4-point Likert Scale. The survey tool used in data collection was modified; hence the contents therein was subjected to content validation from the expert to assess the relevance, validity, and fitness to the target respondents. The findings, comments and suggested from the validator was considered in the final revision of the questionnaire. Simple percentage, weighted means, and Chi-square test of Independence was used to analyzed the data gathered.

RESULTS AND DISCUSSION

Profile of the Respondents

This part reveals the profile of the respondents in terms

of age, gender, civil status, and number of years as employee.

The data contained in Table 2 reveals that 58.18% or most of the respondents were aged over 28 years old. It indicates that the majority of the account managers, channel officers and team leaders were experienced middle managers. Experienced middle managers are essential in the business. Middle managers skills and knowledge are useful in dealing problems and creating solutions. These middle managers are intermediaries between top level management to rank and file employees. This point out that middles managers are the one who execute organizational goals and policies and evaluate results.

On the other hand, there were only few or equivalent to 9.09% of the respondents who were within the age range of 23-25 years old. This data means that the respondents are newly promoted. They belong to the new generations of middle managers. Have potentials and the energy to perform better in their job. These young professionals are career oriented. This points out that these young professionals are more motivated and eager to learn more and do more.

In terms of the respondents' gender, there were thirty-two (32) or 58.18% of the respondents who are females while there were only twenty-three (23) or 41.82% males. This data indicates that most of opportunities in the field

Table 1: Profile of the Respondents (n = 55)

Profile		Frequency	Percentage
1.	**Age (in years)**		
	23 - 25	5	9.09
	26 - 28	18	32.73
	More than 28	32	58.18
2.	**Gender**		
	Female	32	58.18
	Male	23	41.82
3.	**Civil Status**		
	Married	23	41.82
	Single	32	58.18
4.	**Number of Years as an Employee**		
	Less than a year	1	1.82
	1 - 3	18	32.73
	4 - 6	16	29.09
	7 - 10	16	29.09
	More than 10	4	7.27

Mean : 5.66
StDev : 3.54

of account management field has been subscribed by female workers since this type of work involves financial, sales and services industries. Also, females are usually organized when it comes to administrative functions and the business industry would prioritize hiring females to fill in the position.

In terms of civil status, thirty-two (32) respondents or 58.18% of the respondents were single at the time of the study, while only twenty-three (23) or equivalent to. Since the account management job entails frequent travel in which married employees could hardly do due to responsibilities to their children and respective spouse. Thereby, single employees are more flexible in their schedules, more available in working even late at night, if necessary, have more time than the married employees and are often interested in attending trainings and seminars in which they can gain knowledge and enhance their skills to be able to fill in higher positions in the corporate ladder.

As to the length of service of the respondents, there were more, consisting of 32.73% who had worked in the company for 1 – 3 years, while only 1.82% who had been in the company for less than a year. These employees were those who were newly promoted to either the supervisory or managerial position in the company, while those who were new were those newly regularized.

Level of Employee Empowerment as to Making Bigger Decisions

Table 3 shows data pertaining to the level of employee empowerment in terms of making bigger decisions.

This highest weighted mean of 3.76 reveals the respondents were highly empowered in terms of setting reasonable deadlines for the deliverables. This means that the middle managers were given certain degree of making workplan with timelines.

On the hand the lowest weighted mean of 2.44 indicates that the respondents were less empowered in terms of authority to disburse the funds. In reality, the work of the middle managers was more focused on sales and marketing because there is another department whose

Table 2: Level of Employee Empowerment as to Making Bigger Decisions (n=55)

	Indicators	Mean	Interpretation
1.	Can make major decisions that do not need prior approval.	3.27	Highly Empowered
2.	Enjoined setting goals and making plans to meet those goals	3.56	Highly Empowered
3.	Can set reasonable deadlines on deliverables.	3.76	Highly Empowered
4.	Can institute reward and punishment.	2.52	Moderately Empowered
5.	Authorized to disbursed funds.	2.44	Less Empowered
	Aggregate Mean	3.11	Moderately Empowered

Legend: 1.00-1.74 Not empowered; 1.75-2.49 Less empowered; 2.50-3.24 Moderately empowered; 3.25-4.00 Highly empowered

function pertains to the management of the financial resources of the company. Moreover, not having the authority to expend the money of the company does not affect the performance of the middle managers in terms of hitting their goals.

The aggregate mean of 3.11 indicates that the employees were moderately empowered in terms of making bigger decisions. Empowered middle managers go beyond what are expected from them because they have the freedom to make decisions. This points out that if middle managers have the authority to decide for the organization, it can result to a better process and procedures in the day-to-day operations of the organization. As policy makers and implementors, it is necessary for middle managers to have their independent minds to decide what is good in their team.

Employee empowerment means giving the employees the power and responsibilities and encourage them to participate in the decision making and enrich them with the confidence and freedom to perform on their own way without direct involvement of the management. This system mainly strengthens the relationship between the management and the employees, help in encouraging the employees and enhance their ability to participate in the decision making in the organization. It further breaks the ice between the management and the employees that pays attention to empowerment as a basic element in the success of the organizations (Abualoush *et al.*, 2018).

Level of Employee Empowerment as to Involving People

Table 4 shows data pertaining to the level of employee empowerment in terms of involving people.

The highest weighted mean of 3.75 indicates that the respondents were highly empowered in the aspect of taking ownership and responsibility to resolve obstacles. This means that the middle managers are taking accountability for whatever actions they do in the company and they are responsible enough to undertake troubleshooting to the problems that they encountered in the operations every now and then. As empowered middle managers, whatever obstacle that comes their way, they are confident that they can resolve the problem. Moreover, this points out that the involvement of middle managers in resolving operational empowers them to be more participative and push them to become more knowledgeable and skillful.

Table 3: Level of Employee Empowerment as to as to Involving People (n=55)

	Indicators	Mean	Interpretation
1.	Take ownership and responsibility to resolve obstacles.	3.75	Highly Empowered
2.	Actively seek out ways to make improvements, and improve competencies, knowledge, and experience.	3.75	Highly Empowered
3.	Easily share knowledge and experience in groups.	3.65	Highly Empowered
4.	Improve the representation of the organization to customers, local communities, and the general public.	3.60	Highly Empowered
5.	Assist people to get satisfaction from their work.	3.57	Highly Empowered
	Aggregate Mean	3.66	Highly Empowered

Another highest weighted mean of 3.75 indicates that the respondents were highly empowered in the aspects of actively seeking out ways to make improvements, improve competencies, knowledge, and experience. This points out that middle managers are proactive and troubleshooters. Experienced middle managers find solution to any problems. This stresses that as experienced middle managers; it is a must to share their knowledge and experience to their team to achieve their common goal. This points out that middle managers find solutions, help team to understand the process, demonstrate and evaluate the result.

However, the lowest mean of 3.57 that the respondents were still highly empowered in terms of assisting people to get satisfaction from their work. This result reveals

that the middle managers aid their colleagues especially their subordinates to enable them to be familiar and be efficient in the performance of their assigned tasks.

The aggregate mean of 3.66 indicates that the respondents were highly empowered in the aspect of involving people in the organization. This stresses that the middle managers possess and exercise high degree of authority in assigning people within their span of control to different types of job or functions to make the specific department or unit operate considering that they are more familiar with the processes in the organization. Thereby, they have the power to make discussions and troubleshooting for whatever problems or shortcomings that may come their way.

Eldor (2016) revealed that employee engagement has recently been introduced as a concept advantageous to organizations. The learning climate, defined as the organization's beneficial activities in helping employees create, acquire, and transfer knowledge, has also been proposed as an antecedent of employee engagement. This points out that employee engagement is a key mechanism for explaining the relationship between perceptions of the organization's learning climate and employees' proactivity, knowledge sharing, creativity, and adaptivity. Employee engagement explained the relationship were more thoroughly similar concepts such as job satisfaction and job involvement. Multilevel regression analyses supported that employee engagement mediates the relationship between the perceived learning climate and these extra-role behaviors. Moreover, engagement provides a more thorough explanation than job satisfaction or job involvement for these relationships.

Level of Employee Empowerment as to Encouraging or Motivating

Table 4 shows data pertaining to the level of employee empowerment in terms of encouraging and motivating people in the organization.

The highest with a mean of 3.84 indicates that the respondents were and highly empowered in terms of creating a culture that promotes teamwork, collaboration, openness, and friendship. This result reveals that the middle level managers were afforded with certain degree of authority in leading the people to manifest certain behaviors in organization even beyond their formal call of duty. This further means that they have the power of creating a healthy environment that encourage and motivate other employees especially those under their authority to be productive and take part towards the attainment of the organizational goals.

Table 4: Level of Empowerment as to Encouraging or Motivating (n=55)

	Indicators	Mean	Interpretation
1.	Fair, trustworthy, and transparent processes for performance management and resource allocation.	3.76	Highly Empowered
2.	Creating a culture that promotes teamwork, collaboration, openness, and friendship.	3.84	Highly Empowered
3.	Can give the best people with opportunities for advancement.	3.49	Highly Empowered
4.	Can fulfil the drive to defend leads to feelings of security and confidence.	3.56	Highly Empowered
5.	Can make events comprehensible and suggest reasonable actions and responses.	3.55	Highly Empowered
	Aggregate Mean	3.64	Highly Empowered

However, the lowest means of 3.49 indicates that the respondents were highly empowered in terms of being able to give the best people with opportunities for advancement. This result shows that the middle managers were also given the authority to create a career path towards higher position in the corporate ladder for high and excellent performing employees in their department or unit. This reveals that the career opportunities and advancement for the people who showed exemplary performance were being opened to them.

The aggregate mean of 3.64 indicates that the respondents were highly empowered in the aspect of encouraging or motivating the employees in the organization, especially their subordinates. This result denotes that the middle managers were given the authority to ignite the employees spirit of teamwork and work harder to achieve greater heights in the performance of their assigned job as specified in their job description and even beyond that.

Delegation of authority, participation, and work environment as dimensions of employees' empowerment has a positive impact on strategic success. Organizations should adopt an employee empowerment approach to achieve strategic success and ensure the success of the empowerment process by creating a supportive work environment that involves training, exchange of information, open communication, and encouraging employees to introduce their creative ideas related to the development of work. In addition, there should be delegate of employees with adequate authority to carry out their duties in an effective way and involve them in the process of decision making and setting organizational goals. Hence, employee empowerment can be a source of strategic success through its positive impact on employees' efficiency, work satisfaction, quality, and customer satisfaction (Abuzaid, 2018).

Level of Employee Empowerment as to Communicating Expectations

Table 6 shows data pertaining to the level of employee empowerment in terms of communicating expectations in the organizations.

The highest weighted mean of 3.71 indicates that the respondents were highly empowered in the aspect of giving instructions given that are clear and easy to understand based on the understanding of an individual. This result means that the middle managers have the authority to provide and disseminate well-defined instructions to their subordinates to forge transparent directions to their department or unit on what and how to perform their respective jobs. From this kind of employee empowerment given to the middle managers, there were able to acquire skill on how to give proper orders to the employees under their authority especially in deal with accounts promotion.

However, the lowest weighted mean of 3.42 indicates that the respondents were highly empowered in the context of giving employees with access to information such as finances, competitive products and services, and organizational strategy rank as. This means that the middle managers with certain degree of authority to allow selected and trusted employees to know some important information about the financial status of the company, data about the products and services that they promote some trade secrets as well. This result reveals that they can give vital information to some people within their organization for the purpose of doing their job only and not to be shared to the public or outside parties.

Table 5: Level of Empowerment as to Communicating Expectations (n=55)

	Indicators	Mean	Interpretation
1.	Transparency that can set clear expectations for the employees' performance.	3.69	Highly Empowered
2.	Can give complete and unbiased information.	3.64	Highly Empowered
3.	Can give employee an access to information such as finances, competitive products and services, and organizational strategy.	3.42	Highly Empowered
4.	Giving instructions that are clear and easy to understand based on the understanding of an individual.	3.71	Highly Empowered
5.	Keeping all employees at all levels informed and engaged.	3.65	Highly Empowered
	Aggregate Mean	3.62	Highly Empowered

The aggregate mean of 3.62 indicates that the respondents were highly empowered in terms of communicating expectations to the employees in the organization or to their assigned department. This result denotes that the middle managers that they have the power to give and communication appropriate instructions and targets to the employees within their span of authority since they are authorized to some vital information about their company and the account that they are handling.

Al-Qudah (2019) highlighted that empowerment is viewed as giving employees authority or a role to express their views on work's nature. The empowerment process could be defined as providing some decision-making authority to some qualified employees, making some decisions without direct contact with the heading department. In other words, empowerment is about giving the employees the chance to use their capabilities and skills, raising the spirit of competitiveness to improve their experience on work, which could be useful for the employers in return, regarding the effectiveness of choosing the right people for the right positions. Besides, to apply the empowerment efficiently, starting steps for breaking down the routine of hierarchical work. Employee empowerment tends to motivate them to be concerned about making profitable decisions and enrich the sense of responsibility, inspired by a continuing search for the great firm's clients, which would also be reflected by raising the client's satisfaction and improve the level of services. Employees should involve in the process of decision making, and they must participate in different essential activities. Giving the employees verify tasks with great responsibility will motivate them and push up the performance to a higher level.

Level of Employee Empowerment as to Providing Training and Coaching

Table 7 shows data pertaining to the level of employee empowerment in terms of providing training and coaching.

The highest weighted mean of 3.53 indicates that the respondents were highly empowered in terms of consistently providing professional development or trainings. This means that the middle managers have the clout to decide on what trainings and development programs that will be conducted to the employees in the organization for their personal and professional development. They looked into the continues learning to the employees through the conduct of appropriate trainings and mentoring based on their needs. They see these development programs as the driving force that will enable the employees or subordinates to enhance their competence in carrying out their day-to-day tasks.

However, the lowest mean of 3.34 indicates that the respondents were also highly empowered in affording informal support such as peer exchange, which allowed managers to talk about issues or role-play scenarios with colleagues. This result stresses that that the middle managers were also given the right in discussion pertinent issues and occurrences in the organizations to share

Table 6: Level of Empowerment as to Providing Training or Coaching (n=55)

	Indicators	Mean	Interpretation
1.	Consistent provision of professional development or trainings.	3.53	Highly Empowered
2.	Specific coaching and training wherein the participants had attended both in-house and external coaching programs.	3.35	Highly Empowered
3.	Informal support such as peer exchange that allowed managers to talk about issues or role-play scenarios with colleagues.	3.34	Highly Empowered
4.	Availability of follow up and updated trainings	3.46	Highly Empowered
5.	The training needs of the employees are assessed in the basis of performance.	3.51	Highly Empowered
	Aggregate Mean	3.44	Highly Empowered

ideas and knowledge to the people that will help the, in making decision also in the context of doing their job in the company. This means also that they in authority to raise the awareness of the problems on sight add to their colleague either to the entire organization or to a specific unit or department.

The aggregate mean of 3.44 indicates that the respondents were highly empowered in terms of providing training and coaching to the employees in the organization. This data shows that the middle managers always have the influence to give proper guidance and direct supervision to their subordinates to ensure that their employees will be able to function based on the stipulations in their specific job description and other assigned tasks.

Rodriguez (2017) opined that employee performance impacts the bottom line of an organization. For this reason, it is the responsibility of organizational leaders to be aware of the importance of training and development's impact on the performance and evaluation of employees. Employee training and development assists the organization and employees in attaining diverse goals, such as improving morale, sense of security, employee engagement, and overall competencies necessary to perform a particular job. In addition, organizational leaders should use systematic approaches for assessing employee performance, which outcomes are usually determined on personal, organizational, environmental, motivation, skill level, aptitudes, or role perceptions factors. With suitable training and development opportunities, as well as effective employee performance assessment approaches, employees will be capable of assisting the organization in achieving its competitive posture in today's global market.

Level of Employee Empowerment as to Creating New Systems or Tactics

Table 8 shows data pertaining to the level of employee empowerment in terms of creating new systems and tactics.

Table 7: Level of Employee Empowerment as to Creating New Systems and Tactics (n=55)

	Indicators	Mean	Interpretation
1.	Can impose demands and set conditions in which the system operates.	3.22	Moderately Empowered
2.	Create system that is transformative.	3.33	Highly Empowered
3.	Open for feedback and assessment	3.55	Highly Empowered
4.	With freedom to experiment new tactics how to meet goals.	3.35	Highly Empowered
5.	Can suggest new strategies for productivity.	3.49	Highly Empowered
	Aggregate Mean	3.39	Highly Empowered

The highest weighted mean of 3.55 indicates that the respondents were highly empowered in terms of being open for feedback and assessment. This result means that the middle managers have the right to listen for criticism and results to evaluation as a way of determining the loopholes in the systems. In this way, as an organizational leader they will be able to devise intervention schemes to correct erroneous processes and practices.

However, the lowest weighted mean of 3.22 indicates that the respondents were only moderately empowered in the aspect of imposing demands and setting conditions in which the system operates. This result points out that the middle managers were empowered in many instances in implementing goals affecting other employees. This practice relates to the real world of work wherein managers can only undertake order to the areas that are within their line of expertise and span of control.

The aggregate mean of 3.39 indicates that the employees were highly empowered in the aspect of creating new systems and tactics in the company. This means that the middle managers are empowered in instituting new policies and procedures in many aspects of the operations like sales and services using accurate data as basis for the changes and improvements in the system.

According to Armache (2013), empowerment fosters innovation, creativity, motivation and instils shared values to promote the atmosphere for learning, knowledge, and accomplishment. More responsibility generates

greater productivity and commitment. Most employees were productive when empowered by management. Empowerment not only affects employee performance but also affect their satisfaction and the continuity of the organization. Emamgholizadeh *et al.* (2011) posits that employees are better off because of participation in decision making, and the organization also gains through the positive impacts on task, satisfaction, and performance effectiveness. Evidence suggests that increasing employee participation offers a powerful means for doing so.

Level of Employee Empowerment as to Resources Management

Table 9 shows data pertaining to the level of employee empowerment in terms of resources management.

The highest weighted mean of 3.71 indicates that the respondents were highly empowered in the context of legal compliance and ensuring that that legal requirements involved in employment are met. This result means that the middle managers were given the authority to ensure that the governmental policies and laws relating to employment and the operations are complied with to avoid violations and penalties.

Table 8: Level of Empowerment as to Resources Management (n=55)

	Indicators	Mean	Interpretation
1.	Continuous management enhancing program.	3.53	Highly empowered
2.	Competitive advantage. Something unique to the organization that competitors can't imitate.	3.49	Highly empowered
3.	Conduct results evaluation to enhance worker productivity.	3.46	Highly empowered
4.	Valuing the contribution of everyone.	3.67	Highly empowered
5.	Legal compliance by ensuring that legal requirements involved in employment are met.	3.71	Highly empowered
	Aggregate Mean	3.57	Highly empowered

However, the lowest mean of 3.46 indicates that the respondents were highly empowered in the aspect of conducting results evaluation to enhance worker productivity. This means that middle managers have the power to check and undertake periodic assessment pertaining to the performance of their employees since it relates to the achievement of organizational targe. Moreover, the middle managers exhibited belief that undertaking performance evaluation to the employees are vital towards maintaining productivity and detecting low performing employees who might need more trainings and other corrective actions. Furthermore, it is essential to do some actions showing that the employees are being supervised regularly so that there will be complacent with their jobs.

The aggregate mean of 3.57 indicates that the respondents were highly empowered in the context of resource management. This result stresses that the middle managers were always empowered in performing activities that evaluates the overall status of the organizational operations. The results of their evaluative exercise will be utilized as basis in reviewing and revisiting existing policies and procedures that needs updates and enhancement to respond to changes that are taking place in the organization and the market it serves.

Fernandez and Moldogaziev (2013) highlighted that employee empowerment programs have been widely adapted to improve organizational performance. Empowered employees improve performance largely by finding innovative ways of correcting errors in service delivery and redesigning work processes. Employee empowerment as an overall approach can increase encouragement to innovate, empower practices that have divergent effects, and some ways may even discourage innovation.

Degree of Job Satisfaction of the Respondents

This section presents the data pertaining to the degree of job satisfaction among the respondents in terms of salary, commission, job security, working condition and status.

Degree of Job Satisfaction in Terms of Salary

Table 10 shows data pertaining to the degree of job satisfaction in the aspect of salary.

The highest weighted mean of 3.84 indicates that the respondents were highly satisfied in terms of the vacation and sick leave pay that they received from the company where they were employed. This result indicates that the middle managers feel greater satisfaction with the amount of vacation and sick leave that were given to them out of their service to the company since their unused vacation and sick leave are both convertible to cash. So even if the middle managers do not avail these benefits, they can still enjoy it. In this way, they feel that they are well compensated and leads towards working well in the company because they receive right remuneration and benefits.

Moreover, the lowest weighted mean at 3.57 indicates that the respondents were highly satisfied in the aspect of getting reasonable additional monetary compensation on time such as overtime and holiday services pay. This result indicates that the middle managers were still contented with the other benefits that they received from their employees even though they are not entitled to have overtime payment when they work to finish their deliverables beyond the paid hours and working during holidays. The explanation for this was that their salary is fixed on monthly basis unlike with other the rank-and-file

Table 9: Degree of Job Satisfaction as to Salary (n=55)

	Indicators	Mean	Interpretation
1.	Received equitable and adequate pay based on rank, changing economic commercial and competitive conditions.	3.80	Highly Satisfied
2.	Getting reasonable additional monetary compensation on time such as overtime and holiday services pay.	3.57	Highly Satisfied
3.	You can take your time off with pay in holidays, paternity/ Maternity leave.	3.84	Highly Satisfied
4.	Vacation and sick leave pay.	3.86	Highly Satisfied
5.	Receiving adequate pay based on hazard pays, personal days, sabbatical leave.	3.61	Highly Satisfied
	Aggregate Mean	3.74	Highly Satisfied

employees.

The aggregate mean of 3.74 indicates that the respondents were highly satisfied with the salary that they received from the company out of their services. This result stresses that the middle managers were contented with the amount of compensation and benefits that the company provided them since they are higher that the industry level and enabled them to experience good financial status.

Fernandez and Moldogaziev (2013) reported that job satisfaction is caused by employee empowerment. Compensation and empowerment are a factor that affects one's job satisfaction. The effect of employee empowerment and compensation was quite significant, and empowerment of account managers were maximized if employees are given full trust to work, while providing maximum compensation according to employee expectations that will result in employee job satisfaction.

Degree of Job Satisfaction in Terms of Commission

Table 11 shows data pertaining to the degree of job satisfaction in the aspect of commission.

Table 10: Degree of Job Satisfaction as to Commission (n=55)

	Indicators	Mean	Interpretation
1.	Commission is based on key performance indicator.	3.62	Highly Satisfied
2.	Transparent in terms of how commission is computed.	3.57	Highly Satisfied
3.	Commission is released by the management on time.	3.51	Highly Satisfied
4.	Commission payment is regularly run by the company.	3.56	Highly Satisfied
5.	The commission program is not complicated.	3.44	Highly Satisfied
	Aggregate Mean	3.54	Highly Satisfied

The highest weighted mean of 3.62 indicates that the respondents were highly satisfied in terms of the payment of commission based on key performance indicator or KPI. This result denotes that the middle managers will get additional income on commission basis based on their performance. This further shows that the middle managers enjoyed their work because aside from their monthly salary, they can get monetary benefits in terms of commission when they exceed their quota or when they hit higher key performance indicator. This organizational practice indicates that giving commission to the middle managers provided greater satisfaction and leads to higher work motivation and performance.

The lowest weighted mean of 3.44 indicates that the respondents were highly satisfied with the commission program since is not complicated. This data means that the middle managers find the procedure when it comes to the provision of commission as clear and less complex to understand.

The aggregate mean of 3.54 indicates that the respondents were highly empowered in terms of the commission that they received from the company. This result indicate that the middle managers felt contentment on the additional income they received in the form of commission, which leads to the feeling that their hard work was recognized and rewarded. Also, it is seen that the middle managers are determined to get higher performance because of the commission that awaits them. This compensation package is form of extrinsic motivation that enabled them to work more productively and efficiently.

Pedrosa (2019) stated that the level of satisfaction on responsibility and fringe benefits has a strong relationship with emotional engagement. The level of cognitive commitment strongly influenced the level of satisfaction on work itself and fringe benefits. The level of comfort on responsibility and career growth is strongly associated with the level of physical engagement.

Degree of Job Satisfaction in Terms of Job Security

Table 12 shows data pertaining to the degree of job satisfaction in the aspect of job security.

The highest weighted mean of 3.78 indicates that the respondents were highly satisfied to their entitlement of benefits such as HMO (health management organization)

Table 11: Degree of Job Satisfaction as to Job Security

	Indicators	Mean	Interpretation
1.	You believe that the organization has provisions to forestall lay off.	3.26	Highly Satisfied
2.	You feel secured in your job with income supplements such as bonus plans, stock options or profit sharing	3.42	Highly Satisfied
3.	You are entitled to these benefits such HMO for health security, accidental death insurance, life insurance, pension and retirement benefits.	3.78	Highly Satisfied
4.	Freedom from work related stress	3.49	Highly Satisfied
5.	Being valued by the organization	3.75	Highly Satisfied
	Aggregate Mean	3.54	Highly Satisfied

for health security, accidental death insurance, life insurance, pension, and retirement benefits. This result means that the middle managers expressed contentment for the benefits that they the company provided them other than salary. Also, they viewed that their current employment as stable for they feel secured because of health insurance and retirement benefits on top of the statutory benefits required by the government like Social Security System (SSS), Pag-ibig and PhilHealth.

The lowest weighted mean of 3.26 indicates that the respondents were highly satisfied because they believed that the organization has provisions to forestall lay-off rank. This result shows that the middle managers had foreseen that their companies would lay off employees during crisis like COVID-19 pandemic to be able to survive. This action to be made by the top management of the company is not surprising to them since most of them were assigned at the sales account and during economic crisis, most of the consumers are just advised to stay at home and decreased demand. Hence, they have greater idea on the current financial status of the company and have higher possibility to understand the circumstances and exercise flexibility and open-mindedness to whatever problem or crisis that might arise in the company.

The aggregate mean of 3.54 indicates that the respondents were highly satisfied in terms of their job security. This result indicates that the middle managers felt security with employment in most instances. They expressed that they felt confident with their current employment that provides them with security in terms of finances, health insurance, and additional benefits on top of what is mandated by existing labor laws.

Managers need to develop and adopt effective policies to promote job security and reduce employee turnover intention through improving their job satisfaction and working conditions, providing fair compensation, enhancing supportive nursing management, promoting job prospect and stability, and facilitating competence-based career advancement. Promoting job security will ultimately lead to improved job satisfaction and productivity and reduced turnover intention (Sokhanvar *et al.*, 2018).

Degree of Job Satisfaction in Terms of Working Condition

Table 13 shows data pertaining to the degree of job satisfaction in the aspect of working condition.

The highest weighted mean of 3.76 indicates that the respondents were highly satisfied in aspect of being challenged to improve and reinforce for quality of performance. This result means that the middle managers find gratification towards the inner motivation to maintain and attain higher work performance. In this way, they liked to work when they are challenged because their knowledge and skills are tested. Through this, they see the challenges as driving forces to think creatively and do productively.

Table 12: Degree of Job Satisfaction as to Working Condition (n=55)

	Indicators	Mean	Interpretation
1.	You are challenged to improve and reinforce for quality of performance.	3.76	Highly Satisfied
2.	Supplied with own devices for productivity.	3.65	Highly Satisfied
3.	Your higher management continually tells you are needed, valued and important in the workplace.	3.56	Highly Satisfied
4.	Human Resource (HR) department provide career counselling on job progression.	3.42	Highly Satisfied
5.	Overall happy with organizational culture and work environment.	3.71	Highly Satisfied
	Aggregate Mean	3.62	Highly Satisfied

The lowest with a mean of 3.42 indicates that the respondents were highly satisfied in terms of the provision of the Human Resource (HR) department with career counselling on job progression. This result points out that the middle managers that they were pleased with the provision of advices and guidance to them that helped

them attain promotion of higher rank in the organizational structure.

The aggregate mean of 3.62 indicates that the respondents were highly satisfied with their current working condition. This result means that the middle managers were content with the environment and statement of their work, which served as one of the reasons to stay in the company.

Degree of Job Satisfaction in Terms of Work Status

Table 14 shows data pertaining to the degree of job satisfaction in the aspect in terms of work status.

The highest weighted mean of 3.71 indicates that the employees were highly satisfied because they were induced with a feeling of personal accomplishment. These results indicate that the middle manager finds that their job is rewarding and helped them boost their morale and confidence when working with their subordinates and customers. This feeling of gratification relates to the opportunity that they gained in the company that enabled them to use their talents and skills and that they felt most effective to their work. Also, they got the chance to share their knowledge with their subordinates.

Table 13: Degree of Job Satisfaction as to Work Status (n=55)

	Indicators	Mean	Interpretation
1.	Being able to use your own unique capabilities and potentials.	3.66	Highly Satisfied
2.	Induced a feeling of personal accomplishment.	3.71	Highly Satisfied
3.	Proactively identify future challenges and opportunities	3.62	Highly Satisfied
4.	Opportunity to get a better job within the company	3.55	Highly Satisfied
5.	Current job provides sense of fulfilment	3.60	Highly Satisfied
	Aggregate Mean	3.63	Highly Satisfied

However, the lowest weighted mean of 3.5 indicates that the respondents were highly satisfied with the opportunity to get a better job within the company. This result means that the middle managers have foreseen promotion to higher position within the company and that they would not feel stagnant with present work because there is a clear career path.

The aggregate mean of 3.63 indicates that the respondents were highly satisfied with their current work status. This result means that the middle managers felt fulfilment with their job as account managers since their perceived that their innate capabilities and skills have been properly used and it even leads them to unleash some of their potentials that are unknown to them at first. This result points out that they can work independently within the organization that would leads to personal and professional growth and learn.

Biore (2015) explained that employee stagnation in a certain position, centralized decision making and tendency for micromanagement are among the pressing issues for companies experiencing growth. There were significant differences on the extent to which people empowerment was upheld by management as well as the motivational needs of the employees.

Results of the Test of Significant Relationship Between the Respondents' Profile and their Level of Empowerment

This section presents the results on the test of significant relationship between the respondent' profile and their level of empowerment.'

There is significant relationship between the respondents' age and their responses on their level of empowerment in the company in terms of making bigger decisions. This indicates the degree of making decision in the context of performing the job and managing the operations of the organization is associated with the stage of the middle managers' life cycle. This also relates to the middle manager's maturity that leads towards making sound

Table 14: Results of the Test of Significant Relationship Between the Respondents' Profile and their Level of Empowerment

Variables	Chi-Square	df	cv	Significance	Result
1. Age					
Making Bigger Decisions	12.864	6	12.592	Significant	Ho rejected
Involving People	2.716	2	5.992	Not significant	Ho accepted
Encouraging or Motivating	6.603	4	9.488	Not significant	Ho accepted
Communicating Expectations	7.010	4	9.488	Not significant	Ho accepted
Providing Training & Coaching	16.505	6	12.592	Significant	Ho rejected
Creating New System &Tactics	18.421	6	12.592	Significant	Ho rejected
Resources Management	6.082	4	9.488	Not significant	Ho accepted
Overall Empowerment	9.440	4	9.488	Not significant	Ho accepted
2. Gender					
Making Bigger Decisions	1.863	3	7.815	Not significant	Ho accepted

Involving People	1.661	1	3.841	Not significant	Ho accepted
Encouraging or Motivating	4.944	2	5.991	Not significant	Ho accepted
Communicating Expectations	1.713	2	5.991	Not significant	Ho accepted
Providing Training & Coaching	5.579	3	7.815	Not significant	Ho accepted
Creating New System &Tactics	3.722	3	7.815	Not significant	Ho accepted
Resources Management	6.733	2	5.991	Significant	Ho rejected
Overall Empowerment	3.822	2	5.991	Not significant	Ho accepted
3. Civil Status					
Making Bigger Decisions	6.129	3	7.815	Not significant	Ho accepted
Involving People	0.336	1	3.841	Not significant	Ho accepted
Encouraging or Motivating	0.483	2	5.991	Not significant	Ho accepted
Communicating Expectations	2.888	2	5.991	Not significant	Ho accepted
Providing Training & Coaching	2.065	3	7.815	Not significant	Ho accepted
Creating New System &Tactics	0.845	3	7.815	Not significant	Ho accepted
Resources Management	2.518	2	5.991	Not significant	Ho accepted
Overall Empowerment	1.546	2	5.991	Not significant	Ho accepted
4. Number of Years as Employee					
Making Bigger Decisions	14.109	12	21.026	Not significant	Ho accepted
Involving People	1.316	4	9.488	Not significant	Ho accepted
Encouraging or Motivating	7.164	8	15.507	Not significant	Ho accepted
Communicating Expectations	5.819	8	15.507	Not significant	Ho accepted
Providing Training & Coaching	7.831	12	21.026	Not significant	Ho accepted
Creating New System &Tactics	9.945	12	21.026	Not significant	Ho accepted
Resources Management	7.776	8	15.507	Not significant	Ho accepted
Overall Empowerment	4.187	8	15.507	Not significant	Ho accepted

decision to address operational problems.

Also, there is another relationship between the respondents' age and their responses on their level of empowerment in the company in terms of providing training and coaching to the employees in the organization. This result reveals that the middle manager's ability to train and supervise their subordinates is related to their experiences gained through long years of working either in the company or in other entities.

Moreover, another significant relationship is found between the respondents' age and their perceived level or empowerment in terms of creating new system and tactics in the organization. This indicates that age is closely associated with how the middle managers make decisions due to their experiences that led them to gain advanced knowledge and skills. Hence, they have the competence to devise new approaches in enabling the work in the company as more efficient and less complex.

There is another significant relationship that is found between the respondents' gender and their perceived level of empowerment in the company in terms of resources management. This indicates that the male and female middle manager have significant differences in terms of how they manager the resources of the company considering that female middle managers have emotional and consensual approach to conflict resolution. They are increasingly recognized as displaying management style which emphasizes rationality, encourage subordinates to harness personal aims and interests to collective ends. On the other hand, male middle managers discourse, and decisiveness is often connected with masculinity.

These results relate to the structural empowerment theory, which consists of two main elements such as power structure and opportunity structure. The power structure includes an employee's ability to reach the organization's goals, and it is explained by formal and informal power. While formal power refers to the power deriving from an employee's position in the organization, informal power refers to an employee's strong relationships inside or outside the organization. The opportunities' structure refers to the provision of opportunities to employees to improve their knowledge and skills in the organization (Kocaman *et al.*, 2019).

Results on the Test of Significant Relationship Between Profile of the Respondents and their Degree of Job Satisfaction

This section presents the results on the test of significant relationship between the respondent' profile and their perceived degree of job satisfaction.

There is a significant relationship between the respondents' age and their responses to their level of job satisfaction in terms of salary. This result indicates that contentment felt by the middle manager to their salary relates to their

stage in the human life cycle. This relates to the fact that older and younger middle managers have different priorities when it comes to their expenses, especially their needs and wants. Salaries are reward for past experiences. Young middle managers focus on career advancement, travel, or adventure and with lower salary expectations as a sign of their willingness to move. On the other hand, the senior middle managers, will have higher expectation than the young middle managers.

Likewise, there is significant relationship between the respondents' number of years of employment and their work status. This result that the middle managers' perception on their contentment to their work status is correlated to the competences gained and developed out of working in the company.

These results relate to the two-factor theory, which classifies supervision, interpersonal relation, physical working condition, salary, company policy and its administration, benefits, and job security as the hygiene factors. The motivating factors includes recognition, sense of achievement, growth, responsibility, advancement, and the work itself. The motivating factors are also called intrinsic factors as they came from within the job itself and the hygiene factors were considered as extrinsic factors as they are external to the job (Sanjeev *et al.*, 2016). In addition, compensation and empowerment as a factor that affects one's job satisfaction and reported that job satisfaction is caused by employee empowerment. The effect of employee empowerment and compensation was quite significant. Empowerment of account managers

Table 15: Results on the Test of Significant Relationship Between Profile of the Respondents and their Degree of Job Satisfaction

SL	Variables	Chi-Square	df	cv	Significance	Result
1	**Age**					
	Salary	13.285	4	9.488	Significant	Ho rejected
	Commission	3.292	6	12.592	Not significant	Ho accepted
	Job Security	5.329	4	9.488	Not significant	Ho accepted
	Working Condition	6.754	4	9.488	Not significant	Ho accepted
	Work Status	8.376	4	9.488	Not significant	Ho accepted
	Overall Job Satisfaction	2.629	2	5.991	Not significant	Ho accepted
2	**Gender**					
	Salary	0.944	2	5.991	Not significant	Ho accepted
	Commission	1.569	3	7.815	Not significant	Ho accepted
	Job Security	0.355	2	5.991	Not significant	Ho accepted
	Working Condition	1.259	2	5.991	Not significant	Ho accepted
	Work Status	4.114	2	5.991	Not significant	Ho accepted
	Overall Job Satisfaction	0.132	1	3.841	Not significant	Ho accepted
3	**Civil Status**					
	Salary	0.832	2	5.991	Not significant	Ho accepted
	Commission	2.083	3	7.815	Not significant	Ho accepted
	Job Security	0.355	2	5.991	Not significant	Ho accepted
	Working Condition	2.341	2	5.991	Not significant	Ho accepted
	Work Status	2.969	2	5.991	Not significant	Ho accepted
	Overall Job Satisfaction	1.012	1	3.841	Not significant	Ho accepted
4	**Number of Years as Employee**					
	Salary	3.352	8	15.507	Not significant	Ho accepted
	Commission	12.585	12	21.026	Not significant	Ho accepted
	Job Security	4.555	8	15.507	Not significant	Ho accepted
	Working Condition	6.578	8	15.507	Not significant	Ho accepted
	Work Status	18.506	8	15.507	Significant	Ho rejected
	Overall Job Satisfaction	0.713	4	9.488	Not significant	Ho accepted

was maximized if employees are given the full trust to work while providing maximum compensation according to employee expectations will result in employee job satisfaction (Fernandez *et al.*, 2016).

Results on the Test of Significant Relationship Between Profile of the Respondents and their Degree of Job Satisfaction

This section presents the results on the test of significant

relationship between the respondent' profile and their perceived degree of job satisfaction.

There is a significant relationship between the respondents' satisfaction on their salary and their level of level of empowerment in making bigger decisions These results indicate that the amount of compensation of the middle managers played as stimulus in performing well in their job as well as in establishing innovative solutions to address pressing organizational issues as well as maintaining high level of productivity in managing the human and non-human resources of the organization. Also, the middle managers felt high degree of empowerment when they received the right compensation that commensurate the effort that they exerted in the company. There is a significant relationship between the respondents' level of satisfaction on their salary and their level of empowerment in terms of involving people. This result denotes that the middle managers were more confident to transact and communicate with the employees since they have the feeling of financially stability due to the above industry salary that they received from the company.

Also, this indicates that they are more aggressive in terms of resolving issues involving disagreement among employees in the company, seeking improvement measures to the operations and assisting subordinates obtain satisfaction with their work.

There is a significant relationship between the respondents' level of satisfaction on their salary and their level of empowerment in terms of involving people. This result denotes that the middle managers were more confident to transact and communicate with the employees since they have the feeling of financially stability due to the above industry salary that they received from the company. Also, this indicates that they are more aggressive in terms of resolving issues involving disagreement among employees in the company, seeking improvement measures to the operations and assisting subordinates obtain satisfaction with their work.

There is also a significant relationship that existed between respondents' satisfaction to their salary and their level of empowerment in terms of encouraging or motivating people in the organization. When the middle managers are well- compensated, they become more motivated to perform their job excellently radiate this spirit of motivation to other member of the people to do the same. In the work of account management, encouraging and motivating to do beyond the expectation is very important factors since they lead the salespeople so that they hit their targets. In the sense, they become transformation leaders.

There is a significant relationship between the respondents' level of satisfaction to their salary and their level of job empowerment in terms of communicating expectations. This result shows that the middle managers gain the authority and confidence to set target and quota to their subordinates since they are well-paid to do it. This action means that they are up to meeting the challenges in their work to perform better and they should be active and efficient in dealing with their subordinates as well as the customers because they received high salaries. Moreover, the middle managers are expected to deliver and carry out their duties and responsibilities to their team effectively.

In addition, there is a significant relationship between the respondents' satisfaction to their salary and their level of empowerment in terms of providing training and coaching. It is expected that the highly paid manager should provide training and coaching to other employees, especially those under their department or unit since that's part of their remuneration. Further, this result indicates that by providing their team with consistent of professional development activities and support based in their expertise and experience, they deserve better compensation.

Likewise, there is a significant relationship between the respondents' satisfaction towards their salary and their level of empowerment in terms of creating new system and tactics. This result indicates that high salary enabled the middle managers to innovate effective methods and devise new approaches to hit their targets. This shows that high salary is a driving force for them to find ways to enhance their procedure to attain sustainable strategies.

These results relate to the two-factor theory, which classifies supervision, interpersonal relation, physical working condition, salary, company policy and its administration, benefits, and job security as the hygiene factors. The motivating factors includes recognition, sense of achievement, growth, responsibility, advancement, and the work itself. The motivating factors are also called intrinsic factors as they came from within the job itself and the hygiene factors were considered as extrinsic factors as they are external to the job (Sanjeev *et al.*, 2016). In addition, compensation and empowerment as a factor that affects one's job satisfaction and reported that job satisfaction is caused by employee empowerment. The effect of employee empowerment and compensation was quite significant. Empowerment of account managers was maximized if employees are given the full trust to work while providing maximum compensation according to employee expectations will result in employee job satisfaction (Fernandez *et al.*, 2016).

Results on the Test of Significant Relationship Between Profile of the Respondents and their Degree of Job Satisfaction

This section presents the results on the test of significant relationship between the respondent' profile and their perceived degree of job satisfaction.

There is a significant relationship between the respondents' satisfaction on their salary and their level of level of empowerment in making bigger decisions These results indicate that the amount of compensation of the middle managers played as stimulus in performing well in their job as well as in establishing innovative solutions to address pressing organizational issues as well as maintaining high level of productivity in managing the human and non-

Table 16: Result on the Test of Significant Relationship Between Level of Employee Empowerment of the Respondents and Degree of Job Satisfaction of the Respondents

Variables	Chi-Square	df	cv	Significance	Result
1. Salary					
Making Bigger Decisions	14.645	6	12.592	Significant	Ho rejected
Involving People	6.483	2	5.991	Significant	Ho rejected
Encouraging or Motivating	31.770	4	9.488	Significant	Ho rejected
Communicating Expectations	32.835	4	9.488	Significant	Ho rejected
Providing Training & Coaching	41.288	6	12.592	Significant	Ho rejected
Creating New System & Tactics	70.031	6	12.592	Significant	Ho rejected
Resources Management	19.422	4	9.488	Significant	Ho rejected
Overall Empowerment	17.784	4	9.488	Significant	Ho rejected
2. Commission					
Making Bigger Decisions	9.900	9	16.919	Not significant	Ho accepted
Involving People	9.457	3	7.815	Significant	Ho rejected
Encouraging or Motivating	9.083	6	12.592	Not significant	Ho accepted
Communicating Expectations	14.815	6	12.592	Significant	Ho rejected
Providing Training & Coaching	22.843	9	16.919	Significant	Ho rejected
Creating New System & Tactics	35.521	9	16.919	Significant	Ho rejected
Resources Management	4.936	6	12.592	Not significant	Ho accepted
Overall Empowerment	15.043	6	12.592	Significant	Ho rejected
3. Job Security					
Making Bigger Decisions	24.670	6	12.592	Significant	Ho rejected
Involving People	6.909	2	5.991	Significant	Ho rejected
Encouraging or Motivating	22.271	4	9.488	Significant	Ho rejected
Communicating Expectations	26.342	4	9.488	Significant	Ho rejected
Providing Training & Coaching	30.072	6	12.592	Significant	Ho rejected
Creating New System & Tactics	42.209	6	12.592	Significant	Ho rejected
Resources Management	4.758	4	9.488	Not significant	Ho accepted
Overall Empowerment	30.042	4	9.488	Significant	Ho rejected
4. Working Condition					
Making Bigger Decisions	29.820	6	12.592	Significant	Ho rejected
Involving People	14.018	2	5.991	Significant	Ho rejected
Encouraging or Motivating	3.669	4	9.488	Not significant	Ho accepted
Communicating Expectations	23.751	4	9.488	Significant	Ho rejected
Providing Training & Coaching	30.305	6	12.592	Significant	Ho rejected
Creating New System & Tactics	30.052	6	12.592	Significant	Ho rejected
Resources Management	14.048	4	9.488	Significant	Ho rejected
Overall Empowerment	21.112	4	9.488	Significant	Ho rejected
5. Status					
Making Bigger Decisions	29.288	6	12.592	Significant	Ho rejected
Involving People	5.901	2	5.991	Not significant	Ho accepted
Encouraging or Motivating	1.638	4	9.488	Not significant	Ho accepted
Communicating Expectations	16.868	4	9.488	Significant	Ho rejected
Providing Training & Coaching	20.136	6	12.592	Significant	Ho rejected
Creating New System & Tactics	53.304	6	12.592	Significant	Ho rejected
Resources Management	47.195	4	9.488	Significant	Ho rejected
Overall Empowerment	18.743	4	9.488	Significant	Ho rejected

6. Overall Degree of Job Satisfaction					
Making Bigger Decisions	10.730	3	7.815	Significant	Ho rejected
Involving People	14.556	1	3.841	Significant	Ho rejected
Encouraging/Motivating	14.056	2	5.991	Significant	Ho rejected
Communicating Expectations	17.223	2	5.991	Significant	Ho rejected
Providing Training/Coaching	24.784	3	7.815	Significant	Ho rejected
Creating New System Tactics	24.286	3	7.815	Significant	Ho rejected
Resources Management	5.279	2	5.991	Not significant	Ho accepted

human resources of the organization. Also, the middle managers felt high degree of empowerment when they received the right compensation that commensurate the effort that they exerted in the company. There is a significant relationship between the respondents' level of satisfaction on their salary and their level of empowerment in terms of involving people. This result denotes that the middle managers were more confident to transact and communicate with the employees since they have the feeling of financially stability due to the above industry salary that they received from the company.

Also, this indicates that they are more aggressive in terms of resolving issues involving disagreement among employees in the company, seeking improvement measures to the operations and assisting subordinates obtain satisfaction with their work.

There is a significant relationship between the respondents' level of satisfaction on their salary and their level of empowerment in terms of involving people. This result denotes that the middle managers were more confident to transact and communicate with the employees since they have the feeling of financially stability due to the above industry salary that they received from the company. Also, this indicates that they are more aggressive in terms of resolving issues involving disagreement among employees in the company, seeking improvement measures to the operations and assisting subordinates obtain satisfaction with their work.

There is also a significant relationship that existed between respondents' satisfaction to their salary and their level of empowerment in terms of encouraging or motivating people in the organization. When the middle managers are well- compensated, they become more motivated to perform their job excellently radiate this spirit of motivation to other member of the people to do the same. In the work of account management, encouraging and motivating to do beyond the expectation is very important factors since they lead the salespeople so that they hit their targets. In the sense, they become transformation leaders.

There is a significant relationship between the respondents' level of satisfaction to their salary and their level of job empowerment in terms of communicating expectations. This result shows that the middle managers gain the authority and confidence to set target and quota to their subordinates since they are well-paid to do it. This action means that they are up to meeting the challenges in their work to perform better and they should be active and efficient in dealing with their subordinates as well as the customers because they received high salaries. Moreover, the middle managers are expected to deliver and carry out their duties and responsibilities to their team effectively.

In addition, there is a significant relationship between the respondents' satisfaction to their salary and their level of empowerment in terms of providing training and coaching. It is expected that the highly paid manager should provide training and coaching to other employees, especially those under their department or unit since that's part of their remuneration. Further, this result indicates that by providing their team with consistent of professional development activities and support based in their expertise and experience, they deserve better compensation.

Likewise, there is a significant relationship between the respondents' satisfaction towards their salary and their level of empowerment in terms of creating new system and tactics. This result indicates that high salary enabled the middle managers to innovate effective methods and devise new approaches to hit their targets. This shows that high salary is a driving force for them to find ways to enhance their procedure to attain sustainable strategies.

There is also a significant relationship between the respondents' satisfaction of their salary and their level of empowerment in terms of resources management. This result indicates that higher salaries drive the middle managers to implement measure to allocate the resources of the company to the most efficient way.

Further, there is a significant relationship between the respondents' satisfaction on the commission they received and their level of empowerment in terms of involving people. This result indicates that the middle managers feel empowered due to the additional income that they received in the form of commission out of their exemplary work performance, and this leads them to enable other worker to work hard so that they can also get commissions as additional compensation. This data suggests that the amount of commission given to the managers is closely associated with how they inspire the people to be altruistic. This further shows that they acknowledge how important it is to work in a team for this let them efficiently hit their target since commission is an important ingredient that drives employees to look for more people to help them achieve the goal of the company.

Additionally, there is a significant relationship between the respondents' satisfaction on the commission they

received and their level of empowerment in terms of communicating expectations. This result indicates that middle managers find it easy to e empower their subordinates perform excellently with their jobs because can use the amount of commission that they received as an example of positive outcome of hard work. These further reveals that that the commission package guides them to set clearer expectations to their employees. Hence, hitting their targets can be easily achieved since the employees will be motivated to get more commissions.

Another significant relationship that exists between the respondents' satisfaction on the commission they received and their level of empowerment in terms of providing training and coaching. This result suggests that the middle managers are motivated to train their subordinates well and are more inclined to foster good relationship to their customers because it helps them to achieve higher commissions. So, they have more tendency to provide the necessary needs of their subordinates to observe better performance and exceed their quota.

Also, there is a significant relationship between the respondents' satisfaction on the commission they received and their level of empowerment in terms of creating new system or tactics. This result provision of satisfactory commission package pushes the middle managers to think of new ways to what they feel can help them achieve their targets in the company. Commission becomes an external force that enables them to become more innovative and creative in delivering high job performance and leading the people to work towards the achievement of the organizational goals.

There is another significant relationship between the respondents' satisfaction on the job security and their level of empowerment in terms of making bigger decisions. This result indicate that the middle managers felt secured with their job and led them to be involved and empowered to take risks in making decisions that have huge impact towards the organization. This action stresses that they were empowered since they have freedom to decide without prior approval from the higher management as long as their decision will be for the betterment of the company.

There is another significant relationship between the respondents' satisfaction on the job security and their level of empowerment in terms of involving people. This data means that the middle managers took the initiative and responsibility to direct and manage people in the department where they are assigned since they felt that the secured with their position and authority in the organization. Also, subordinates will also have more propensity to obey their instructions and enabling them to participate in formulating programs that help them achieve their goals.

Also, a significant relationship between the respondents' satisfaction on the job security and their level of empowerment in terms of encouraging and motivating people is observed. This result shows that being secured in the job in the company adds more motivation to lead more employees to take greater heights in the performance of their job function in the company.

There is also another significant relationship between the respondents' satisfaction on the job security and their level of empowerment in terms of communicating expectations. This result reveals that the middle managers deliver clear expectations to their subordinates because they feel that they are in the right position to do so. So, they formulate key performance indicators (KPI) and communicate these explicitly to their subordinates. This happens because they are not worried losing their job and their position in the company thus, they can plan in the long-term. Moreover, they are also given vital information about the financial status of the company and this gives them security to make bolder actions.

There is further a significant relationship between the respondents' satisfaction on the job security and their level of empowerment in terms of training and coaching. This result indicates that feeling of being secured with one's job in the company tends to influence the employees feel empowered to give guidance and supervision to their subordinates. They are more confident to train their subordinates because they are secured in their position in the company.

Moreover, there is another significant relationship between the respondents' satisfaction on the job security and their level of empowerment in terms of creating new system and tactics. This result indicates that being secured in the job help the middle managers to innovate procedures and process that would lead towards organizational productivity and efficiency. So, when they feel secured in their job, they tend to spend more time helping the company finding ways and means to achieve its goals.

There is another significant relationship between the respondents' satisfaction on their working condition and their level of empowerment in terms of making bigger decisions. This result indicates that having a good working condition is associated to the employees' ability to take responsibility to be decisive in terms of managing people and other resources of the company Having a good working condition helped them to think clearly and make good decisions.

There is another significant relationship between the respondents' satisfaction on their working condition and their level of empowerment in terms of involving people. This result shows that favorable working condition to the people at the middle management level served as impetus to direct people to perform various tasks towards the attainment of short and long long-term targets. This working environment created a good organizational practice and culture. Moreover, the middle managers are more comfortable getting in touch with their subordinates because of the desirable working environment.

There is another significant relationship between the respondents' satisfaction on their working condition and their level of empowerment in terms of communicating expectations. This result shows that auspicious working environment influences the middle managers to direct and disseminate key performance outcomes that are

expected from them. Also, the kind of working condition affect how open is the flow of the communication within the organization. Better communication results to better performance.

There is another significant relationship between the respondents' satisfaction on their working condition and their level of empowerment in terms of providing training and coaching. This result indicates that that propitious working condition is closely correlated with providing formal and informal training to the newly hired and slow performing employees within the department managed by the middle managers. In this way, they can formulate employee development activities to keeping the team knowledgeable in their assigned job.

There is another significant relationship between the respondents' satisfaction on their working condition and their level of empowerment in terms of creating new system and tactics. This result means that the middle managers are confident to work and devise new approaches because they are comfortable of the working situation. This data further reveals that creating a comfortable good working conditions allows them to plan about their strategies, which will be cascaded down to their subordinates and results to better performance.

There is also a significant relationship between the respondents' satisfaction on their working condition and their level of empowerment in terms of resources management. This result shows the competence of the middle managers to handle the scarce assets of the company are enhanced due to positive working situation. This suggests that optimistic working condition helped the middle managers to explore and enhance their capabilities to find means to maximize the resources of the company.

Furthermore, there is significant relationship between the respondents' satisfaction on their work status and their level of empowerment in terms of making bigger decision. This result indicates that the middle managers felt authorized to make huge decision in the organization that might be risky because they have the feeling that their unique capabilities as organizational leaders are utilized and recognized. Having the freedom to decide for their team, enabled them proactively to identify future challenges and opportunities which lead to the sense of personal and professional fulfilment.

There is another significant relationship between the respondents' satisfaction on their working status and their level of empowerment in terms of communicating expectations. This result indicates that promising status to the employees enabled them to convey higher performance targets to their subordinates. This further means that the middle managers can express their thoughts because they knew that they are given the authority from the higher management to converse to the people in their department about the company's direction.

There is another significant relationship between the respondents' satisfaction on their working status and their level of empowerment in terms of providing training and coaching. This result reveals that the middle managers' empowerment to provide direct assistance and guidance to the employees in their department or unit is related to the auspicious work status given to them by the top management. Moreover, the middle managers are satisfied whenever they get to share their knowledge and skills to the lower rank employees in the organization.

There is another significant relationship between the respondents' satisfaction on their working work status and their level of empowerment in terms of creating new system and tactics. This result indicates that the middle managers' level authority to take the challenge in formulating enhancement to the systems is influenced by their optimistic work status affected by the top management of the company. This means that they created new methods when they are given freedom to utilize their skills.

Lastly, there is a significant relationship between the respondents' satisfaction on their work status and their level of empowerment in terms of resources management. This result reveals that employee's power to take hold and make decisions on how the assets of the company be utilized by the people is based on the authority given by the owners of the company.

Muhammad Arifin (2015) discoursed that empowerment has direct and indirect effects on performance and job satisfaction. Satisfaction mediates the indirect effect between empowerment and motivation on performance while empowerment and motivation have a positive and significant direct effect on performance.

These results relate to the heart of the two-factor theory, which explains the difference between motivation and hygiene factors as well as the intrinsic and extrinsic factors. Two factor theory described motivation factors as intrinsic to the job and hygiene factors as extrinsic to the job. Thus, motivation factors operate to only increase and improve job satisfaction, whereas hygiene factors work to reduce job dissatisfaction. Among the factors of hygiene, when the factors deteriorate to a level below which the employee considers acceptable, then job dissatisfaction ensues. However, the reverse does not hold true. When job context can be characterized as optimal, employees will not get dissatisfaction, but neither will we get much in the way of positive attitudes. It is primarily the motivators that serve to bring about that kind of job satisfaction (Alshmemri *et al.*, 2017).

Findings

The following were the salient findings of the study:

1. Majority of the respondents were over 28 years of age, female, single, and had been employed within 1 to 3 years.

2. The respondents were moderately empowered in making bigger decisions and highly empowered in terms of involving people, encouraging, or motivating, communicating expectations, providing training or coaching, creating new system tactics and resources management.

3. The respondents were highly satisfied in terms of their salary, commission, job security, working condition and status.

4. There is a significant relationship between the age of the respondents and their level of empowerment in terms of making bigger decisions, providing training, and coaching and creating new system. There is also a significant relationship between the respondents' gender and their level of empowerment in terms of resources management. There is a significant relationship between the respondents' age and their degree of satisfaction in terms of salary. There is a significant relationship between the respondent's number of years as employed and the degree of job satisfaction in terms of status. Also, there is a significant relationship between the level of employee empowerment and their satisfaction level, commission, job security, working condition and status.

CONCLUSION

The middle-level managers in the various companies engaged in business process outsourcing, manufacturing, distribution, sales, and services were highly empowered in the context of performing their assigned jobs especially in the work from home arrangement. In this context, they were given certain level of authority and autonomy to make better decisions to ensure that the objectives and goals of the organization were attained. They also took responsibility on the outcomes of their decisions. Hence, the employee empowerment fosters job satisfaction which commensurate that pay and commission that they received, their feeling of security in the company, the physical conditions, and mental demands in performing their tasks and tenurity.

Recommendation

Based on the findings of the study, the following are recommended for the future researchers:

1. The following topics are recommended for future research.

2. Leadership Skills Among the Account Managers Amid the New Normal;

3. Stress Coping Mechanisms and Work Motivation of Account Managers; and

4. Financial Implications of Work from Home Arrangement among the Middle Managers.

5. That the proposed Employee Development Plan may be cascaded to the various units of the organizations and be implemented to enhance the competence of the employees and maintain their high level of job satisfaction.

Translation of Research

In order to modify the employee development plan, the results of the study "Work From Home: Employee Empowerment a Stimulus of Job Satisfaction", were translated into an Employee Development Plan. This approach guarantees that all important data is included as inputs to enhance employee and employer relationships.

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