

**ANALYZING THE EFFECTIVENESS OF
EMPLOYEE EMPOWERMENT PRACTICE ON EMPLOYEE WORK ATTITUDE
STUDY CASE ON MANADO QUALITY HOTEL**

*ANALISIS EFEKTIFITAS
PRAKTIK PEMBERDAYAAN KARYAWAN PADA SIKAP KERJA KARYAWAN
STUDI KASUS DI MANADO QUALITY HOTEL*

By

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Abstract: The sustainability of the company's business cannot be separated from the role of the employees. The organization can survive and exist, not only because of the leader or manager's role within a company. Employee plays a very important role to make it happen. The employees' role within an organization is in a form of their involvement in planning and process in order to achieve the organization's objective. The purpose of this research is to analyze the effect of employee empowerment on employees' work attitude. This research used quantitative method. The sample of this research is 150 respondents. This research used purposive sampling and the data filled by the questionnaire. The result of this research shows that the independent variable which are social-structural empowerment and psychological empowerment simultaneously affect employee work attitude as the dependent variable, social structural empowerment as one of independent variables does not partially affects employee work attitude significantly and psychological empowerment as one of independent variables does not partially affects employee work attitude significantly. Quality Hotel Manado should enhance employee empowerment both social structural and psychological to even more because the effectiveness of empowerment towards work attitude so the performance of the company can be more improving.

Keywords: *employee empowerment practice*

Abstrak: Keberlangsungan bisnis perusahaan tidak dapat dipisahkan dari peran karyawan. Organisasi dapat bertahan dan eksis, bukan hanya karena peran pemimpin atau manajer dalam perusahaan. Karyawan memainkan peran yang sangat penting untuk mewujudkannya. Peran karyawan dalam suatu organisasi adalah dalam bentuk keterlibatan mereka dalam perencanaan dan proses untuk mencapai tujuan organisasi. Tujuan penelitian ini adalah untuk menganalisis pengaruh pemberdayaan karyawan terhadap sikap kerja karyawan. Penelitian ini menggunakan metode kuantitatif. Sampel penelitian ini adalah 150 responden. Penelitian ini menggunakan purposive sampling dan diisi oleh kuesioner. Hasil penelitian menunjukkan bahwa variabel bebas yaitu pemberdayaan sosial-struktural dan pemberdayaan psikologis secara simultan mempengaruhi sikap kerja karyawan sebagai variabel terikat, pemberdayaan sosial struktural sebagai salah satu variabel independen tidak secara parsial mempengaruhi sikap kerja karyawan secara signifikan dan pemberdayaan psikologis sebagai satu kesatuan, variabel independen tidak mempengaruhi secara parsial sikap kerja karyawan secara signifikan. Quality Hotel Manado sebaiknya meningkatkan pemberdayaan karyawan baik struktural sosial dan psikologis bahkan lebih karena efektivitas pemberdayaan terhadap sikap kerja sehingga kinerja perusahaan dapat lebih meningkat.

Kata Kunci: *praktik pemberdayaan karyawan*

INTRODUCTION**Research Background**

The sustainability of the company's business cannot be separated from the role of the employees. The organization can survive and exist, not only because of the leader or manager's role within a company. Employee plays a very important role to make it happen. The employees' role within an organization is in a form of their involvement in planning and process in order to achieve the organization's objective. Employees are the most valuable asset in an organization. Due to that reason, organization needs to pay attention to the welfare of the employees. Keeping employees satisfied with their job and careers should be one of the organization's concern. Employees, not only need salary and benefits from the organization, but also appreciation for their works, fair treatment, responsibility from the organization itself, have a chance to grow in their careers, and the opportunity to engage more significantly in the organization. Unfortunately, organization often forgets about that. The organization is too focus in customer empowerment and forget their employees' satisfaction. That is one of the reasons why employee decides to leave organization. So, to keep employees' credibility to the organization and also increase employees' job and career's satisfaction, organization needs to empower the employee.

Employee empowerment has been hailed as a management technique which can be applied universally across all organizations as a means of dealing with the needs of modern global business, and across all industrial sectors. Lee and Nie(2012) defined empowerment as the psychological state of a subordinate perceiving four dimensions of meaningfulness, competence, self-determination and impact, which is affected by the empowering behaviors of the supervisor. Empowerment is described as the manifestation of four cognitions regarding a worker's orientation to their role: meaning, competence, self-determination, and impact or outcome (Spreitzer, De Janasz, and Quinn 1999).

Empowerment can be closely related to the work related attitude of the employees. Empowered employees can work effectively when the employee's needs and expectations are met. Guimaraes (2006) identified several indicators for work-related attitudes. These included task characteristics, job involvement, job satisfaction, career satisfaction, and organizational commitment. employee attitude reflects job satisfaction and the individual's commitment to the organization. Companies have used several indicators to measure the extent to which their focus on quality leads to improvement in employees' satisfaction, attitude, and behavior. These indicators have included employee satisfaction, attendance, turnover, safety and health, and number of suggestions made to improve quality and reduce cost (Butler, 1996).

Employee empowerment becomes something important in this era of competition and also in service sector. In the service sector, what satisfies the customer is not only the product, but also the delivery of quality service. It is the employees who have a tremendous impact on the customers' perceptions of the quality of both the product and the service.

The Indonesian hospitality market in the last five years is projected to be very promising. This is marked by the performance of supply, demand, and price growth in the period 2013-2018. HVS (2013-2018) has observed and found results that Indonesia becomes a big potential in the sector of hospitality. HVS itself is a global consultancy that provides research and data services throughout the world hospitality.

Meanwhile, room occupancy rate of star hotels in North Sulawesi Province (North Sulawesi) in September 2018 amounted to 66.16 percent. The average length of stay of foreign guests at star-rated hotels in September 2018 reached 3.59 days increased by 0.65 points compared to August 2018 of 2.94 days. For Indonesia the average length of stay of foreign guest in September 2018 reached 1.99 days increased by 0.08 points compared to August 2018 of 1.91 days. Overall RLMT in September 2018 of 2.29 days increased by 0.17 points compared to August 2018 which reached 2.12 days.

Manado Quality hotel is one of the hotel with four star rating in manado. Manado Quality hotel is also comfortable accommodations and located in the prime of the city, offering a combination of friendly and professional services which also provides choices of facilities such as ballroom, meeting room, business centre, lounge and restaurant. Manado Quality Hotel is located in the prime area of the famous Boulevard Seaside, Manado it's on 20 minutes drive from Sam Ratulangi International Airport.

Manado Quality Hotel also really concern about their employee. Manado Quality Hotel give training to their employee to improve their employee skill, capability, and responsibility in order to give the customer the best services. Empowerment practice also one of Manado Quality Hotel strategy to make their employee feel satisfied with the company and hopefully will give the positive feed back to the company.

Research Objectives

Based on the research problems, the objective of this research is to find the effect of employee empowerment on employees' work attitude

THEORETICAL FRAMEWORK**Employee Empowerment**

Empowerment is described as the manifestation of four cognitions regarding a worker's orientation to their role: meaning, competence, self-determination, and impact or outcome (Spreitzer, De Janasz, and Quinn 1999). Empowerment can be defined in various ways but majority of the agreed that basic element of empowerment includes providing employees discretion and latitude regarding certain job related functions (Conger and Kanungo, 1988). Blanchard, Carew, and Parisi-Carew (1996) argued that empowerment does not only permits freedom to act but enhances level of responsibility as well as accountability. This highlights that management is bound to empower its employees for the purpose of employees satisfaction, motivation and commitment which ultimately assist in achieving organizational goals. Employee empowerment is prevailed by sharing information, enhancing intellectual capacity and autonomy while making decisions.

Many development professionals of the organizations also connect employee empowerment with improved creativity (Weisbord, 1987). Parker and Slaughter (1995) analyzed employee empowerment through strategy of management-by-stress which forces people along with systems to the breaking point, forcing workers to stretch more.

Employee empowerment considerably improves organizational commitment, job satisfaction, job involvement and career satisfaction (Nor et al., 2006). It realizes employees that their existence is valued in their organization and creates increased level of organizational commitment and job satisfaction (Ongori and Agolla, 2008). For the improvement of employees commitment and integration towards their organization, organizations should encourage its employees for creativity, innovation and enhancement of their ranks.

Social-Structural Empowerment

The social-structural perspective is embedded in the values and ideas of democracy – where power ideally resides within individuals at all levels of a system (Prasad and Eylon, 2001). Employees at low levels of the organizational hierarchy can be empowered if they have access to opportunity, information, support and resources. The essence of the social-structural perspective on empowerment is the idea of sharing power between superiors and subordinates with the goal of cascading relevant decision-making power to lower levels of the organizational hierarchy (Liden and Arad, 1996).

By sharing decision-making power, upper management may thus have more free time to think strategically and innovatively about how to move the organization forward. Thus, social-structural empowerment is about employee participation through increased access to opportunity, information, support and resources throughout the organizational chain of command. The social-structural perspective focuses on how organizational, institutional, social, economic, political, and cultural forces can root out the conditions that foster powerlessness in the workplace (Liden and Arad, 1996). organizations can change organizational policies, processes, practices, and structures away from topdown control systems toward high involvement practices where power, knowledge, information and rewards are shared with employees in the lower echelons of the organizational hierarchy (Bowen and Lawler, 1995).

Psychological Empowerment

Psychological empowerment refers to a set of psychological states that are necessary for individuals to feel a sense of control in relation to their work. Rather than focusing on managerial practices that share power with employees at all levels, the psychological perspective is focused on how employees experience their work. This perspective refers to empowerment as the personal beliefs that employees have about their role in relation to the organization. The paper that motivated researchers to think differently about empowerment was a conceptual piece by Conger and Kanungo (1988).

Employee Work Attitude

Attitude is patterns of thinking formed offer a long period of offer. The concept of the "Employees work attitudes" encompasses a wide range of organizational phenomena (Loscocco and Roschelle, 1991).

However, the most relevant aspect of this study is the view that employees work attitude are “the extent to which members of a work organization are able to satisfy important individual needs through their experiences in the organization.” Thus the employee work attitude of an individual are defined “by the individual’s affective reactions to both objective and experienced characteristics of the work organization” (Igbaria,Schiffman, and Wieckowski, 1994). Quality practitioners shared the view that “an organization’s primary purpose is to stay in business, so that it can provide a setting for the satisfaction and growth of organization members”. The focus is on the preservation and health of the organization, but there also are explicitly stated values about the organization’s context and about the well-being of individual organizational members. The employee work attitude selected for inclusion in this research are job satisfaction, job involvement, career satisfaction, and organizational commitment.

Previous Research

Ameer, Bhatti, and Baig (2014) Impact of Employee Empowerment on Job Satisfaction, finds out the empowerment level of different employees and job satisfaction in Pakistan, A management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance. Empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction. Hence it is concluded that employee empowerment has a positive impact on the job satisfaction

Fernandez and Moldogaziev (2013) Employee Empowerment, Employee Attitudes, and Performance: Testing a Causal Model explain that an employee empowerment approach composed of various practices aimed at sharing information, resources, rewards, and authority with employees has a direct and sizable positive effect on performance as perceived by employees. it is also found that an employee empowerment approach appears to indirectly affect performance through its influence on job satisfaction and innovativeness. The results suggest that the effect of employee empowerment on job satisfaction is positive and even stronger than empowerment’s direct effect on performance. By increasing job satisfaction, then, the use of employee empowerment practices can also result in improved performance, in addition to these practices’ direct influence on performance

Research by Gazoli, (2012) explain that empowerment plays a significant role in shaping an employee’s level of customer orientation. Employees identified as having a high degree of CO in turn report more positive response than other employees to personal attitudes related to their jobs, such as job satisfaction, job involvement, and organizational commitment. In an industry in which turnover rates have reached 83% for full-service operations and has typically exceeded 120% in quick-service restaurants, a customer-oriented strategy through empowerment with the addition of customer-oriented workers may play a big role in reducing these astonishing numbers. After all, turnover can be detrimental to any type of restaurant, as it affects revenue and expenses, which in turn affect the profitability of the business. It is important to note that the benefits of having customer-oriented employees may go well beyond employee attitudes towards their jobs and human resources implications.

Conceptual Framework

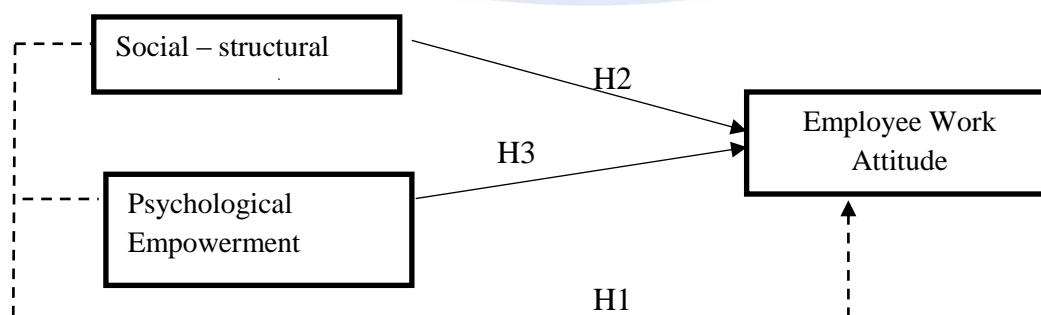


Figure 1. Conceptual Framework
Source: Theoretical Review (2018)

RESEARCH METHOD**Type of Research**

This research will use causal type of research with Quantitative method. As an analysis tool this research will use multiple linear regression method. The factorial design focuses on two or more categories with the independent variables as compared to the dependent variable

Population and Sample

The population of this research refers to the entire employee in Manado Quality Hotel. The sample of this research is 150 respondents. This research will be conducted using random sampling regarding to obtain information quickly and efficiently.

Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary data collected by researchers to answer the research questions. The primary data of this study gets from the results of questionnaires. The questionnaires are distributed to respondents so they can respond directly on the questionnaires. There were two sections in the questionnaires that should be filled in by respondents. The first section asked about respondents' identities and the second section asked about things that related with the variables.

Data Analysis Method

Descriptive analysis was employed to describe characteristics of respondents based on factors of age, education and work duration. Validity test was conducted to analyse of whether all questions used for variables in the questionnaire were valid or not, based on correlation between each question to the total questions. Pearson Product Moment was used for this test. A question was categorized as valid question if the value of Pearson correlation was positive and the significance value below 0.05 to the total questions of variables. Reliability test was established by testing for both consistency and stability of the answers of questions. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2009). A variable is categorized as reliable valuable if value of Cronbach's Alpha is above 0.60.

Classical Assumption Test

Four assumptions including normality, no multicollinearity, homoscedasticity and no auto-correlation were analysed to make multiple linear regression. Normality was checked by plotting residual values on a histogram with a fitted normal curve. No multicollinearity was tested by the Variance Inflation Factor (VIF) statistic. Another way to think of co-linearity is "co-dependence" of variable (Schreiber-Gregory and Jackson, 2018). Intellectus Statistics plot the standardized residuals verses the predicted Y' values can show whether points are equally distributed across all values of the independent variables or not. According to Sekaran (2005: 268), homoscedasticity occurs if the one residual observation to other observation is fixed, otherwise it is called heteroscedasticity. The multiple linear regression model was checked for autocorrelation with the Durbin Watson test.

Multiple Linear Regression

In this research, multiple regression analysis was employed to analyse the effect of job satisfaction and perceived availability on job alternatives on turnover intention. In general, the equation of multiple linear regression is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where, X₁, X₂, X₃, are independent variables and Y is dependent variable. To test simultaneous effect of independent variables (job satisfaction and job alternatives) to dependent variable (turnover intention), Ftest was used. A Ftest as any statistical test in which the test statistical has an F-distribution if the null hypothesis is true. If Fcount is greater than Ftable, H₀ is rejected and H₁ is accepted. Accepting H₁ means that all consumption values has an effect on consumer purchase decision at certain significant level used. To test partial effect of each independent variable ttest was used (5 %, $\alpha = 0.05$). Statistically, this test has a t distribution if the null hypothesis is true. In this test, t count is compared to t table. If t count is greater than t table H₀ is rejected and H₁ is accepted. Accepting H₁ means that a single independent variable has an effect on dependent variable. Goodness of Fit Test through Coefficient of Correlation (R) and Coefficient of Determination (R²) was applied

in this research. "Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation". Meanwhile, "Coefficient of Multiple Correlation is used to measure the strength of relationship between Y (dependent variables) and X (independent variables)" (Newbold and Thorne, 2003). The following considerations are used to classify the strength of correlation: > 0.70 (very strong positive correlation), 0.50 – 0.69 (substantial positive correlation), 0.30 to 0.49 (moderate positive correlation), 0.10 to 0.29 (low positive correlation), 0.00 (no correlation), - 0.01 to - 0.09 (means a negligible negative correlation), - 0.10 to - 0.29 (low negative correlation), - 0.30 to - 0.49 (moderate negative Correlation), - 0.50 to - 0.69 (substantial negative correlation), < - 0.70 (very strong negative correlation).

RESULT AND DISCUSSION

Result

The data used of this research is collected by distributing questionnaires to the company which is Indovision. The following is description about the characteristic of the respondents consists of characteristic based on age, income per month, educational level.

Characteristic of Respondents

Based on age shows the largest number of sampled respondents 64% comes from 21-30 years old. Based on income per month shows the largest number of sampled respondents 76% comes from 3-5 million rupiah. Based on education level shows the largest number of sampled respondents 56% comes from undergraduate.

Validity Test

Table 1. Validity Test Result

		SOCIAL		
		STRUCTURAL EMPOWERMENT	PSYCHOLOGICAL EMPOWERMENT	EMPLOYEE WORK ATTITUDE
Social Structural	Pearson Correlation	1	-.110	.580**
Empowerment	Sig. (2-tailed)		.277	.000
	N	100	100	100
Psychological	Pearson Correlation	-.110	1	.097
Empowerment	Sig. (2-tailed)	.277		.337
	N	100	100	100
Employee Work	Pearson Correlation	.580**	.097	1
Attitude	Sig. (2-tailed)	.000	.337	
	N	100	100	100
	N	100	100	100

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

Source: SPSS Output, 2018

Table 1 Shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

Reliability Test**Table 2. Reliability Test Result**

Cronbach's Alpha	N of Items
.738	3

Source: SPSS Output, 2018

Table 2. Shows that Alpha Cronbach is 0.833 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Multiple Regression Analysis**Table 3. Multiple Linear Analysis Output**

Model	Unstandardized		Standardized Coefficients	T	Sig.
	Coefficients				
	B	Std. Error			
1 (Constant)	10.375	2.756		3.764	.000
Social Structural	.251	.109	.247	2.290	.025
Empowerment					
Psychological	.255	.086	.318	2.950	.004
Empowerment					

Source: Data processed, 2018

Discussion

Aims of this research was to identify the effect of employee empowerment in social – structural category in measurement of opportunity, information, support, knowledge, and rewards and psychological category including meaning, competence, self determination, and impact on employee work attitude in terms of job satisfaction, job involvement, and organizational commitment.

Statistically, the questionnaires used in this research were valid and reliable. All collected data were of reasonable to be used for further analysis that was designed to answer the research objectives. With particular concern to reliability test, Sekaran and Bougie (2009) argued that this test is to measure both consistency and stability of the answers of questions. Consistency indicates how well the items measuring a concept hang together as a set.

Multiple Linear Regression as the major analysis in this research had been employed through early check of four assumptions to make this analysis running optimally. This early check confirmed that the data were distributed normally with no multicollinearity and free from heteroscedasticity and autocorrelation.

Simultaneous effect of social –structural empowerment and psychological empowerment was significant on employee work attitude of Quality Hotel Manado for this study case. This was supported by the result of F test that confirmed F count.

CONCLUSION AND RECOMMENDATION

Conclusion

After examining the findings and discussing the result, the conclusions based on this research can be formulated as follows:

1. The independent variable which are Social – Structural Empowerment and Psychological Empowerment simultaneously affect Employee Work Attitude as the dependent variable.
2. Social Structural Empowerment as one of independent variables does not partially affects Employee Work Attitude significantly.
3. Psychological Empowerment as one of independent variables does not partially affects Employee Work Attitude significantly.

Recommendation

Based on the analysis and conclusions from overall result in this research regarding effect of research variables. The researcher makes the following recommendations for Manado Quality Hotel:

1. Quality Hotel Manado should enhance employee empowerment both social structural and psychological to even more because the effectiveness of empowerment towards work attitude so the performance of the company can be more improving.
2. Quality Hotel should have use their employee empowerment activity to be a promotional campaign for potential recruits and customer.

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