

IMPACT OF EMPLOYEE EMPOWERMENT ON JOB PERFORMANCE IN PUBLIC SECTOR TELECOM ORGANIZATIONS OF PAKISTAN: MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT AND SELF-EFFICACY

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ABSTRACT

This research was an attempt to establish and empirically verify the configuration of Employee Empowerment and Job Performance through Organizational Commitment and Self Efficacy in the public sector telecom organizations of Pakistan. It developed a conceptual model that included drivers of Human Resource practices such as Organizational Commitment and Self Efficacy (OC & SE) identified in the literature. It provided a set of measurement scales to operationalize constructs within this model, and to empirically verify their interplay for the execution of successful Job performance considering the role of employee empowerment. It also aimed to fairly understand Human Resource context and to make it more effective with respect to conditions of Organizational Commitment and Self Efficacy in the public sector telecom firms of Pakistan. Instrument was adopted using the base paper and different authors. Data was collected from the Managerial community related to public sector telecom companies within Islamabad, Karachi and Lahore. The conceptual model was developed and tested empirically through a survey of 162 managers representing selected public sector organizations. The research found a Partial mediation effect of Self-Efficacy between Employee Empowerment and Job Performance whereas Organizational Commitment showed no mediation between Employee Empowerment and Job Performance respectively.

Keywords: Employee Empowerment (EE), Organizational Commitment (OC), Job Performance (JP), Self-Efficacy (SE).

INTRODUCTION

Employee Empowerment is the need for any sector around the globe where employees get together and work as a unit for an Organization whether it is any firm or whatever sector it belongs to, "Employee Empowerment leads to the intent of fulfillment of needs of the employees, their wants and desires as indicated by Allen and Grisaffe (2001). In health psychology Self-efficacy has been holistically developed and extensively applied where it is perceived as a key mediator in health behavior change, and educational psychology, where it is employed and used to understand 'human motivation, learning, self-regulation and accomplishment' (Pajares 2005, ix). Basically, it is argued that levels of self-efficacy are said to be measurable and able to predict particular behavioral outcomes, for example, whether an individual uses a condom or complies with a medical treatment regime.

Public sector telecom organizations of Pakistan have this repute that they lack organizational commitment and looking into that perspective this study is extremely beneficial for both the employees and Telecommunication Organizations. The objective of this study was to investigate the influence of organizational commitment and self efficacy on job performance, while exploring if there is a mediating role of Employee empowerment between them. Whether Employee empowerment is affected through organizational commitment and self efficacy or not was the aim of this study and how the job performance is increased or decreased afterwards. Selected questionnaire was being scattered among managers of different public sector telecommunication organizations i.e.; PTCL & UFONE. It was necessary, to investigate how employee perceptions work through organizational commitment as well as self efficacy and job performance of affected employees' via Employee empowerment.

Mondros and Wilson (1994) have stated that there is no exact definition of employee empowerment as it has a vague meaning and not clearly specified. It has different definitions for different fields, Dainty et al. (2002). However, it has been carried out after further researches and studies as a decision making process under job context. Empowerment basically stands for authority as stated by Tulloch (1993). Many studies have concluded that empowerment is not a term used for trust but it for strong authority. Authority comes from control and it helps in making strong decisions about the organization. Empowerment comes from control and it effects the organization in total context, Spreitzer and Doneson, (2005). It has been stated after numerous of researches done in the past that it is an internal matter between the employee and the supervisor, indicated by Lee and Koh (2001).

Organizational commitment has been the focal point for many researchers and many studies has been done on it to understand the phenomena (Gutierrez, Candela & Carver, 2012; Huang, You & Tsai, 2012; Meyer, 1997; Meyer, Stanley, Jackson, McInnis, Maltin & Sheppard, 2012; Cohen, 1993; Mathieu & Zajac, 1990; Tett & Meyer, 1993; Wayne, Casper, Matthews & Allen, 2013). First one is the Affective commitment. The employees have a strong belief in the vision of the organization they work in and acknowledge them; The employee comes to the aid of organization readily; Sense of urge for the employee to remain part of the organization (Mowday, Porter & Steers, 1982).

Many studies have indicated that organizations lower down their operation when they are being underpaid or paid less and they speed up working efficiently when they are being overpaid by Adams and Freewoman, 1976; Greenberg, 1982. Organizational Justice and job satisfaction are important drivers of job performance as indicated. There exists a relational construct between organizational justice process and employee job performance as analyzed through Social exchange relationship theory by Cropanzano and Prehar, (1999); Masterson et al. (2000). Measurement of output rates, volume of sales for a particular period of time and a group of employees' production who reports to manager with few others is one of the three types of measurements explained by Porter and Lawler (1968).

The belief that a person can perform a task with success is known as Self-efficacy (Bandura, 1977, 1997). It is also referred to as social cognitive theory or social learning history. Self-efficacy is the self-confidence of the person (Kanter, 2006) or the task-specific self-determination (Brockner, 1988). Self-efficacy is a threefold element. These elements are explained as magnitude which is perceived by the person as the extent to which they can perform a difficult task, then there is strength which is the belief of the person regarding the magnitude as strong or weak; and lastly there is generality which is the extent to which the expectation is concluded across situations. It has been seen that an employee's feeling about their capabilities influence their perceptions, motivation and performance (Bandura, 1997). Hence we hardly see an attempt by people to perform tasks which they assume they are going to fail in.

HYPOTHESIS OF THE STUDY

Following are the hypothesis of the study

- H₁:** Employee Empowerment is positively associated with Job Performance.
- H₂:** Organizational Commitment is positively associated with Employee Empowerment
- H₃:** Organizational Commitment is positively associated with Job Performance.
- H₄:** Self Efficacy is positively associated with Employee Empowerment
- H₅:** Self Efficacy is positively associated with Job Performance.
- H₆:** Job Performance mediates the relationship between Organizational Commitment and Employee Empowerment
- H₇:** Job Performance mediates the relationship between Self Efficacy and Employee Empowerment.

Research Methodology

This research is descriptive. Unit of analysis was profiles of individuals were being sampled as standard technique for survey, no groups or subgroups were touched in this survey, only individuals as a unit. Purposive sampling (Non-probability Sampling) was used for the research design Instruments were distributed online as well as traditionally to save time and less hassle however live interviews were lacked but due to the nature of respondents.

It was a one-time collection of results through questions from respondents and is a Cross-sectional study. 200 responses were recorded through online distribution of questionnaire to people related to Public Telecom Sector 162 were found to be useful

Regression & Correlation were used

The given statistics have been analyzed on the basis of questionnaire survey in which Employee Empowerment (**EE**) 04 items, Organizational Commitment (**OC**)09 items (Allen and Meyer, 1990), Job Performance (**JP**)05 items (Low et al., 2001), (Maslach and Jackson, 1981), (Glazer and Beehr, 2005), Self-Efficacy (**SE**) 05 items(Ralf Schwarzer& Matthias Jerusalem, 1995)were adopted.

Table Demographics Results (Gender, Age, Education, Marital status and Experience)

Variable	Scale	Frequencies	Percentages
Gender	Male	91	56.1%
	Female	71	43.9%
Age	21 – 25	42	25.9%
	26 – 31	64	39.5%
	32 - 40	25	15.4%
	41 – 50	19	11.7%
	Above 51	12	7.5%
Education	Bachelors	35	21.6%
	Masters	89	54.9%
	MS/M.Phil.	29	18.0%
	PhD	09	5.5%
Marital Status	Single	93	57.4%
Experience (Years)	Married	69	42.6%
	0 -	2 71	43.8%
	3 -	5 61	37.6%
	6 -	10 18	11.1%
	11 -	15 09	5.6%
	Above 16	03	1.9%

Table 1 describe the demographics analysis of the different variable of the study, whereas gender , age Education marital Stats and experience of the Respondent as narrate .

Table. 2 : Descriptive Normality of Data

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
EE	162	2.455	.6685	.447	.765	.288
OC	162	2.582	.5542	.307	.599	.254
SE	162	2.527	.4730	.224	1.135	3.709
JP	162	2.449	.4620	.213	.573	1.884
Valid N (list wise)	162					

Data Analysis Technique

The results are used to analyze collected data with the help of the following statistical tests:

1. Correlation Analysis
2. Regression Analysis

Correlation Analysis

The correlation analysis is used to check how associated or related two variables are also the purpose of correlation is to know the direction of relationship between the two variables

Table 3 Correlations

<i>Correlations</i>		Employee Empowerment	Organizational Commitment	Self-Efficacy	Job Performance
EE	Pearson Correlation				
	Sig. (2-tailed)				
	N				
OC	Pearson Correlation	.831**			
	Sig. (2-tailed)	.000			
	N	162			
SE	Pearson Correlation	.508**	.615**		
	Sig. (2-tailed)	.000	.000		
	N	162	162		
JP	Pearson Correlation	.501**	.504**	.600**	
	Sig. (2-tailed)	.000	.000	.000	
	N	162	162	162	

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

The correlations show that Job Performance has a positive significant relationship with the mediating variable of Organizational Commitment and Self-Efficacy between Employee Empowerment. The correlation coefficients are **.831, .508, .501, .615, .504, .600** respectively showing that the variables are significantly correlated. For checking positive and significant association as well as mediation the correlation and regression is checked through the mediators (Organizational Commitment & Self-Efficacy) with (Predictor) independent variable (Employee Empowerment) and (Outcome) dependent variable (Job Performance respectively). The mediators Organizational Commitment & Self-Efficacy seem to be positively and significantly correlated with independent variable (Employee Empowerment) as well and also shows significance with the dependent variable (Job Performance), as shown in Table above.

Regression Analysis

For regression analysis and to check the dependences, the researcher divided the model into four regression equations and analysis was being done step by step for the results of the Data according to the Baron & Kenny (1986).

Hypothesis-1 Results

Model Summary – H1

Model	R	R Square	Adjusted Square	Change Statistics					Durbin-Watson	
				R Change	R Square Change	F Change	df1	df2		Sig. F Change
1	.501^a	.218	.213	.218	.218	44.596	1	160	.000	2.218

ANOVA^b

Model		Sum of Squares	of Df	Mean Square	F	Sig.
1	Regression	7.491	1	7.491	44.596	.000^a
	Residual	26.875	160	.168		
	Total	34.366	161			

a.Predictors: (Constant), EE

b.Dependent Variable: JP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.657	.123		13.485	.000		
	EE	.323	.048	.501	6.678	.000	1.000	1.000

The results support the hypothesis (H₁) of the study as the (t-stat = 6.678, p = 0.000). Therefore the hypothesis is accepted. The regression analysis of above tables shows that the relationship between Job Performance and Organizational Commitment is positively associated with each other and partially related at the same time. The value of beta is .501 explains that 1 percent increase in Organizational Commitment is associated with .501 percent decrease in Job Performance, other way around. In the model summary the value of R- square shows that the predictor Organizational Commitment explains 21.8 % variability in dependent variable Job Performance.

Hypothesis-2 Results

Model Summary – H2

Model	R	R Square	Adjusted Square	Change Statistics					Durbin-Watson	
				R Change	R Square Change	F Change	df1	df2		Sig. Change
1	.831^a	.690	.688	.690	.690	356.230	1	160	.000	1.788

ANOVA^b

Model		Sum of Squares	of df	Mean Square	F	Sig.
1	Regression	34.124	1	34.124	356.230	.000^a
	Residual	15.327	160	.096		
	Total	49.451	161			

a.Predictors: (Constant), EE

b.Dependent Variable: OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	.892	.093		9.607	.000	
	EE	.689	.036	.831	18.874	.000	1.000 1.000

a. Dependent Variable: OC

The results support hypothesis (H₂) of the study as the (t-stat = 18.874, p = 0.000). Therefore the hypothesis is accepted. The regression analysis of above tables show that the relationship between Organizational Commitment and Employee Empowerment showed a positive and a partial relationship among each other. The value of beta is .831 explains that 1 percent increase in Employee Empowerment is associated with .831 percent increase in Organizational Commitment. In the model summary the value of R- square shows that the predictor Organizational Commitment explains 69.0 % variability in dependent variable Employee Empowerment.

Hypothesis-3 Results

Model Summary – H3

Model	R	Adjusted R Square	Change Statistics				Sig. Change	F	Durbin-Watson
			R Square	R Change	Square	F Change			
1	.504^a	.200	.195	.200	39.955	1	160	.000	2.104

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.867	1	6.867	39.955	.000^a
	Residual	27.499	160	.172		
	Total	34.366	161			

a. Predictors: (Constant), OC

b. Dependent Variable: JP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	1.487	.156		9.553	.000	
	OC	.373	.059	.504	6.321	.000	1.000 1.000

a. Dependent Variable: JP

The results support the hypothesis (H₃) of the study as the (t-stat = 6.321, p = 0.000). Therefore the hypothesis is accepted. The regression analysis of above tables shows that the bond between Organizational Commitment and Job Performances positively associated and shows a partial relationship among each other. The value of beta is .504 explains that 1 percent increase in Organizational Commitment is associated with .504 percent decrease in Job Performance. In the model summary the value of R-square shows that the predictor Organizational Commitment explains 20.0 % variability in dependent variable Job Performance.

Hypothesis-4 Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Change Statistics				Sig. Change	F	Durbin-Watson
				R Change	R Square Change	F Change	df1			
1	.508^a	.258	.253	.258		55.506	1	160	.000	1.889

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.276	1	9.276	55.506	.000^a
	Residual	26.740	160	.167		
	Total	36.016	161			

a.Predictors: (Constant), EE

b.Dependent Variable: SE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.645	.123		13.421	.000		
	EE	.359	.048	.508	7.450	.000	1.000	1.000

a.Dependent Variable: SE

The results support the hypothesis (H₄) of the study as the (t-stat = 7.450, p = 0.000). Therefore the hypothesis is accepted. The regression analysis of above tables show that the bond between Employee Empowerment and Self-Efficacy is positively associated and shows a partial relationship among each other. The value of beta is .508 explains that 1 percent increase in Employee Empowerment is associated with .508 percent decrease in Self-Efficacy. In the model summary the value of R-square shows that the predictor Employee Empowerment explains 25.8 % variability in dependent variable Self-Efficacy.

Hypothesis-5 Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Change Statistics				Sig. Change	F	Durbin-Watson
				R Change	R Square Change	F Change	df1			
1	.600^a	.358	.354	.358		89.364	1	160	.000	2.047

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.316	1	12.316	89.364	.000^a
	Residual	22.050	160	.138		
	Total	34.366	161			

a.Predictors: (Constant), SE

b.Dependent Variable: JP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	.972	.159		6.112	.000	
	SE	.585	.062	.600	9.453	.000	1.000 1.000

a. Dependent Variable: JP

The results support the hypothesis (H₅) of the study as the (t-stat = 9.453, p = 0.000). Therefore the hypothesis is accepted. The regression analysis of above tables show that the bond between Self-Efficacy and Job Performance is positively associated and shows a partial relationship among each other. The value of beta is .600 explains that 1 percent increase in Self-Efficacy is associated with .600 percent decrease in Job Performance. In the model summary the value of R-square shows that the predictor Self-Efficacy explains 35.8 % variability in dependent variable Job Performance.

Mediated Regression

Hypothesis-6 Results

Mediated Regression for Organizational Commitment

Variables	B	t	p-value	R ²	F-stat	F-sig	Durbin-Watson
STEP 1 EE → JP	0.50**	6.67	0.00	0.21	44.59	0.00	2.21
STEP 2 EE → OC	0.83**	18.08	0.00	0.68	356.49	0.00	1.78
STEP 3 OC → JP	0.50**	6.32	0.00	0.19	39.95	0.00	2.10
STEP 4 EE → JP OC → JP	0.30** 0.20**	2.46 1.52	0.01 0.12	0.22	23.64	0.00	2.19

The results support the hypothesis (H₆) of the study as the (t-stat = 1.52, p = 0.12). Therefore the hypothesis is rejected. The regression analysis of above tables show that the bond between Organizational Commitment and Job Performance is not associated and shows no relationship among each other. Hence Job performance does not mediate the relationship between Organizational Commitment and Employee Empowerment.

Hypothesis-7 Results

Table 2 Mediated Regression for Self-Efficacy

Variables	B	t	p-value	R ²	F-stat	F-sig	Durbin-Watson
STEP 1 EE → JP	0.50**	6.67	0.00	0.21	44.59	0.00	2.21
STEP 2 EE → SE	0.50**	7.45	0.00	0.25	55.5	0.00	1.88
STEP 3 SE → JP	0.60**	9.45	0.00	0.35	89.3	0.00	2.04
STEP 4 EE → JP SE → JP	0.22** 0.48**	3.06 6.80	0.00 0.00	0.39	51.72	0.00	2.16

The results support the hypothesis (H₇) of the study as the (t-stat = 6.80, p = 0.00). Therefore the hypothesis is accepted. The regression analysis of above tables shows that the bond between Self-Efficacy and Job Performance is positively associated and shows partial mediation relationship among each other. Hence Job performance mediates the relationship between Self-Efficacy and Employee Empower

FINDING

Before testing whether Job Performance will mediate the relationship between Organizational Commitment, Self-Efficacy and Employee Empowerment (Hypothesis 6 & 7), We first check the primary three prerequisite conditions that might fulfill or not. Primary results showed that Employee Empowerment was related to Job Performance or not (Hypothesis 1) and Employee Empowerment was related to Self-Efficacy and Organizational Commitment (Hypothesis 2 & 3), Organizational Commitment and Self-Efficacy were related to Job Performance (Hypothesis 4 & 5), allowing us to continue to proceed hypothesis 6 & 7 test for mediation analysis. The overall model is significant as F stat value is less than .05 (p=.00). In hypothesis 6 & 7, we used multiple regression analysis for mediation and results were as we followed. In the model summary the value of R-square shows that the predictor Employee Empowerment and Job Performance explains 21.8 % variability in dependent variable Job Performance. The coefficient table shows, beta value .831 represent that the relationship between Employee Empowerment and Organizational Commitment is positively and significantly related to each other. The coefficient table shows, beta value .504 represent that the relationship between Organizational Commitment and Job Performance is positively and significantly related to each other. The coefficient table shows beta value .508 represent that the relationship between Employee Empowerment and Self-efficacy are positively and significantly related to each other. The coefficient table shows, beta value .600 represent that the relationship between Self-efficacy and Job Performance are positively and significantly related to each other. On the other side, when predictor and mediator both enter together then the beta value .508 shows Self-efficacy and Employee Empowerment are significantly and positively related to each other. The test depicts that the Dependent Variable Job Performance is positively and partially mediated between Self-efficacy and Employee Empowerment. Therefore, this shows that there exists partial mediating relationship between Self-efficacy and Employee Empowerment, because the major effect of (predictor) independent variable over (outcome) dependent variable is zero; however Job Performance also shows partial mediation between predictor and mediator-2. The value of beta is .22 and .48 explains that 1 percent increase in Employee Empowerment and Self-Efficacy are associated with .22 and .48 percent decrease in Job Performance. In the model summary the value of R-square shows that the predictor Employee Empowerment and Mediator-2 Self-Efficacy explains 35.8 % variability in (outcome) dependent variable Job Performance.

DISCUSSION

self-efficacy and organizational commitment as mediators, different number of studies that have done research on the subject of self-efficacy have found that it mediates the relationship between self-leadership strategies and work performance (Prussia et al., 1998) furthermore between verbal influence or persuasion, execution achievement, desire and physiological arousal (Vanvianen, 1999). The study by Liu et al., (2010) inspected the relationship between initiative, reasonability toward Self-efficacy and job performance. The results show that self-efficacy of the leader mediates the relationship between leadership, employee satisfaction and work performance. Numerous Researchers have contended that the assumption in the current writing has been that Self-Efficacy mediates the impact of these variables on work performance (Kanfer, 1992). Martocchio and Judge (1997) suggested that Self-efficacy represents the process through which the generalized conscientiousness tendencies easily manifest themselves".

The results also showed that Self-efficacy is significantly related to job performance and employee empowerment and partially mediates the relationship among each other and on the other side Organizational commitment shows no mediation between predictor and outcome. The findings of this research are extremely beneficial for the public sector telecommunication organizations of Pakistan as it is evident from the results that most of the employees are not concerned about the fair policies and procedures in our culture, they want practical implications of the policies and that is why Distributive justice, which is related with allocation of rewards and benefits shows a positive and significant relationship with employee empowerment and if distributive justice is enhanced in the public sector, it will definitely create empowerment between employees and the organization also at the same time will motivate the employees to exhibit their performance and output.

This can really improve the performance of an organization and once employees feel empowered with the distribution of rewards, performance will automatically increase making the overall atmosphere of the organization a

very attractive and a productive one. In addition results showed that, Self-efficacy partially mediated the relationship between Employee Empowerment and job performance that means to some extent that there is an influence between the independent and dependent variable. All in all this study is extremely fruitful for the public sector telecommunication organizations of Pakistan and the findings of this research can be implemented straight away to get dividends.

CONCLUSIONS

Although many previous studies concluded that Organizational Commitment positively impacts on the Employee Empowerment and Job Performance in an organization. this idea may be tested in another industry as well as the culture for the purpose of generalizability. Therefore, this study determines that Organizational Commitment has no significant effect and shows no mediation between Employee Empowerment and Job Performance of the Public sector telecommunication organizational employees of Pakistan in boosting their Job Performance and efficient output vice versa. Job performance was seen to be partially mediating the relationship between Self Efficacy and Employee Empowerment. Another way we concluded that Self Efficacy plays an important role to increase Employee Empowerment and Job Performance in future, if Self Efficacy will be carried out in a perfect religious and legal manner in the near future. After going through the extensive research analysis and review of literature, it is recommended that Employee Empowerment and Organizational Commitment are important factors of Job Performance. Organizations should promote values and policies and need to be communicated among employees. These activities lead to Employee Empowerment towards the job and help them in developing interest in the internal matters of the organization boosting their motivation levels and intent to build empowerment. A systematic study may be carried out to extract further elements of Employee Empowerment individually and collectively, on both public and private sector telecommunication organizations. An attempt to promote organizational and employee relation

Recommendations

The Population for this study has been taken as public sector telecommunication organizations of Pakistan but it is recommended for future researchers to carry out the research by targeting the public sector telecommunication organizations of Pakistan which are PTCL and Ufone as well, to see if employee empowerment exists or not which might help other researchers in adding up some literature to their research as well. This will also increase the generalizability since this is cross sectional study a longitudinal study may reveal better findings and results to education and carrying out research in the field of management can be a next step.

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