The Impact of Personel Empowerment and Supervisor Support on Job Satisfaction: An Application in the Energy Sector

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Extensive Summary

1. Introduction

It is an undeniable fact that the employees of an organization are the most important strength the organizations have to be successful in the competition of the globalizing world market. Employees, who use their knowledge, experience and skills at the highest level according to the objectives of the organization, constitute this power through their contributions. Employers try to respond their employee's contributions with a good salary and other rights. The Social Change Theory defines the change between the employee and employer as gains for both sides' in benefit and costs. This means that the employees can gain for their own benefit when they use their knowledge, experience and skills at the highest level for to the objectives of the organization. In result, the employee will inadequate performance or terminate the relations of change if the things that are obtained don’t give satisfaction. If this occurs, both the employee and the employer will lose (Zafirovski, 2005). Starting from this point, it has been the aimed to collect the expectations of the employee under the name of job satisfaction in the studies which aimed to build strong basis for the change between the employee and the employer (Hackman and Oldham 1976; Herzberg et al., 1959).

In our studies, we discussed the employees of TPAO and TPIC who have relationships with each other in a frame of external supply in both public and private
organization. The Council of ministers gave permission to TPAO to contribute to meeting the need for oil, to operate in the international trade field, and to conduct foreign oil with the help of another company that can be found if there is necessity, according to foreign company legislation. In this context TPIC was founded. TPIC has activities in the fields of oil and natural gas exploration, drilling, well completion, site development, production, oil field surface facilities, transportation, refining crude oil, sale of petroleum products, and petroleum distribution.

2. Methodology

2.1. Aim of the Research

The Aim of this study is to examine the factors of job satisfaction, supervisor support, and personnel empowerment in the energy sector, while at the same time using mainly The Social Change Theory. The hypothesis of the study is that there is a linear positive relationship between job satisfaction, supervisor support and personnel empowerment. In this study we searched for the answer of the question; is there any difference between job satisfaction, supervisor support, and the level of employee empowerment among the employees who work in the departments of these companies?

2.1. Population and Sample of the Research

To test the model, a 20 question survey was used in which demographic variables were withheld. These surveys were given to the staffs who work in well completion services, drilling, producing, and the geology department of Turkey Petroleum Corporation, and TPIC in TPAO Batman District Office. The staff of TPAO works in production, well completion services, and geology departments, while the staff of TPIC work in drilling services. From the surveys; 750 surveys were delivered randomly, 250 surveys returned in which 16 of them were excluded from analysis because of incomplete parts, and therefore 234 surveys were used for analysis in total.

2.2. Data Collection Tools

In collection the data, except for the demographic information form, in order to determine the level of job satisfaction of employees’, supervisor support, and personnel empowerment, three different measure were used.

a. Demographic information form: This form is used to get demographic information about the corporate employees. Employee’s age, sex, education, marital status, job experience, firm and department the employee work in, monthly income, duty, and working periods are taken in this form.

b. Job satisfaction scale: This scale was developed by Spector (1985) in order to determine job satisfaction levels of the employees. The 9- question scale translated in Turkish by Kula (2011). A Likert – type scale with a 5 points scale was used.

c. Supervisor Support: This scale was developed by Karasek (1985) in order to determine the level of support that employees see from their supervisors, this scale was adapted in to Turkish by Kula (2011). The 7-question scale, a Likert – type scale with 5 points was used.
d. Personnel Empowerment: This scale was developed and adapted in to Turkish by Nyhan (2000) in order to determine the level of personnel empowerment. In evaluation of the 4-question scale, a Likert-type scale with 5 points was used.

e. Analysis of Data:

In analyzing the data the statistic program SPSS 18.0 was used. In analyzing the obtained data, parametric (t-test ANNOVA), correlation, and regression tests were used. Datas’ analysis were used according to participants’ answers for each question. The level of statistical significance was accepted as P<0.05.

3. Findings

In order to test the accuracy of our hypothesis, demographic variables (chart 1), correlation test (chart 2), and regression analysis (chart 3) were used. As seen in this research, supervisor support is more effective on job satisfaction.

• Job satisfaction scores of employees who work in TPIC are higher than the employees who work in TPAO (t:4.627;P<0.001)

• Supervisor support scores of employees who work in TPIC are higher than the employees who work in TPAO (t:5.152:P<0.001)

• Personnel empowerment scores of employees who work in TPIC are higher than the employees who work in TPAO (t: 4.373; P<0.05).

• According to working units there is a statistically significant difference among the average levels of job satisfaction (P<0.05;F:6.712), supervisor support (P<0.05;F:9.284), and personnel empowerment (P<0.05;F:4.739).

• The Job satisfaction, supervisor support, and empowerment scores of the employees who work in drilling are higher than those who work in production units, (except for the units of drilling, well completion, production, and geology).

4. Discussion

From the results of the correlation analysis, it was concluded that there is a positive linear positive relationship between job satisfaction, supervisor support, and personnel empowerment. This situation can be interpreted like this; if the supervisors provide facilities which provide job satisfaction, there can be a positive change in personnel empowerment. According to the results of the regression analysis it is clear that personnel empowerment is connected to job satisfaction and supervisor support. It is also been obvious that supervisor support has the most influence on personnel empowerment. These findings overlap with earlier studies, in which it was proved that the supervisors have an important role in strengthening applications. It is suggested, that for the success of strengthening studies, supervisors showed have behavior that is evaluated positively by the employees (Bordin et al., 2007; Lashinger and Finegan, 2005). In our studies, according to monthly income, a significant difference has been found between job satisfaction and personnel empowerment. Human resources, who support strengthening, not only support the employees with objective fees and promotions, but also see them as a value with a good perspective to respond to the rapid changes and developments.

These findings overlap with the studies in which it was proved that the fees have an effect on job satisfaction. The level of income has a great effect on job satisfaction.
This has been shown in the results of the studies done by Friday (2003). This study aimed to determine the factors that affect satisfaction. While high job satisfaction is accepted as an indicator of a well-managed organization, low personnel satisfaction is the most important indicator of the deterioration of the organization’s conditions. Job satisfaction and the level of employees’ satisfaction are a subject that businesses have to follow carefully.