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PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION AMONG EMPLOYEES IN MEDIA ESTABLISHMENTS IN THE NIGER DELTA REGION OF NIGERIA

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Abstract:	Keywords:
This research delved into the correlation between psychological empowerment and job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria. The study involved 150 employees from various media platforms, including newsprint, radio, and television. Employing a quasi-experimental design, data was gathered through a questionnaire-based cross-sectional survey. Analysis using Pearson Product Moment correlation in SPSS Version 25 indicated a significant positive relationship between psychological empowerment and job satisfaction. Notably, dimensions like meaning, competence, choice, and impact showed statistically significant associations with affective and cognitive job satisfaction. Consequently, the study concludes that psychological empowerment substantially contributes to enhancing employees' job satisfaction in the media industry of the Niger Delta Region. Specifically, meaningfulness and competence were identified as pivotal factors influencing affective and cognitive job satisfaction, respectively. The study recommends various managerial interventions such as promoting positivity, fostering skill development, encouraging collaboration, and setting realistic goals to enhance employees' sense of meaning, competence, choice, and impact, thereby fostering job satisfaction. Additionally, the study discusses theoretical and managerial implications of these findings.	Affective satisfaction, cognitive satisfaction, competence, employee job satisfaction, employee psychological empowerment, meaningfulness.

CONTEXT OF THE PROBLEM

All organisational activities, be it recruitment, production, or development, are manned and managed by people, which makes employees the most valuable assets for any organisation. Attaining organisational goals and objectives is the primary role of all employees, which makes employers and managers endeavor to ensure that workers are satisfied. As claimed by Wolniak and Olkiewicz (2019) and Niciejewska (2017), a better satisfied workforce is more unique and feels relaxed, safe, and confident when activities concerning their jobs are being mentioned. Furthermore, they mention that job satisfaction is an important determinant of improved workers' commitment, performance, and safety.

Raziq and Maulabakhsh (2015) defined employee job satisfaction as "the level of contentment with one's work, which transcends from the feelings of colleagues, superiors, environment, and conditions of service." Similarly, Montuori et al. (2022) indicate that job

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satisfaction is displayed in the manner in which workers handle their jobs, in relation to issues of creativity and improved performance. Also, Leiter et al. (2013) explain that when workers are satisfied with their jobs, counterproductive issues such as absenteeism, cynicism, burnout, and turnover will be prevented. The impact that employees' job satisfaction plays on these counterproductive behaviours has made employees' job satisfaction a well-researched concept by organisation experts.

Several management scholars have investigated the determinants of employees' job satisfaction from varying perspectives. They include but are not limited to emotional intelligence (Lee, 2018), mobbing behaviours (Erdogan and Yildirim, 2017), demographic characteristics (Magee, 2015; Perugini and Vladisavljević, 2019; Hauret and Williams, 2017; Janssen and Backes-Gellner, 2016). Some studies have investigated job satisfaction as a determinant of organisational outcomes such as performance (Platis, Reklitis, and Zimeras, 2015; Bin and Shmailan, 2015) and burnout (Wu et al., 2021). In order to promote employees' job satisfaction, the work of Ranna and Singh (2016) notes that the use of income and positions as proxies for empowerment will encourage it.

On the other hand, the concept of employees' empowerment has also received so much attention in the management literature. Gorde, Sakharekar, and Sayankar (2022) defined employee empowerment as an organisation's method of granting autonomy to the workers in relation to decision-making and having control over the day-to-day activities within the organisation. Furthermore, they opined that employee empowerment is a promoter of the organisation's development. The feeling of knowing that your authority, decisions, and activities are supported by the organisation and help in determining the growth process of the organisation leaves the workers with a sense of assurance and recognition that their jobs are known to the organisation. This level of feeling, cognition, subjective, and motivational state is referred to as psychological empowerment (Llorente-Alonso, García-Ael, and Topa, 2024). Empirical evidence suggests that psychological empowerment has been found to have a positive influence on such organisational outcomes as employee engagement (Meng and Sun, 2019; Ugwu et al., 2014), performance (Durrah et al., 2016; Wong and Laschinger, 2013), organisational citizenship behavior (Bester et al., 2015), demographic characteristics (Collie et al., 2016; Boudrias et al., 2004).

The preceding discussion underscores the considerable attention bestowed upon psychological empowerment and job satisfaction within academic literature. Both concepts are acknowledged for their pivotal roles in advancing organizational objectives. Numerous studies have explored the correlation between psychological empowerment and various organizational outcomes, while job satisfaction has been scrutinized as both a precursor and a consequence of numerous organizational variables. This evolution stands as a significant advancement in both knowledge sociology and organizational behavior studies. However, despite these scholarly contributions, notable gaps persist. Firstly, there exists a dearth of research investigating the link between psychological empowerment and job satisfaction within Nigerian contexts, particularly within media establishments in the Niger Delta Region. Secondly, the conceptual framework for psychological empowerment

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predominantly draws from Western research, highlighting the necessity for further exploration within the Nigerian context.

Addressing these gaps in management literature, this study aims to probe the relationship between psychological empowerment and employees' job satisfaction within media establishments in the Niger Delta Region of Nigeria.

Conceptual Framework

The conceptual framework for this study is presented below.
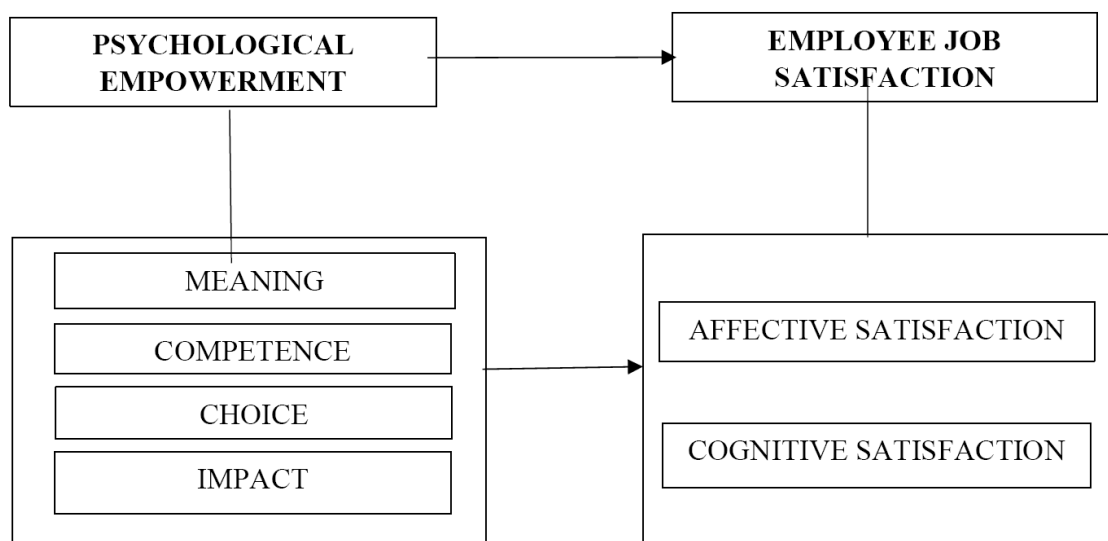
Source: Conceptualized by Researchers, 2024.

Figure 1: Conceptual Framework Showing the Hypothesized Relationship between Psychological Empowerment and Employees' Job Satisfaction

The current research explores the relationship between psychological empowerment, operationalized through dimensions such as meaning, competence, choice, and impact, and employees' job satisfaction within media establishments in the Niger Delta Region of Nigeria. These dimensions were adapted from previous works by Spreitzer (1995) and Moorman (1993), focusing on affective and cognitive aspects of job satisfaction. The study aims to empirically address the following research questions:

1.   What is the correlation between meaning and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

2.   How does meaning correlate with cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

3.   What is the association between competence and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

4.   How does competence associate with cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

5.   What is the connection between choice and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

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6.   How does choice relate to cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

7.   What is the linkage between impact and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

8.   How does impact link with cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria?

To systematically address these inquiries, the study formulated the following hypotheses:

Ho1: There exists no significant relationship between meaningfulness and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria. Ho2: There exists no significant relationship between meaningfulness and cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria. Ho3: There exists no significant relationship between competence and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria.

Ho4: There exists no significant relationship between competence and cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria.

Ho5: There exists no significant relationship between choice and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria.

Ho6: There exists no significant relationship between choice and cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria.

Ho7: There exists no significant relationship between impact and affective job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria.

Ho8: There exists no significant relationship between impact and cognitive job satisfaction among employees in media establishments in the Niger Delta Region of Nigeria.

REVIEW OF RELATED LITERATURE

Psychological Empowerment

Psychological empowerment, according to Spreitzer (1995), encompasses a cluster of motivational cognitions molded by a work milieu and mirroring an individual's active orientation to their work role. Llorente-Alonso, García-Ael, and Topa (2024) describe it as the motivational, subjective, and cognitive capacities that instill the necessary impetus in a worker to fulfill their responsibilities effectively. Amundsen and Martinsen (2015) characterize it as the condition of autonomy that propels a worker to seize control of their work and other engagements. This autonomy fosters proper action and enhances employee satisfaction and motivation. Granting employees the freedom to decide on their daily tasks is central to empowerment (Carless, 2004; Haas, 2010).

Scholars like Foster-Fishman et al. (1998) contend that empowerment is context-dependent, a social construct woven into an individual's perception of personal control, proactive life approach, and grasp of the socio-political landscape (Perkins, 1995; Rappaport, 1995; Zimmerman, 1995; Perkins and Zimmerman, 1995). Thus, the interpretation of empowerment may vary across cultures (Robert et al., 2000; Fock et al.,

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2002), underscoring the importance of understanding culturally embedded assumptions, values, and beliefs in managerial practices (Hofstede, 1993; Robert et al., 2000; Wang, 2008). Particularly in high power distance cultures, where subordinates traditionally follow superiors' orders unquestioningly, incongruence between empowerment strategies and cultural norms can significantly impact effectiveness (Hui et al., 2004; Humborstad et al., 2008).

Li, Wei, Ren, and Di (2015) found that psychological empowerment creates a sense of feeling that helps employees take charge of their jobs and it motivates them to act rightly and perform well. Furthermore, the study revealed that psychological empowerment influences task performance, contextual performance and adaptive performance of employees. Similarly, Bester et al. (2015) found that the behaviour of a leader, concerning empowering workers directly relates to the performance of the workers and is one of the major prerequisites for employees' intention to leave an organization.

The research by Ugwu et al. (2016), indicated that psychological empowerment reduces the intention to leave and the rate of turnover in employees. Furthermore, they revealed that the level of self-efficacy in employees and their performance. Avidov-Ungar and Ariv-Elyashiv (2018) revealed that psychological empowerment is a feeling that motivates workers to take control of their activities and improves their performances. Furthermore, the study maintained that psychological empowerment gives a level of commitment in workers, and helps them improve their relationship at work.

Dimensions of Psychological Empowerment
Meaning

Research on psychological empowerment highlights the importance of "meaning" as a significant aspect of this construct. Meaning refers to the perceived significance and purpose individuals attach to their work, which contributes to their sense of empowerment within the organizational context. According to Thomas and Velthouse (1990), meaning involves employees' understanding of the value and impact of their work, aligning their personal goals with organizational objectives, and feeling that their contributions matter. This alignment fosters a sense of autonomy and control over one's work, enhancing feelings of competence and self-determination, as proposed by Spreitzer (1995). Furthermore, research by Hackman and Oldham (1980) emphasizes the role of meaningful work in promoting intrinsic motivation, job satisfaction, and overall psychological well-being among employees, ultimately contributing to higher levels of psychological empowerment. Studies have shown that the perception of meaning in work significantly predicts various outcomes related to psychological empowerment. For instance, Seibert et al. (2011) found that employees who perceive their work as meaningful are more likely to experience a sense of psychological empowerment, characterized by feelings of competence, autonomy, and impact. Similarly, Wrzesniewski et al. (1997) demonstrated that individuals who find meaning in their work report higher levels of job satisfaction and organizational commitment. Moreover, research by Rosso et al. (2010) suggests that meaningful work is

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positively associated with engagement, creativity, and resilience, further reinforcing its importance as a key component of psychological empowerment in the workplace.

Competence

Research on psychological empowerment underscores the significance of "competence" as a crucial component of this construct. Competence refers to individuals' perceived capability to effectively perform tasks and achieve desired outcomes in the workplace. According to Spreitzer (1995), competence involves employees' beliefs in their skills, abilities, and expertise to successfully accomplish job-related responsibilities. This sense of competence is closely linked to self-efficacy, as proposed by Bandura (1977), emphasizing individuals' confidence in their capacity to execute specific actions and overcome challenges. Moreover, Hackman and Oldham (1980) suggest that providing employees with opportunities to utilize their competencies in meaningful ways fosters a sense of mastery and achievement, contributing to their overall psychological empowerment within the organizational context.

Empirical evidence suggests that perceptions of competence play a significant role in predicting psychological empowerment outcomes. Seibert et al. (2011) found that employees who perceive themselves as competent are more likely to experience feelings of empowerment, characterized by increased motivation, engagement, and satisfaction with their work. Furthermore, research by Thomas and Velthouse (1990) indicates that individuals with a strong sense of competence are more likely to exhibit intrinsic task motivation, viewing challenging tasks as opportunities for personal growth and development. This highlights the importance of fostering a work environment that nurtures employees' competence beliefs, as it can enhance their sense of empowerment and contribute to positive organizational outcomes.

Choice

Research on psychological empowerment emphasizes the role of "choice" as a fundamental aspect of this construct. Choice refers to individuals' perception of having autonomy and control over their work-related decisions and actions. According to Spreitzer (1995), choice involves the freedom to make meaningful choices and exercise discretion in how tasks are completed, contributing to a sense of empowerment in the workplace. This concept is aligned with self-determination theory (Deci & Ryan, 1985), which posits that autonomy is a basic psychological need that, when satisfied, enhances individuals' motivation, engagement, and well-being. Furthermore, Hackman and Oldham's (1980) job characteristics model highlights the importance of providing employees with opportunities to make choices about their work tasks, as it fosters a sense of ownership and responsibility, leading to increased job satisfaction and performance.

Empirical evidence supports the positive relationship between choice and psychological empowerment outcomes. Seibert et al. (2011) found that employees who perceive greater levels of choice in their work experience higher levels of psychological empowerment, characterized by increased motivation and engagement. Moreover, Thomas and Velthouse

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(1990) proposed that the perception of choice enhances individuals' intrinsic task motivation, as it allows them to align their work activities with personal preferences and interests. This highlights the importance of organizational practices that promote employee autonomy and decision-making authority, as they can contribute to fostering a sense of empowerment and well-being in the workplace.

Impact

In the context of psychological empowerment, "impact" represents individuals' perceptions of the meaningfulness and significance of their contributions within the organizational context. Impact reflects employees' beliefs that their actions and efforts make a difference and have tangible outcomes on organizational goals and objectives. According to Spreitzer (1995), impact involves employees' sense of efficacy and effectiveness in achieving desired outcomes, which contributes to their overall empowerment in the workplace. This concept aligns with Hackman and Oldham's (1980) job characteristics model, which emphasizes the importance of providing employees with opportunities to see the results of their work and understand how it contributes to the broader organizational mission.

Empirical research supports the notion that perceptions of impact are positively associated with psychological empowerment outcomes. Seibert et al. (2011) found that employees who perceive their work as having a significant impact on organizational outcomes experience higher levels of empowerment, characterized by increased motivation and engagement. Moreover, Thomas and Velthouse (1990) proposed that the perception of impact enhances individuals' intrinsic task motivation, as it allows them to see the meaningfulness of their work and its contribution to larger goals. This highlights the importance of organizational practices that provide employees with clear feedback and recognition for their contributions, as they can enhance feelings of empowerment and motivation in the workplace.

EMPLOYEE JOB SATISFACTION

Montuori et al. (2022) defined employee job satisfaction as the pleasurable feelings and state the workers derive from their jobs. Valaei and Rezaei (2016) defined job satisfaction as a positive emotional state that motivates employees to feel good when their job is mentioned. Furthermore, the study indicated that job satisfaction promotes the commitment of the employees. According to Paul and Phua (2011), job satisfaction is the feelings an employee derives from his/her job based on the extent to which his/her expectations are met.

Wickramasinghe (2016) in the study of the predictors of job satisfaction, found that for employees to be happy and satisfied with their jobs, organisations must put in place considerations for personal characteristics and job characteristics. The study further revealed that job satisfaction is affected by demographic factors such as age, gender and education. Ranchman (2021) opined that job satisfaction is affected by the work environment and the relationships developed around the organization. Furthermore, he

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found that job satisfaction is related to job characteristics, such as work stress and job design.

Shaju, and Subhashini (2017) found that job satisfaction directly relates to employees' performance. Also, the study revealed that the conditions of service and the characteristics of the job are all determinants of job satisfaction. Yuen et al. (2018) found that job performance is determined by the nature of job, conditions of service and the personality of the employee. According to Zulfa (2021), five indicators can be used in measuring job satisfaction, the work itself, the payment system, promotional opportunities, the attitude and behaviour of the supervisors and managers and finally, the attitude and behaviours of the colleagues or co-workers.

Measures of Job Satisfaction
Affective Job Satisfaction

Affective job satisfaction is a crucial dimension of overall employee job satisfaction, focusing on the emotional responses individuals have towards their work experiences. It pertains to the feelings of pleasure or contentment employees derive from their jobs, as well as their emotional attachment to the organization and the work they perform. According to Locke (1976), affective job satisfaction encompasses employees' subjective experiences of happiness, fulfillment, and enjoyment derived from their work roles. This emotional component of job satisfaction is closely related to the affective experiences individuals have in their work environments, such as positive interactions with colleagues, feelings of accomplishment, and a sense of belonging within the organization (Judge et al., 2001). Additionally, research by Weiss and Cropanzano (1996) suggests that affective job satisfaction is influenced by various factors, including job characteristics, organizational culture, and individual differences, highlighting its multidimensional nature and complex determinants.

Empirical evidence supports the importance of affective job satisfaction in predicting various outcomes related to employee well-being and organizational performance. For instance, research by Judge et al. (2001) found that affective job satisfaction is positively associated with job performance, organizational commitment, and employee retention. Moreover, studies have shown that employees who experience high levels of affective job satisfaction are more likely to exhibit positive behaviors, such as organizational citizenship behaviors and proactivity (Cropanzano et al., 2017). This underscores the significance of fostering a work environment that promotes positive emotional experiences and satisfaction among employees, as it can contribute to their overall well-being and enhance organizational effectiveness.

Cognitive Job Satisfaction

Cognitive job satisfaction is a vital aspect of overall employee job satisfaction, focusing on the cognitive evaluations individuals make regarding various aspects of their work environment. It pertains to employees' perceptions and beliefs about their jobs, including

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their satisfaction with specific job characteristics, tasks, and overall job conditions. According to Hackman and Oldham (1976), cognitive job satisfaction involves individuals' assessments of the degree to which their jobs meet their needs, expectations, and preferences, based on factors such as autonomy, task variety, and feedback. This cognitive component of job satisfaction is influenced by employees' cognitive appraisals of their work experiences, such as perceptions of fairness, equity, and job fit (Judge et al., 2001). Moreover, research by Weiss and Cropanzano (1996) suggests that cognitive job satisfaction reflects individuals' rational evaluations of their job circumstances, highlighting the importance of objective assessments and comparisons in shaping job satisfaction levels.

Empirical evidence underscores the significance of cognitive job satisfaction in predicting various employee outcomes and organizational performance indicators. For instance, research by Judge et al. (2001) found that cognitive job satisfaction is positively associated with job performance, organizational commitment, and job involvement. Additionally, studies have shown that employees who perceive high levels of cognitive job satisfaction are more likely to exhibit positive behaviors, such as organizational citizenship behaviors and task engagement (Cropanzano et al., 2017). This emphasizes the importance of creating work environments that provide employees with opportunities for meaningful work, autonomy, and fair treatment, as it can contribute to their overall job satisfaction and well-being.

EMPIRICAL REVIEW

Matthew and Nair (2022) conducted a systematic examination of fifty scholarly articles to analyze the link between psychological empowerment and job satisfaction. Their synthesis of findings indicates that psychological empowerment positively influences employees' perception of their work roles. The results suggest a strong correlation between psychological empowerment and job satisfaction.

Wang and Lee (2009) investigated the correlation between psychological empowerment and job satisfaction among 485 participants from various organizations. Their study uncovered intricate interactions among different facets of empowerment. Notably, they found that the effect of choice on job satisfaction is nuanced, depending on the levels of competence and impact. Furthermore, they observed that high levels of choice and competence bolster the positive impact of meaning on job satisfaction.

Tetik (2016) examined the relationship between psychological empowerment and job satisfaction among 381 tourists in Turkey. The findings revealed significant direct associations between self-determination, impact, competence, meaningfulness, and job satisfaction. The study concluded that psychological empowerment significantly influences both job satisfaction and performance.

Al-Makhadmah et al. (2020) explored the link between psychological empowerment and performance using employees from five-star hotels in Jordan. Their research indicated that psychological empowerment enhances employees' performance by fostering knowledge acquisition, subsequently leading to increased job satisfaction.

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Humborstad and Chad (2011) investigated the relationship between employee empowerment, job satisfaction, and organizational commitment among 290 frontline service workers in Macau, China. They found that job attitudes mediate the relationship between empowerment practices and turnover intention. However, the impact of empowerment on Chinese employee service effort was not significant.

Ning et al. (2009) analyzed the impact of nurse empowerment on job satisfaction among 650 full-time nurses in Chinese hospitals. They discovered a statistically significant positive correlation between empowerment and job satisfaction, with demographic factors such as work objectives and age influencing empowerment, and work objectives and education level affecting job satisfaction.

Choi et al. (2016) examined the correlation between transformational leadership, empowerment, and job satisfaction among 200 nursing staff in Malaysia. Their findings indicated that empowerment mediates the relationship between transformational leadership and job satisfaction among nursing staff, emphasizing the crucial role of empowerment in enhancing job satisfaction.

RESEARCH METHODS

Conducting surveys to gather information from a diverse group or population to understand a phenomenon is termed as survey research (Ancker, Silver, Miller, & Kaushal, 2013). In this study, a cross-sectional research design was employed, which involves collecting data from various individuals or groups at a single point in time (Setia, 2016). The population of interest comprises media establishments in the Niger Delta Region of Nigeria, including both privately and government-owned entities such as newsprint media, radio stations, and television stations. The study utilized purposive sampling, where participants are selected based on their representation of specific characteristics relevant to the study objectives (Setia, 2016). Fifteen media establishments were purposively selected, and then ten employees were randomly chosen from each, resulting in a total of 150 respondents from the region.

Table 1: Sample distribution of the media establishments

S/N	Media Establishments	Sample Distribution
1	Radio Rivers	10
2	Rhythm FM	10
3	Wazobia (Cool and 9ja Info)	10
4	Wave FM	10
5	Garden City FM	10
6	Love FM	10
7	Naija FM	10
8	Ray Power	10
9	Wish FM	10
10	Treasure FM	10
11	The Guardian Newspapers	10
12	Nigeria Television Authority (NTA)	10

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13	Rivers State Television (RSTV)	10	
14	Daar Communications Limited	10	
15	The Nation Newspapers	10	
		150	

Source: Field Data, (2024).

The survey serves as the primary tool for this investigation. The autonomous factor under scrutiny is the mental fortification. The aspects of mental fortification were derived from Spreitzer (1995) and encompass significance, adeptness, selection, and influence. The operationalization of mental fortification comprised a set of 12 statements (3 for each aspect) sourced from Spreitzer (1995) on a Likert scale with 5 gradations. Conversely, the reliant factor in this inquiry is the contentment of employees with their work. The gauges for employees' job contentment were adjusted from Moorman's (1993) work and encompass emotional contentment and cognitive contentment. Job contentment was quantified using the Job Contentment Questionnaire/Scale. All the factors in this examination were gauged on a Likert scale with 5 gradations. The range of response mode extends from 1 to 5; where 1 stands for strongly dissent, 2 for dissent, 3 for uncertainty, 4 for accord, and 5 for strong agreement. Exemplary items for each of these tools are delineated in the appendix of this manuscript.

The method of data analysis adopted was the Pearson Product Moment. This analytical tool was adopted based on its appropriateness, since the way the questionnaire was formulated to showcase ordinal kinds of questions. The ordinal form of questions measured the perceptions of the respondents.

I.   RESEARCH RESULTS

The formulated research hypotheses were examined and inferences determined in this section. The administered questionnaire, were retrieved, and the data gathered from the respondents collated. The Pearson value, if positive indicates a direct relationship, but if negative indicates an inverse relation. A positive or direct relationship implies that when one of the variable is increasing, the other variable will also increase; but an inverse relationship implies that when there is an increase in one variable, there is a decrease in the other variable. The Pearson values ranges between -1 or +1. The strength of each relationship depends on the value of the correlation as indicated by the Pearson correlation value. ± 0.00-0.19 implies a very weak correlation, ± 0.20-0.39, a weak correlation; ± 0.40-0.59, a moderate correlation; ± 0.60-0.79, strong correlation; and ± 0.80-0.99, indicates a very strong correlation. The decision criteria for every bivariate relationship at a confidence interval of 95% or significance level of 5% is dependent on the probability value. A $p < 0.05$ implies a rejection of the null hypothesis, while a $p > 0.05$ implies an acceptance of the null hypothesis.

Hypothesis One and Two

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There exists no substantial correlation between meaning and affective and cognitive job satisfaction within media institutions within the Niger Delta Area of Nigeria.

Table 2: Correlation Analysis for meaning and Affective Job Satisfaction, Cognitive

		Meaning	Affective	Cognitive
Meaning	Pearson Correlation	1	.751**	.751**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Affective	Pearson Correlation	.751**	1	.803**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Cognitive	Pearson Correlation	.832**	.832**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

Source: SPSS Output

Table 2 above presents the correlation matrix showing the relationship between meaningfulness and the measures of job satisfaction.

As illustrated in the presented data within table 2, significance exhibits a robust and noteworthy affirmative association with employees' affective and cognitive job contentment. Given that the likelihood value stands at 0.000, which is below the threshold of 0.05, the initial hypothesis (Ho1) is consequently invalidated ($\beta = 0.751$, $p < 0.05$). Ho2 is not corroborated as well with ($\beta = 0.832$, $p < 0.05$). Considering the bi-directional nature of the examination, the dismissal of the null hypothesis signifies the endorsement of the alternative proposition. The outcome of the data scrutiny indicates a substantial and statistically relevant affirmative correlation between meaning and employees' affective and emotional job contentment within media institutions in the Niger Delta Area of Nigeria.

Hypothesis Three and Four

Table 3: Correlation Analysis for the Relationship Between Competence and the Measures of Job Satisfaction

		Competence	Affective	Cognitive
Competence	Pearson Correlation	1	.768**	.768**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Affective	Pearson Correlation	.725**	1	.803**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Cognitive	Pearson Correlation	.821**	.821**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

Source: SPSS Output

Table 3 above presents the correlation matrix showing the relationship between competence and the measure of employee job satisfaction

As evidenced in the data portrayed in table 3, significance displays a potent and substantial affirmative correlation with employees' cognitive job contentment. Since the probability value records 0.000, falling below the designated threshold of 0.05, null hypothesis one

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(Ho3) is thereby refuted (β = 0.768, p < 0.05). Ho4 is not validated with an outcome of (β = 0.821, p < 0.05). Given the bi-directional nature of the assessment, the repudiation of the null hypothesis connotes the acceptance of the alternate assertion. The outcome derived from the data analysis indicates a robust and statistically notable affirmative correlation between significance and employees' cognitive job contentment within media institutions in the Niger Delta Area of Nigeria. Based on this discernment, the study asserts that competence assumes a pivotal role in augmenting employees' affective and cognitive job contentment within media institutions in the Niger Delta Area of Nigeria

Hypothesis Five and Six

Table 4: Correlation Analysis for Choice and Affective Job Satisfaction, Cognitive

		Choice	Affective	Cognitive
Choice	Pearson Correlation	1	.751**	.768**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Affective	Pearson Correlation	.792**	1	.792**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Cognitive	Pearson Correlation	.851**	.851**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

Source: SPSS Output

As illustrated in Table 4 provided, choice demonstrates a robust and notable affirmative correlation with employees' affective and cognitive work contentment. Given that the likelihood value stands at 0.000, falling below the 0.05 threshold, the initial hypothesis (Ho5) is invalidated (β = 0.792, p < 0.05). Ho6 finds no validation with the result of (β = 0.851, p < 0.05). Given the bidirectional nature of the assessment, the dismissal of the null hypothesis signifies the affirmation of the alternate proposition. The outcomes of the statistical scrutiny above indicate a substantial and statistically significant affirmative correlation between choice and employees' affective and cognitive work contentment in media firms within the Niger Delta Region of Nigeria. Predicated on this deduction, the study posits that choice assumes a crucial role in bolstering employees' affective and cognitive job contentment in media firms within the Niger Delta Region of Nigeria.

Hypothesis Seven and Eight

Table 5: Correlation Analysis for the relationship between Impact and the measures of Job Satisfaction

		Impact	Affective	Cognitive
Impact	Pearson Correlation	1	.732**	.732**
	Sig. (2-tailed)		.000	.000

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		150	150	150
Affective	Pearson Correlation	.725**	1	.803**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Cognitive	Pearson Correlation	.814**	.814**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output

Table 5 above presents the correlation matrix showing the relationship between impact and the measure of employee job satisfaction

As delineated in Table 3 provided, impact exhibits a highly robust and noteworthy affirmative correlation with employees' affective and cognitive job satisfaction. Given that the likelihood value stands at 0.000, falling below the 0.05 threshold, the initial hypothesis (Ho7) is validated ($\beta = 0.732$, $p < 0.05$). Ho8 finds substantiation ($\beta = 0.814$, $p < 0.05$). Given the bidirectional nature of the assessment, the rejection of the null hypothesis denotes the affirmation of the alternate proposition. The findings from the data analysis above indicate a highly robust and statistically significant correlation between impact and employees' affective and cognitive job satisfaction in media firms within the Niger Delta Region of Nigeria. Based on this inference, the study contends that impact assumes a significant role in enhancing employees' affective and cognitive job satisfaction in media firms within the Niger Delta Region of Nigeria.

II. DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The initial and second conjectures (Ho1 and Ho2) aimed to explore the correlation between significance and the gauges of employees' job contentment (emotional and cognitive job contentment) in media organizations in the Niger Delta Region of Nigeria. Thus, it was postulated that there exists no notable correlation between significance and the gauge of employees' job contentment (emotional and cognitive job contentment) in media organizations in the Niger Delta Region of Nigeria. The statistical analysis results, as displayed in Table 2 above, demonstrate a robust affirmative correlation, statistically notable, between significance and the gauges of employees' job contentment (emotional and cognitive job contentment) in media organizations in the Niger Delta Region of Nigeria. Drawing from these outcomes, the study concludes that significance holds a noteworthy role in augmenting employees' emotional and cognitive job contentment in media organizations in the Niger Delta Region of Nigeria. These findings concerning Ho1 and Ho2 are congruent with the preceding discoveries of Matthew and Nair (2022), Wang and Lee (2009), Tetik (2016), and Montuori et al. (2022). This observation could be elucidated by the notion that when employees cultivate a perception of significance in their roles, they will duly value their occupations, consequently contributing to them; thereby leading to a perception of contentment and happiness.

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The third and fourth conjectures (Ho3 and Ho4) endeavored to scrutinize the correlation between capability and the gauges of employees' job contentment (emotional and cognitive job contentment) in media organizations in the Niger Delta Region of Nigeria. Thus, it was hypothesized that there exists no significant correlation between capability and the gauge of employees' job contentment (emotional and cognitive job contentment) in media organizations in the Niger Delta Region of Nigeria. The data analysis findings, as depicted in tables 3 above, depict a robust and statistically significant affirmative correlation between capability and the gauges of employees' job contentment (emotional and cognitive job contentment) in media organizations in the Niger Delta Region of Nigeria. Based on these findings, the study concludes that capability plays a substantial role in augmenting employees' emotional and cognitive job contentment in media organizations in the Niger Delta Region of Nigeria. These findings regarding Ho3 and Ho4 align with the earlier findings of Al-Makhadmah et al. (2020), Tetik (2016), Matthew and Nair (2022), Wang and Lee (2009), and Montuori et al. (2022). This observation may be clarified by the idea that capability endows employees with a degree of self-regulation and proficiency over their roles, organizational obligations, and duties. These attributes may empower the employees to foster a sense of enthusiasm and fondness for their roles, which, in turn, could lead to heightened emotional and cognitive job contentment.

Based on the aforementioned findings and conclusions, the following suggestions were proffered as means of enhancing psychological empowerment and attaining the sought-after contentment: i. Media organizations ought to foster workplace positivity, promote pro-social behaviors, cultivate aspirations for job mastery, and acknowledge advancements, as these will aid in fostering significance in their roles to achieve the desired levels of employees' emotional and cognitive job contentment correspondingly. ii. Organizations should encourage work-related collaborations among colleagues, advocate for mentorship initiatives, promote professional networks, identify and nurture existing skills, and establish intuitively challenging objectives and aims, as all these will cultivate capabilities, which, in turn, will enhance employees' emotional and cognitive job satisfactions in the workplace.

Taken together, this research provides crucial policy insights for managers in the communication/media sector striving to bolster psychological empowerment and job satisfaction among their workforce. It could be reasonably asserted that in light of the findings of this study, psychological empowerment is indispensable for augmenting job satisfaction.

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