



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTEMENT OF MANAGEMENT

IMPACT OF EMPLOYEE EMPOWERMENT ON QUALITY

SERVICE- the case of Woliso Hospital

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Declaration

I, undersigned declare that this senior essay is my original work wherever contributions of others are involved. Every effort is made to indicate this verity with due reference to the literature information derived from the published or un published work of others has been acknowledged in the text and a list of reference is given.

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ABSTRACT

The study attempted to examine the impact of employee empowerment on quality service in case of Woliso St. Lukas Hospital. The general objective of the study was to investigating the impact of employee empowerment on quality service in case of Woliso St. Lukas hospital the study is conducted at Woliso St. Lukas hospital. In the study many past literatures were reviewed. The total population of the organization is 403 from this population the researcher takes a sample of 80 employees based on simple random sampling. The study used primary data which is analyzed using percentage and table. The collected data were analyzed by using table, percentage and frequency. The major finding of the study is that, Empowerments of the employee enable the employees to own the job, freedom in doing their job and individually respond to customer needs in an excellent fashion, concerning the customer satisfaction, almost more than half of the customers were getting satisfaction from the service provided by the hospital but the organization takes too much time to deliver the service, which have direct effect on the quality of the service and customer satisfaction. So that the researcher recommend, since the service quality is a critical factor in affecting customer satisfaction, the hospital has to give considerable attention to service quality, since quality has direct relationship with satisfaction and the hospital should deliver the service at the right time because time is the most valuable asset at hospital.

Keywords: employee, empowerment, quality service, Woliso St.Lukas hospital

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Currently over whelming researches have been dedicated to the study of the impact of employee empowerment on quality service in various areas of the service industry. Obviously service encounters between the service providers and customer demand that the service provider meets the need of the customers in order to satisfy their needs and make them happy with the transaction. This has required service providers to perform at their best level as their performance are evaluated by the customers and service providers determine whether they were happy with the service delivered. Indeed the performance of service provider or employees will be a very factor in customer evaluation and comparison with expectation in deciding whether they are satisfied with the service. (Anselm Strauss 1998).

Accordingly it is vital that the service provider ensure that whatever is delivered can delight and customer happy. However that will be not be an easy task for every service provider. There are many issues that may limit them from performing as required and the best they can. They may not be able to perform well if the power given to them is restrict or if they are not allow to make simple discussion or if they only have restrict flexibility in their job. This condition may have some impact on the value of the quality that they deliver which have influence on the customer's evaluation and customer's dissatisfaction. (Bart Valor, pawl Gemmel, Roland Van Dlerdonck 2003).

Previous researches have provided evidence and propose that empowerment of employees may benefit the organization in eliminating poor quality of service and customer dissatisfaction in various ways such as by motivating the employees, enhancing job satisfaction and increasing organizational Commitment being more responsive to customer needs. All of this can have a direct influence on the level of service quality, in service delivery to customer, in competitive environment in which organization must be

fast learner, provide better service quality, be more efficient and more profitable on empowered and productive service worker is thought to be essential (Bowen and lower 1992); full farad and Eng., 1995) and Bowen and lawyer 1995). Employees in service organization and particularly those who have frequent contact with the customer usually service representative of both the organization and their product or service to the customer at contact point.

Employees who are empowered in organization can either partly a positive or negative picture to the customer considering that a satisfied customer and employee are important value to the organization; therefore it becomes the duty of management to put in a place a system that will ultimately generate either satisfaction or dissatisfaction from their customer and employees since the employees have a major role to play in determining whether a customer will enjoy the experience or turn to their competitors for better solution. This according to Baruch (1998:82-87) forces organization to re-think their strategy because as zenithal et al (2006:106) pointed out companies today recognize that they can compete more effectively by distinguishing themselves with respect to service quality and improve customer satisfaction.

1.2 Statement of the Problem

In service organization, like the general offering in a Hospital on average similar even though they engage in different approaches to achieving differentiations from other in more market share and customers. To do the service provider seeks different mechanism to differentiate themselves from the rivals by offering customers high quality of service.

In some organization employee empowerment can lead to decrease efficiency because decision may not be uniform and optimum. It can also create problems with the coordination throughout the organization. Because decision are decentralized and not manage at the top manager and employee relationship can become tense as the boundaries of authorities can be blurred. According to the critical perspective attempt at employee empowerment can be counter _productive actually creating greater control over employees (Shawn. G, 2003)

The nature of service as being intangible, homogenous and perishable in almost all Hospital was challenging to the organization to achieve differentiation from others. This are the problem within the organization but employee empowerment and customer satisfaction is one of the vital factors that determine the competitiveness of the organization.

Different researchers investigate terrier study on employee empowerment and customer satisfaction. However, most of the studs considered only the role or importance of employee empowerment on quality service and they are not focus on the problems relate to employee empowerment on quality service and customer satisfaction and also most of the studies are very resent that needs to re-investigate another study. Due to this reason the researcher initiates to stud on this topic area.

1.3 Basic research question

Based on the above information the study attempted to answer the following questions.

- 1 What is the relationship between employee empowerment and quality service?
- 2 What are the challenges and difficulties of employee empowerment?
- 3 What are the benefits of employee empowerment?
- 4 Finally what will the impact of employee empowerment on quality service?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study was to investigating the impact of employee empowerment on quality service in case of wolisost. Lukas hospital

1.4.2 Specific Objective

The specific objective of the study was clearly mentioned as follower.

- To discover and clearly identify the relationship between employee empowerment and service quality.
- To investigate the challenges and difficulties of employee empowerment.
- To clearly identify the benefit of employee empowerment
- Finally, the study suggested and recommended possible solution for the problem based on the findings that can discover the difficulties of employee empowerment and eliminating empowerment challenges in the organizational issue.

1.5 Significance of the study

The importance of this study is making the researcher to understand the problem relate to quality service in Woliso St. Lukas hospital and to service as base to solve it. Furthermore, the study is make the researcher to inherit with the knowledge and helps other researchers to conduct further research.

1.6 Scope of the study

The Scope of the study highly focused on impact of employee empowerment on quality service at Woliso St. Lukas Hospital.

1.7. Limitation of the study

While conducting the research the researcher faces limitation of time, financial problem and internet connection problem.

1.8 Organization of the study

The research consisted five main chapters. Chapter one include background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study limitation of the study. The second chapter include review of related literature, while the third chapter deals with methodology of the study. The four chapter deals with data analysis and interpretation. Finally the last chapter comprises conclusion and recommendation.

CHAPTER TWO

2 REVIEW OF LITERATURE

2.1 Definition of Employee Empowerment

The command dictionary of empowerment “to give official authority to delegate legal power to commission authorize (Grave: 1974, p 744) is the most understood by most people. As an example, Gandz (1990) writes empowerment means that management west decision making or approval authority in employees where traditionally such authority was managerial prerogative (p.175). However this is not the definition of what is usually employee empowerment. One other notes empowerment is easy to define in its absence alienation powerless but difficult to define positively it takes on different form in different people and contexts (Zimmerman. 1990, p, 169). Employee empowerment means the transfer of power to other (M.wright and A.Noel, p664). When most people refer to employee empowerment mean great deal more than delegation. It is for this reason that many authors provide their own definition.

2.2. Further Definition of Employee Empowerment

Effective bases worldwide now are called coaches, advisors, sponsor or facilitators’, good managers and good coaches” are expected to help employees refine their job achievements by encouraging, instructing guide and giving them advice. The power that managers have the capacity to influence the behavior of employees and work responsibilities must be shared with employees through the creation of trust. Work related decision and full control of the work is being pushed down towards the lowest operating levels (Robbins 1996) self-conducted.

Teams have also emerged employees with no or very little supervision these groups are able to solve work problems, make choices on schedules operations learn to do other employees jobs and are also held accountable and responsible for the quality of their outputs (Boone and kure 1998).

2.3. Customer satisfaction

Customer perceives service in terms of quality. For how satisfied they are with the overall experience, is what defines their action. Kotler et al (1997:61) points out that whether the patient is satisfied after service depends on the offered performance in relation to the patient's expectation.

However according to Zeithmal et al (2008: 105) although service quality and customer satisfaction are used interchangeably. There is indeed a distinction customer satisfaction is when the outcome of the service matches the expectations the customer. As pointed out by Looy et al (2003:125), even though there is a difference in component of products, Zeithmal et al (2000:103) defines the customer evaluation of a product or services in terms of whether the product or service has met his needs or expectation failure to meet needs result in dissatisfaction or a poor perception of the service quality.

Satisfaction can be acknowledged in various sense depending on what the customer needs and it ranges from feeling of fulfillment contentment, pleasure, delight, relief and ambivalence.

Service quality is one of those factors that contribute to customer satisfaction. In other words a component of customer satisfaction measure customer satisfaction.

According to Zeithmal (2008:110) satisfaction or dissatisfaction is a measure of evaluation of product or service ability to meet customer need or expectation. If the customer organization is satisfied by their service, the result is that they will be loyal to them and consequently be retained by the organization because it could also mean higher profits, higher market share and increasing customer base. According to Gronroos (2001: 346) through improved customer retention and more gross- sales, this can be expected to have a positive effect on profit.

2.4. Determinant of customer satisfaction

Customer satisfaction is measure of many factors from the customer's expectation to the actual experience but as regarding to the nature of services where the product is intangible many of the factors, will depend on the human factor of the service.

Looy et al (2003: 124) further sells out other factors that determine customer satisfaction such as:

- a) Product and service features: by the customer's evaluation of the product or serves features.
- b) Consumer emotions: the state of customers mind also contributes to his satisfaction of product or service.
- c) Perception of equity or fairness: their perception of how fair they have been treated influences their perception also.
- d) Other customers, family or co-worker: the influence of other people based on their reactions or expressions influences the customer's perception also.
- e) Attributes of service success or failure: the way the customer perceives the causes of events since for many services customers take partial responsibility for the way things turn out.

2.4.1. Importance of customer satisfaction measure

According to kottler et al (2008: 145)" one key to customer retention is satisfied stay longer" the customer satisfaction measure is relevant to both the customers and the organization in many ways a part from the customer knowing that the organization is constantly devising methods to grant them excellent satisfaction. As zeithamal et al (2003:113) points out that because of the importance of customer satisfaction to firms and overall quality of Life. Many countries have national index that the customer satisfaction at a macro level.

2.5. Employee empowerment in service management

The term empowerment has been given different definitions and looked out through different lenses depending what the writer is trying to portray.

It has been defined in relationship to leader ship and independence of the employee regarding service encounters and compared to the opposite approach referred to as the production line method which is the traditional method of delegation authority to subordinates by their superior according to looy et al (2003: 143)" empowerment

means providing service employees with enough autonomy to allow them to handle un foreseen problem situations such as complaints”.

It refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals as Herrenrl et al (1999: 373) explains due to the role of the employees in service organization and the valance of customers place on service quality. The management would have to adopt or approaches that accompany can choose to adopt the traditional methods of delegation or the empowerment approach.

- a) The production line approach- the hospital way of delivering service is characterized by simplification of tasks. Clear division of labor, substitution of equipment and systems for employees and little decision making discretion to employees.
- b) Empower red approach less emphasis is put on the systems surrounding the service employees who are given more discretion and autonomy.

Many studies have been shown that due to the nature of service either of the two approaches tends to have a distinct impact on the service delivery process, customer perceived service quality and so on.

2.5.1 The dimension of employee empowerment

Various service literature (looy et al 2003) (zeithmal et al 2006) describes employee empowerment as having many dimensions ranging from the individual employee level to the organizational level of empowerment looy et al (2003: 232) point out that most important reason for empowerment at the individual employee level is the belief that autonomy motivates people. They further argue that people will take imitative and make decision rather than being dictated to regarding their jobs. With reference to looy et al (2003: 233), there are five dimensions, as driving force behind individual work motivation.

The individual employee level

Meaning; the extent to which an individual experiences personally meaningful.

Competence: the extent, to which an individual feels confident about his or her capabilities to perform tasks,

Self-determination: the degree of influence that an individual has on how to perform the job

Strategic autonomy: the degree of influence an individual has on the content of job.

Impact: the degree of influence an individual has on the direct work environment.

The organizational level

Looy et al (2003:237) points out that employee cannot be empowered without the necessary organizational support that required to stimulating action such as task initiatives and acting independently. For employees to be successfully empowered, the organization needs to create the environment where such attitudes and behaviors can be developed. According to looy et al (2003: 238), “empower organization have everything in place to facilitate the pushing down of information knowledge rewards and power.

Sharing information: empowerment of employees would be unsuccessful if they have no access to information about the:-

- a) Service concept
- b) The service delivery process as whole
- c) Past and current performance of the organization
- d) Setting of goals in the organization by knowing what needs to be done not what is allowed to be done knowledge and competence development:

The competence base of employees not to be developed continuously and should be limited only hiring competent employees for short term resist over the organization should train and educate the employees to have an extended range of skills. Rewards: going hand in hand with employee empowerment is responsibility and rewards for taking such responsibility. While increasing competencies is beneficial in itself, monetary reward is satisfaction first. Both of the basic dimensions are related to

independence of the employee regarding work and service and are all aimed at achieving the organization objectives. (looy et al 2003)

2.5.2. Implication and benefits of employee empowerment

A. Benefits of employee empowerment

Empowerment is an effective method of improving organization effectiveness. Its purpose was primarily to enable authorize employees to make product as good as possible. The obvious benefit was an increase quality along with the production in warranty costs. Other benefits of empowerment also evolved in to believing excuse for implementation of principles. (Richards, Welling, Bihar, Wilson 1991)

Empowerment can raise the level of service of employees effectively, mobilize the enthusiasm of employees motivates employees to provide customers with service quality and customer satisfaction. Many enterprises found that they have to empower employees. In order to understand customer needs, respire to customer demand and problems rapidly and provide service for customers timely in the process of inter action with customers. (Potochny 1998).

Empowered employees can make decisions and suggestion that will down the line to improve service and support, saving money, time and disputes between companies and their customers (Sitterly 1998). Empowerment of qualified employees will provide exceptional customer service in several competitive markets. Therefore it will improve profits through repeated business (potochny 1998). Customers prefer to deal with employees that have the power to manage arrangements and objective by themselves.

Generally, according to experts R.Ripetly (1992) and spats (2000) empowerments will:

- Improve customer satisfaction by having the employees closest to the customer make rapid, relevant decisions assist the continues improvement of processes, product and service.
- Increase the opportunity for creativity and innovation

- Increase productivity by increasing employee pride, self-respect and self-worth
- Maintain and increase competitiveness
- Increase communication among employees division and customers. Finally two studies done in 1998 by Mary Hocutt (college of business Stamford university) and Thomas stone (Oklahoma state university) concluded that
 1. Employees when supplied with autonomy and adequate training to deal with service recovery problems are more likely to be satisfied and
 2. Customer satisfaction comes quicker when service recovery problems resolved by responsive and empathetic employees (Houstles and stone 1998)

B. What needs to be done to promote the benefits come with changes in the organizations culture itself. Benefits require change in management and employees (Sitterly 1998) for empowerment to succeed the “management pyramid” must be inverted. Old fashioned managers must step off their “pedestals” and for the first time serve their subordinates and give up control. Old fashioned employee must also agree changes, they could see empowerment as a threat, especially if they become used to the convenient old style of management structure where the rules and decisions come always from above (Clark 1999). Managers are learning to give up control and employees are learning how to be responsible for the action and decisions. (Robbins 1998). In sum, it is fundamental that management share information create autonomy and feedback, train and create self-directed team for empowerment to work properly.

Managers often prefer not to communicate with employees and not to share some extremely important information with them (patchy 1998). But an effective leader must have no hidden agendas. They must treat employees as state holders for the road of success (Bourke 1999). Employees must have success, because, if they are not aware of what success means to the company and where the company is heading.

C. when employee empowerment does not work

Empowerment must be carefully planned and implemented so as to take its focus of value creation for the customer. It can be a victim of the very problems that made it desirable in

the beginning (Dover 1999). Some of the internal and external threats encountered to successful achievements of empowerment are briefly described below.

Internal threats due to inadequate assumptions, knowledge and attitudes:-

Conflicts may emerge between employees and managers when defining power. The decision making authority expected by employees might not be someone managers are willing to accept employees could stop the efforts lose interest and become cynical managers might not be willing to give up the necessary power. They can oppose empowerment because they can see it as a loss of authority and less job satisfaction.

Employees might resist empowerment; some may not be comfortable with taking new responsibilities. They prefer to depend on the decision of others; they might refuse to get with the program.

Managers might assume that employees already have the required due skills to start a good empowerment programs. To fully train employees to make their own decision it is time consuming and expensive.

External threats due to an unexpected circumstance reduction in the work face: sometimes economic and competitive environments call for a labor force cut back,. This could then be used as an excuse not to implement empowerment.

Changing senior management: empowerment efforts could be injured if any new senior manager is about to take office even though everything might be running smoothly; new senior leaders have a tendency to move things around.

Managers and acquisition:- these types of company "mixture" can always threaten empowerment. Both organizations will not always come to the integration process with some degree of programs implemented many changes to make a uniform empowerment process (Dover 1999)

A. Implication of employee empowerment in service management:

Many service management literatures suggest employee empowerment benefits to mainly customer satisfaction and qualified services, as listed by Gronrøw (2001: 347-348).

The benefits are:

- Quicker and more direct response to customer needs:- customer experience spontaneity and willingness to help by the employees at usual circumstance compared to the traditional mode of having to wait for a decision by a supervisor.
- Quicker and more direct response to dissatisfied customers in service recovery: like as above employees are able to help them recover in event of service failure without the supervisions intervention
- Employee are more satisfied with their jobs and feel better about themselves: the feeling of jobs ownership leads to less job absenteeism and reduced employee turnover.
- Employee will treat customers more enthusiastically: considering the motivating effect of employee empowerment, they become enthusiastic part-time marketers
- Empowered employees can be valuable sources of new ideas: as a result of direct customer contacts they have insights into customer problems, ideas and wishes which they can share with management to facilitate improvement.
- Empowered employees are instrumental to creating a good word of mouth referrals and increasing customer retention: - because of serving customers in a quick skillful and service oriented manner, surprising them and making them spread good word of mouth and stay with the same service provider. (Gronrøw 2001).

Although praised in much service literature as being the ultimate management practice for service organizations as Yeh-hunlin (2002:221) describes that a major step in transforming an organization is to empower employees to act on the organizational vision it however does not guarantee success for organizations practicing it. This shows that employee empowerment can have both positive and negative implications to organizations practicing it. This shows that employee empowerment can have both positive and negative implications to organization.

2.5.3. The role of employee in organizations

The role of employees in service organization is comparable to the role of the service itself, as pointed out by Zeithaml et al (2006:349) that employees are the service and the brand, their importance to the firm is critical to both service delivery and service production. In service it is all about the power (employees) because they appear more often to be the most tangible clue to the qualities of the service.

Zeithaml (2006:350) defines the employee's role in organization and to the customer. According to him "satisfied employees make satisfied customers" and vice versa. Employees are the organization in the customer's eyes: the employee personalities, the firm even if it does not perform the entire service, they represent the firm to the client. Their professional or unprofessional behavior affects the perception of the customer about the firm. To the client, their professional or unprofessional behavior affects the perception of the customer about the firm.

They are the brand: the image that a customer has about the firm is formed by their interaction with the employees of the firm, the brand image of the firm is not built and maintained by their care product or service, but is a function of the employee working there.

They are the marketers. Since the employees are the representative of the firm their attitudes, behaviors and functionality can directly influence customer satisfaction and this implies that employees are performing marketing function.

2.6 Empirical review

Many previous researchers have studied impact of employee empowerment on quality service in service businesses such as banks, tourism, hotel and hospital. Kalkidan Tsegaye. (2014).Assessment of impact of employee empowerment on quality service in case of Tikur Anbessa Hospital studied a survey of quality service and employee empowerment with hospital services Both permanent and temporary employees were satisfied with the service on a medium level. They were satisfied with the following service dimensions: Therefore, Churchill, G.A., Surprenant C. (2012) stated that future studies of hospital service should evaluate the emolyee's experience. So in addition, unlike previous researchers the researcher tried to evaluate employee's experiance. Kalkidan, (2014) and other previous researchers in their studies used many approaches to measure service quality and employee empowerment. This study explored employees empowerment and quality of the hospital towards the hospital which is focusing on the Woliso St, Lukas Hospital.

CHAPTER THREE

3 RESEARCH METHODOLOG

3.1 Research design

The study would assigned as a cross sectional study to describe and assess the impact of employee empowerment on quality service at Woliso St. Lukas hospital. The type of research design would be descriptive research design. Why this type of research design used is to identify and obtain information on the particular characteristics of issues.

3.2 Source of Data

The sources of data that the researcher was used both primary data and secondary data sources because both of data sources are used to collect sufficient information for the study. Primary data are collected through standard questioner distribute to employees and unstructured interview of managers. Secondary data would also be collected (gathered) from different books, annual reports and other written materials.

3.3 SAMPLE SIZE

The total population of the organization is 403 from this population the researcher takes a sample of 201employees based on simple random sampling so that each and every employee's in the organization can get an equal chance of being included also this method to avoid bias .The sample size can be determined by using Taro Yamane's (1967) formula as follows at confidence level of 95%

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

$$n = \frac{403}{1 + 403(0.05)^2}$$

where n=sample size

$$n = \frac{403}{1 + 403(0.05)^2}$$

e=error

$$n = \frac{403}{2.00175}$$

N=total population

$$n = 201$$

3.4 Sampling technique

The researcher in the study used simple random sampling technique to carry out the investigation. Because this method give equal chance for all population of the study.

3.5 Procedure of data collection

Close and open ended questionnaire were distributed to sample employees. Interview was conducted with selected officials of the hospital who have a direct subject matter of the study.

3.6 Method of data analysis

Data analysis is the transformation of process to look for the pattern and relation among groups which is made after collection of data through questionnaires and interview.

Desired information will be carefully gathered, it is analyze precisely using percentage and table.

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the questionnaires filled by different employees of Woliso St. Lukas Hospital and interviews conducted with the manager of hospital. In order to conduct this research 201 questionnaires were distributed to employees of the hospital. Out of 201 copies of the questionnaire, 175 questionnaires were properly completed and the rest 26 are were not returned. Because of this, the researcher presented, analyzed and interpreted only 175 questionnaires out of 201 questionnaires. This section includes analysis, presentation and interpretation of the back ground of respondents of Woliso St. Lukas Hospital.

Demographic characteristics of the respondents

Table4.1Sex distribution of respondents

Sex	Respondents		
	Option	Employee	Percentage%
	Male	65	37%
	Female	110	63%
	Total	175	100%

Source: Own survey 2019

As it can be seen from the above table 63% and 37% of respondents were females and male respectively

Generally this indicates that hospital has large number of female employees.

Table 4.2Age distribution of the respondents.

Age	Respondents		
	Option	Employee	%
	>25	23	13%
	25-35	91	52%
	36-50	49	28%
	51-60	10	5%
	Above 60	2	1%
	Total	175	100

Source: own survey 2019

According to the above table 52% of the respondents were aged between 25-35 years, and 28% of the respondents were aged between 36-50 years. 5% of respondents were age between 51-60. It can also show that 13% of Employee respondents were aged less than 25 years and 1% above 60 years respectively. This implies that most of the respondent are young (since they are in the younger age group)

Table 4.3 Educational level of respondents

	Respondents		
	Option	Employee	Percentage
Educational status	Below grade 10	-	-
	Grade 10 or 12 complete	-	-
	Certificate	-	-
	Diploma	51	29%
	BA degree	117	67%
	Masters	7	4%
	Total	175	100%

Source: own survey 2019

As the table above shows most of 50(67%) of the respondent are BA degree holder while 29%of Employee were Diploma holder and the rest 4% of respondent were who had master degree. So we can generalize that most of the employee of the hospital are BA degree holder and this shows that the hospital have well educated man power.

Table 4.4 Work experience of employees

	Respondents		
	Option	Employees	%age
Work experience	5 and below 5 years	93	53%
	6-10 years	49	28%
	Above 10 years	33	19%
	Total	175	100%

Source: own survey 2019

From the above table we can see that most of the respondent 93(53%) of were those who have worker experience of 5 and below 5 years and employees who had 6-10years’

experience are 49[28%] and the rest above 10 years work experience accounts 33[19%]. Generally we can conclude that the hospital has employees who have well work experience.

Table 4.5 Employee deliver service to the customer

Item	Respondents		
	Option	Employee	Percentage
Do the employees of the hospital deliver the service to the customer in friendly manner?	Yes	163	93%
	No	12	7%
	Total	175	100

Source: own survey 2019

As it can be seen from the above table most of the employee 93% suggested that they deliver service to the customer in friendly manner and the remaining 7% replied that there were no friendly service between customers and employees. Generally this reflects

Table 4.6 Judgment on treatment of the hospital

Item	Respondents		
	Option	Employee	Percentage
How would you judge the comfort of the treatment in the hospital?	Highly comfortable	82	47%
	Comfortable	77	45%
	Medium	14	8%
	Less comfortable	-	-
	Least comfortable	-	-
	Total	175	100%

Source: own survey 2019

The above table reflected that, most of the respondent 47% replied the treatment of the hospital is highly comfortable while 45% of the respondent said it is comfortable and the rest 8% of the respondent stated the treatment is fair or medium. From the table it is clear

that there were no employee who grouped the degree of treatment under less comfortable and least comfortable. Based on the opinion of the Employee, the researcher generalized that the hospital gives great treatment supported by technological instruments that keeps its quality level higher to the customers.

Table 4.7 Facilities in the hospital

Item	Respondents		
	Options	Employee	Percentage
The facilities available used in the hospital like bed room are?	Adequate	124	71%
	Non adequate	51	29%
	Total	175	100%

Source: own survey 2019

According to the above table 71% of the customers believed that the facilities used in the hospital were adequate and the remaining 29% of the customers believed that there were non-adequate facilities available in the hospital. Based on the opinion of the Employee we can summarize that the organization have well available facilities in the hospital.

Table 4.8.Satisfaction from services

Item	Respondents		
	Options	Employee	Percentage
Does the service of the hospital meet your expectation	Yes	96	55
	No	51	29
	Some times	28	16
	Total	175	100%

Source: own survey 2019

As the above table indicates, majority of the Employee 55% were satisfied from the service that is provided by the hospital where as 29% of the employee doesn't get the appropriate service from the hospital and the rest of 16 Employee replied they get the required service from the hospital but not often. Based on this we can conclude that the

hospital provide the appropriate service to some of the customer and should improve it since it has to give the service adequately to all employees.

Table 4.9. Preference of the Employee

Item	Respondents		
	Option	Employee	Percentage
Would you prefer to be served somewhere else?	Yes	84	48
	No	70	40
	Sometimes	21	12
	Total	175	100

Source Own survey 2019

According to the above table the majority of the respondent 48% preferred to be served somewhere else while 40% of the respondent choose the service of the hospital comparative to other and the rest 12% of the employee has to some extent demand the service of other hospital. This show that the hospital has to improve its service to fulfill the demands of its employee.

4.2.1. Employees empowerment

Table 4.10 shows employee empowerment

Item	Respondents		
	Option	employees	Percentage
Does the hospital empower its employees?	Yes	134	79
	No	36	21
	Total	175	100%
Does the hospital keep the empowerment approach by using supportive method?	Yes	124	71
	No	51	29
	Total	175	100%

Source: own survey 2019

As it shown in the above table most of the respondent 79% replied that the hospital is doing a great job in empowering its employees and the remaining 21% of the employees replied that the hospital did not empower its employees.

We can also see from the above table that most of the employee 71% believe that the hospital keep empowerment approach by using supportive method while the rest 29% disagree with them since they replied the hospital doesn't keep empowerment approach by using supportive method.

Generally, the researchers summarized that the employees being more proactive and are instrumental to creating a good word of mouth referrals and increasing customer retention.

.Based on the opinions of the customers, the researcher generalized that the hospital empowers its employees by using supportive methods to keep empowerment approach.

Table 4.11 Relationship between employee empowerment and service quality

Question	Respondents		
	Option	Employee	Percentage
Empowering employees has positive relationship with service quality?	Strongly agree	68	39
	Agree	98	56
	Disagree	9	5
	Strongly disagree	-	-
	Total	175	100%

Source: own survey 2019

The above table shows that 39% of employees of the organization strongly agree that empowering employees have positive relationship with service quality while 56% of the

employees agree with the positive relationship between empowering employee and service quality even rest 5% doesn't believe that.

Generally we can conclude that, there is strong relationship between employee empowerment and service quality.

Table 4.12 Change and difficulties in employee empowering

Question	Respondents		
	Option	Employee	Percentage
Empowering employees will bring changes and also has difficulties	Strongly agree	96	55
	Agree	72	41
	Disagree	7	4
	Strongly disagree	-	-
	Total	175	100

Source: own survey 2019

The above table indicates that 55% of employees believe that empowering employee will bring changes even if it has some challenges while 41% of the employee agree with them even if the rest 4% of the employee doesn't agree with the idea.

So from this we can conclude that empowering employees will bring changes even though it has some difficulties.

Table 4.13 Criteria for employees empowering

Question	Respondents		
	Option	Employees	Percentage
On what criteria the organizations depend to empower its employees?	Level of education	75	43
	Year of governing organization	-	-
	Experience	100	57
	Total	175	100%

Source: own survey 2019

As it can be seen in the above table 41% of the employees expressed that the empowerment of employee depend on the level of education while the rest 57% of the respondent suggested that employee empowering depend on work experience of the employees.

Based on the opinion of the employees, we can conclude that the organization empowerment of employees depends on both work experience and educational status of the employees.

Table 4.14 performance management and employee empowerment

Question	Respondents		
	Option	Employees	Percentage
Is performance management related to employees' empowerment?	Yes	140	80
	No	35	20
	Total	175	100%

Source: own survey 2019

As it can be seen from the above table most of the respondent 80% of employees of the organization believed that performance management is related to employee empowerment while the rest 20% of employees doesn't agree with them since they believe that performance management have no impact on employees empowerment. So from this on we can summarize that performance management have a great impact on employee empowerment.

Table 4.15 Monthly meeting and professional development

Question	Respondents		
	Options	Employees	Percentage
Is there personnel monthly meeting that will hold you accountable to your responsibility at work and in your professional development	Yes	159	91%
	No	16	9%
	Total	175	100%

Source: own survey 2019

According to the above table , majority of the employees 91% has the opinion that there is monthly meeting that hold individual accountable to his/her responsibility at work and professional development while the remaining 9% of the employee disagree with them.

Based on this the researcher analyzed that Woliso St. Lukas Hospital have personnel monthly meeting that hold individual accountable to his/her responsibility at work and professional development.

4.2.2 Response from the interview conducted with the manager of Woliso St. Lukas Hospital

➤ Result of interview conducted on employee performance and employee empowerment.

Evaluating the performance of the workers and sharing responsibility is the work of any organization. Based on this issue the researcher conducted an interview with a manager. According to the information obtained from the manager, the organization used employee empowerment as a tool to enable employees to deliver the right kinds of service quality the organization stands for.

➤ Result of interview conducted on the contribution of employee empowerment on quality service

According to the interview conducted with the manager of Woliso St. Lukas Hospital, empowerment motivates the employer to greater services and creates a greater sense of accomplishment or satisfaction in their jobs by reducing dependency, irresponsibility and encouraging teamwork which overall leader to quality service delivery.

Result at interview conducted on employee reward for their enhanced jobs.

It is obvious that most of the organization use reward system for enhanced jobs by the employers. Accordingly the manager of Woliso St. Lukas Hospital referred to as “bonus”. It is an individual level and an employee is rewarded if he/she highly delivered service to a customer. So from this we can easily say that most of the response from the employee and interview response from the manager are similar since both have the sameresponse to mention some: they both agree on that the organization used employee

empowerment as a tool to enable employees to deliver the right kinds of service quality the organization stands for.

CHAPTER FIVE

5 CONCLUSION AND RECOMMENDATION

5.1. CONCLUSION

Nowadays, every organization especially hospital are depend on the degree to satisfy their customers' need and wants through delivering a more reliable or qualified service than their ultimate competitors. However, the nature of servicer as being intangible, homogenous and perishable in almost all the hospital, it was challenging to the organization to achieve differentiation from others. But employee empowerment and customer satisfaction was one of the vital factors that determine the competitiveness of the organization.

Taking the data analyzed in to account, the following conclusions can be point out by the researchers:

- ❖ According to the information from the questionnaire majority of the employees in the hospital are female this show us the role of female in the organization is vital.
- ❖ Most of the employees in the organization are well educated and qualified.
- ❖ Woliso St. Lukas Hospital uses employee empowerment as a tool to enable their employees to deliver the right kinds at service quality the Hospital stands for.
- ❖ Empowerment motivates the employees to greater service and creates a greater sense at accomplishment or satisfaction in the jobs by reducing dependency, irresponsibility and encouraging team work which over all leads to achieving organizational goals and objectives.
- ❖ Empowering employees subsequently influence the service quality perception by the customers positively.
- ❖ Empowerments of the employee enable the employees to own the job, freedom in doing their job and individually respond to customer needs in an excellent fashion.

- ❖ On average the service quality which is delivered by the hospital was ranked under very good category.
- ❖ Concerning the customer satisfaction, almost more than half of the customers were getting satisfaction from the service provided by the hospital.
- ❖ The organization takes too much time to deliver the service, which have direct effect on the quality of the service and customer satisfaction.
- ❖ Most of the customer that use the service of the hospital are mostly prefer to be served there than search or look for other hospital.
- ❖ As the result of the interview indicated, the organization used employee empowerment as a means to enable employees to deliver the right kinds of service quality the organization stand for.
- ❖ According to the interview conducted with the management of the hospital, there is a reward system referred to as “bonus” for the employees highly delivered to service to a customer.

5.2. Recommendation

Based on the finding and conclusion in the previous section of the chapter, the following recommendations are forwarded by the researcher:

- ❖ Since there were lack of employees who have master degree and above, the hospital must encourage employees who have master degree and above and provide personal development opportunity for those who perform well, which can also be considered as one way of motivating the employee.
- ❖ Since the service quality is a critical factor in affecting customer satisfaction, the hospital has to give considerable attention to service quality, since quality has direct relationship with satisfaction.

According to Zeithmal (2008:110) satisfaction or dissatisfaction is a measure of evolution of product or service ability to meet customer need or expectation. If the customer organization is satisfied by their service, the result is threat they will be loyal to them and consequently be retained by the organization because it could also mean higher profits, higher market share and increasing customer base

- ❖ Based on the research the researcher recommends that, Woliso St. Lukas hospital should continue to promote autonomy of employees so that, every staff would works to words a common vision to achieve the objective of the hospital.

According to looy et al (2003: 143)” empowerment means providing service employees with enough autonomy to allow them to handle un foreseen problem situations such as complaints”.

- ❖ The organization should provide financial motivation like, training opportunity and incentives to increase the job satisfaction of the employees.
- ❖ Employee empowerment is one way of motivating the employees which make them deliver quality service at the same time this increases the

customer satisfaction so the hospital should develop and give major attention to employee empowerment.

Empowered employees can make decisions and suggestion that will down the line to improve service and support, saving money, time and disputes between companies and their customers (sitterly 1998).

- ❖ The hospital should deliver the service at the right time because time is the most valuable asset at hospital.
- ❖ In general, by doing the above and other corrective action the organization can overcome the challenges it face and increase the satisfaction of the customer which make it most preferable and first choice of the customer.

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APPENDIX 1
WOLKITE UNIVERSITY
COLLEGE OF BUSSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT
QUESTIONNAIRE

Dear respondent!

I am management regular student of Wolkite University conducting research project concerned with the impact of employee empowerment on quality service and customer satisfaction (the case of wolisost hospital). For success of my research your honest response is highly valuable. Hence, I kindly request you to answer the following question by putting your response. I assure you that all data collected will be strictly confidential and will be used for academic purpose only.

NOTE: Writing your name is not necessary.

Thank you in advance.

Part 1 demographical characteristic

1. Sex: male { } female { }
2. Age: less than 25 years { } 25 _35 years { } 36_50 { } 51-60 { }
61 and above { }
3. Educational level: below grade 12{ } grade 12 complete { } certificate { }
diploma { } BA degree { } Master { }

Part 2: data on service quality and customer satisfaction

1. How would you rate the service provided by the hospitals?
A. Excellent B. very good C. Good D. Poor
2. Does the organization take much time to deliver the service?
A. Yes B. No C. Same times

3. Do the employee of the hospital deliver the service to the customer in friendly manner?
A. Yes B. No
4. During the service provision process, do the employees of the hospital effectively communicate with you? A. Yes B. No.
5. How would you judge the comfort of the treatment in the hospital? A. Highly comfortable B. Comfortable C. Medium D. Less comfortable E. Least comfortable
6. The facilities available used in the hospital like bed room are
- A. Adequate B. Non- adequate
7. What is your overall satisfaction of the service?
- A. Excellent B. Very good C. Good D. Poor
8. Does the service of the hospital meet your expectation?
- A. Yes B. No C. Some time
9. Is there any problem when you are using the service?
- A. Yes B. No C. Sometime
10. Would you prefer to be served somewhere else?
- A. Yes B. No C. Sometimes

APPENDIX II

Data on employee empowerment

1. Does the hospital empower its employees?

A. Yes B. No

2. Does the hospital keep the empowerment approach by using supportive method?

A. Yes B. No

3. Empowering the employees has positive relationship with service quality?

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

4. Empowering employees will bring changes and also has difficulties.

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

5. On what criteria the organizations depend to empower its employees?

A. Level of education B. Experience C. Year of serving organization

6. Is performance management related to employee empowerment?

A. Yes B. No

7. Is there personal monthly meeting that will hold you accountable to your responsibility at work and in your professional development

A. Yes B. No

INTERVIEW

To the Woliso St.Lukas Hospital manager

DATA ON EMPLOYEE EMPOWERMENT.

1. Does the management believe that employee performance is directly related to employee empowerment?
2. How does the employee empower to contribute to quality of service delivery?
3. Do employee rewarded for their enhanced jobs?

