

Relationship between Employee Training and Organization Performance

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Abstract:

Effective performance of any organization deeply depends on the performance of its employees; therefore employee training is something unavoidable in the organization and should not be overlooked or undermined. Companies need well trained, competent and experienced staff to meet their goals and goals. The purpose of the study was to analyze the impact of employee training on the performance. The research also reveals that training and development is a necessity in every company particularly for the unskilled or the less experience employees. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee' performance and an improvement in their skills and job efficiency.

Key words: employee training, organization performance

INTRODUCTION

Employee training is considered as an effective training and development programs for improvement of the employees 'performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peer cooperation and participation

by the subordinates. This team work enable employees actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develops employees, but also help an organization to make better use of their human resources in favors of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training program for its employees to enhance their abilities and competencies that needed at the workplace, (Adler, 1993). Training not only develops the capabilities of the employee, but sharpens their thinking ability and creativity to take better decision in time and in a more productive way (Akbar, Saeid, Mehdi, & Saeid, 2010).

Moreover, it also enables employees to deal with the customer in an effective way and respond to their complaints on time (Allameh, Heydari & Davoodi, 2012). The training develops self-efficacy and results in superior performance on the job, by replacing the traditional work practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006). The training is refers to a planned intervention for enhancing the elements of individual job performance (Bandura, 1997). It is all about improving the skills that seem necessary for the achievement of organizational goals. Training programs may also help the workforce to decrease their anxiety or frustration, originated with the work on the job (Chen et al., 2004). Those workers who feel themselves unable to do a task to the desired level of performance often decide to leave the firm (Chen et al., 2008), otherwise their stay at the firm will not add to productivity. The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving one's job satisfaction, as employee better performance leads to the appreciation of the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees

are more able to satisfy the customers and, employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

The Importance of Training

Training is important and an imperative tool for the organization to revamp the performance of all the staff for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to do those jobs (Anonymous, 1998). The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

Training and Organization Performance

According to Guest (1997) mentioned in his study that training and development programs, as one of the vital human resource management practice, positively affects the quality of the workers' knowledge, skills and ability and thus results in higher employee performance on the job. This relation ultimately contributes to supreme organizational performance. Ahmad and Bakar (2003), noted employee commitment levels achieved highly if training undertaken achieves the intended learning outcomes and the performance improvement, both on personal and firm level. The same findings noted by Kim (2006) research work. Despite notable evidence on the benefits of training as illustrated by various literature above still mostly,

organization feel hesitant while investing in its human resource due to various reasons . Some of the reasons advanced by management not necessarily that training the employee gets properly and effective, the employee may opt to leave beyond the inferior training, but only for the sake of their value in the market and employment opportunity, or higher salaries elsewhere, and thus, the firm sees investing in training as a cost and not profit. It is also noted that reluctant of organization to invest in training, individuals sponsor themselves for their career development in achieving greater performance (Baruch, 2006).

Arnoff (1971), commented that, trainings enhances individual initiative, ability and creativity and help to avoid employees obsolescence that happens due to demographic issues, for instance age, tenure or the inability to manage technological changes. Obisi (2001), defined training as an organized progression of boosting the knowledge, skills and attitude, that hence guide to employee satisfactory performance. He further noted that the aim and goal of the training program should know in advance before presenting to the employees. Scott, Clothier and Spriegel (1977) noted that training is the heart of better organizational running, as it builds workers efficiency and effectiveness. As (Chiang& Hsieh (2012), put it that training facilitates employees to extend themselves within the organization and become more marketable. Moreover, training builds the employees 'work related behavior and confidently take part in creating organizational success and ultimately this organization obtains higher returns. Mamoria (1995), further mentioned that a sound trained employee uses organizational resources very wisely, and minimizing wastage. As noted by Ohabunwa (1999), that are well-trained person in the organization can entrust responsibility and authority to them with packed confidence of facilitating organizational achievement.

Empowerment and Performance

Thus, in analyzing the consequences of empowerment, it is important to mention how narrowly the concept is defined, because the experiential evidence on the effect on employee satisfaction and performance may greatly lie on this definition. Since a recent review of the literature concludes that involvement has only a moderate albeit positive impact on performance (Wagner, 1994), it could be stated that the weakness of the reported impact is should only be thought of, because participation is defined narrowly as “a process of influence sharing”. According to Ledford and Lawler (2002), we will have better effects on the employees if appropriate rewards, communication practices, training and choice practices were included broader concepts of participation and empowerment may thus be relevant explanatory factors. The analytical approach of the present study follows the same view, as rather a limited concept is considered. In this research, the direct effect of empowerment is addressed. This approach is especially significant because mixed situations including both routine and non-routine tasks are examined.

Based on some recent evidence, there is a positive relationship between job enrichment and service quality (reliability, responsiveness, empathy) in the financial sector (Flohr, 2000), and between participation and service quality. In this model, it is suggested further that measurements at the branch level will be important in this fragmented sector, since recent case-studies have shown the way in which effective branch managers can change and reinforce banking behavior . It is clear that in an organizational scale, the participation of branch managers in organizational change (that is, changes in human resources, structure or technology) can help to establish a link with the local implementation of intended employee customer interactions. As a major element in vertical communications, the branch managers have an important role in improving the consciousness and in encouraging the

appropriate behavior among front-line employees, for instance spending some time on preserving and maintaining old customer relationships (Brubakk and Wilkinson, 2006). The branch managers may also take initiatives of their own, and the impact of any initiative on performance may depend on their participation in the implementation process.

Benefits of Employee Empowerment

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 (Lashley, 2000). Employee empowerment is critical for the success and survival of an organization in this era of globalization. Empowerment provides significant benefits to the organization. Empowerment makes employees feel that they are vital to the success of the organization. In addition, it serves as a vote of confidence in the employees' ability to significantly contribute to the organization objectives. Empowerment places people at the centre of the circle rather than on the fringes. Then in the long run, employees would be committed towards achieving the organizational objectives. Any change which takes place in an organization is effected by employees. Empowered employees facilitate the process of change in organizations (Psoinos and Smithson, 2002). Employee empowerment builds commitment and develops a sense of belonging to the organization. Acceptance and ownership are basic human needs that are satisfied through the empowering process in organizations (Greasley, 2005). Empowered people join in creating their own destiny, work becomes exciting, stimulating, enjoyable and meaningful. Empowerment builds trust and promotes effective communication in an organization. Do not delegate an assignment and then attempt to manage it yourself- you will make an enemy of the overruled subordinate (Moye et al, 2005). Employee empowerment increases organizational effectiveness

and employee wellbeing. For instance, empowering employees has proven to improve efficiency and reduce costs on the assembly line in a transmission plant and empowerment of employee's leads to job satisfaction, job involvement, loyalty, performance and faster service delivery to customers (Flohr and Host, 2000).

Empowered employees will make quick decisions and suggestions that will improve quick service delivery in their place of operations and will save a lot of money and time in organizations (Flohr and Host, 2000). In addition, empowered employees will provide exceptional customer service in several competitive markets and thus improve the profits of the organizations through repeated business. Similarly, employee empowerment is one of the strategies used in organizations to promote good relationship between employees and customers.

Additional benefits of employee empowerment in organizations include reduction of top management workload, improved decision-making, improved training, heightened morale and initiative, more flexibility and faster decision-making, fosters competitive climate, facilitates change in an organization and quick response to environmental changes. In practice, empowered employees have a high sense of self-efficiency accompanied by significant responsibility and authority over their jobs .

Many organization development professionals also link empowerment to increased creativity (Carson and King, 2005). Pressures have increased on business, education, and all organizations to become learning organizations. Unless one is empowered or empowers oneself, it is difficult to participate as a member of a learning organization. Therefore, empowerment promotes learning in organizations. Employee empowerment is a strategy used to enhance teams in organizations so that they can be effective in performing the activities of the organization (Psoins and Smithson, 2002). Therefore, both the individual and members of the teams should be empowered and this will make

the organization to achieve the objectives and be in a position to compete with others in terms of human resource utilization. Additionally, Demitriades (2005) argued that to be successful in a dynamic environment, an organization should strive to become one large empowered team. Thus, employee empowerment offers many advantages to the organization and employees. Employees to a certain extent appreciate the greater responsibility and decision making as one strategy of retaining them in the organization (Carson and King, 2005).

Barriers to Employee Empowerment

Smith, Kendall and Hulin (1969) pointed out that empowerment often fails due to entrenched patterns and attitudes. Most employees are hampered in their adoption of change no matter how attractive it may be philosophically due to entrenched patterns and self-limiting attitudes. People may believe they want greater freedom and responsibility but after years of being restricted, may prove unwilling or unable to take advantage of it. However, there are several factors which might discourage employees' empowerment in organizations. These include among others poor credibility of the management, mistrust in management, fear of losing jobs, and employees not be willing to take responsibility for their actions. Employee empowerment might fail due to lack of information. For instance, management might decentralize resources but if employees are not informed that resources are available for their use, then access to these resources will have little influence on feelings of empowerment nor will employees utilize these resources to effect desired organizational outcomes. Lawler (1992) point out that inappropriate performance measurement and reward systems also act as barriers to employee empowerment. Lawler argues that the introduction of employee empowerment should be accompanied by performance measures and rewards that reinforce the desired management style. He argues that failure to align performance management

systems with the goals of employee empowerment will mean top management exhortations to empower employees and manage in new ways will compete with systems that reinforce old ways of behaving.

Employee Productivity

The issue of employee productivity has recently emerged in the literature as one of the foremost critical challenges for organizations to manage their workforce. As much of an organizational success depends on the productivity of its employees, thus, productivity is a very important consideration for various businesses. In other words, the productivity of employees is a vital theme that should be given greater attention, because the main purpose of doing the work is to gain the maximum output with minimum costs. Sultana, Irum, Ahmed, and Mehmood (2012) described productivity as the ability to achieve certain tasks according to predetermined or specified accuracy standards, completeness, cost, and speed. That is, employee productivity can be assessed in terms of the efficiency of an employee in doing his or her tasks. Overall, employee productivity can be evaluated in terms of the output of an employee over a specific period of time. A number of definitions for employee productivity were proposed by various scholars. For instance, Ferreira and Du Plessis (2009) described it as the time spent by an employee in executing his or her job duties, in order to achieve expected outcomes based on the job description. Moreover, Mathis and Jackson (2000) demonstrated that employee productivity can be assessed based on the quantity and quality of work done by an employee taking into consideration the costs of resources being used to achieve that work. Kien (2012) indicated that increasing employee's productivity can lead to favorable outcomes such as: competitive advantage, maintaining strategic and financial results, achieving organizational goals, and fulfilling stakeholders' value propositions. The author concluded that

looking for the important factors that may influence employee productivity is vital to enhance organizational efficiency. Therefore, human resource managers should be able to design human resource programs that can drive organizational productivity. Kawara (2014) asserted that one of the common approaches to increase employee productivity includes linking rewards to the amount and quality of performance via different types of incentives. Moreover, training has been regarded as a key factor for developing organizational productivity. Certain of scholars (Colombo and Stanca, 2008; Sepulveda, 2010) considered training as an essential and effective tool in the successful achievement of organizational goals and objectives, resulting in higher productivity. The increase in employee productivity is also assumed to come from better workplace environment (Hameed, and Amjad, 2009) as the physical layout of offices can motivates employees and eventually increase their productivity. Moreover, Brown (2012) suggested that employee productivity can be maximized when there is a reasonable balance, thus, employees would have adequate control, authority, and feel empowered to make the most effective decisions. Conversely, Michac (1997) identified several reasons for being less productive as follows; ineffective training in the organization, absence of written performance standards, poor planning and motivation, frequent change, undesirable atmosphere and work environment, insufficient communication at various levels, and non-description with organizational goals.

The focus of this study is to investigate the relationship between psychological empowerment, job satisfaction and organizational commitment. The primary goal of this chapter is to review and summarize literature that is relevant to the understanding of these three variables. The first part of the literature review discuss about the Previous Research on Employee Empowerment in service sector, Research on Psychological Empowerment specifically in service sector, Psychological Empowerment and Job Satisfaction,

Psychological Empowerment and organizational commitment. Following the literature on empowerment, literature of the research on Job Satisfaction and organizational commitment are discussed. Lastly, a brief review of literature on the empowerment research in banking sector especially psychological empowerment in banking sector is presented. According to Dimitriadis and Maroudas (2007) empowerment has been discussed in the literature at the organizational, team and individual level of analysis. At the individual level empowerment is classified into two broad categories which are the structural approach (relational approach) and the motivational approach (Psychological Empowerment).

Employee Empowerment

Even though there are so many research studies in the area of employee empowerment, research on empowerment in service sector are comparatively less. The application of empowerment in service organizations is different from that of manufacturing organizations. In service organizations employees have more direct contact with customers. So the employees are to be more empowered than the employees in manufacturing organizations. Empowerment has been examined in a wide range of service contexts including hospitals, restaurants, supermarkets, hospitality firms and also banking sector. The service employees have intensive interactions with the customers. Thus customer satisfaction is closely associated with service performance and various service encounter (Chen 1998). The researchers on empowerment claim that empowered employees will be more enthusiastic, respond more quickly to customer needs, complaints and changes in customer tastes and take up the responsibility of the service encounter (Barbee and Bott, 1991). Empowered employees have a personal power which allows them to delight their customers. When the employee has to go through the organizational hierarchy to get an approval it will result in delay in the service and will affect

the customer satisfaction. The empowerment can result in employee commitment, quality, responsiveness, synergy, products and services, efficiency, management leverage, and increased competitiveness in the global marketplace (Lashley, 1995). When the employee is empowered the labour turnover of the organization will be reduced (Cook, 1994), the employee uses his inherent talents for the benefit of the organization (Ripley and Ripley, 1993) resulting in customer satisfaction (Johns, 1993).

Some researchers argue that more discretion should be given to the service employees. Some service offers require employees to exercise discretion in detecting and delivering customer service needs (Lashley, 1999). In contrary, there are researchers who argue that service employees should not have any discretion. In some case the service offer is highly standardized and require employees to practice service delivery in “the one best way” (Lashley, 1999). According to Levitt (1972, 1976), the production- line approach and the industrialization of services are to be implemented if the productivity of services is to be improved. But this approach does not provide any degree of discretion for service employees. The degree of employee empowerment of service employees should depend upon the structure of the service organization. In high contact organizations, employee self-management and peer-reference techniques are suggested and for low contact organizations employees can be controlled with rules and regulations (Mills 1985).

Employee Empowerment in Service Sector

According to Bowen and Lawler (1992) the nature of operations would determine the degree to which service organizations empower their employees. They suggested that the service organizations can be categorized on the basis of strategy - the organizations following production- line approach which emphasize standardization and the relationship-oriented

approach which insist on customer relationships. The empowerment in organizations following production –line approach gives more importance to employee suggestion and communication where as in, relationship-oriented organizations focus is on employee involvement. Bowen and Lawler (1992) have put forward a contingency framework for empowering employees in service organizations. According to them there are five contingencies of empowerment, namely types of employees, business strategy, business environment, technology and tie to the customer. Lashley (1995) one of the most prominent writers on empowerment literature in service sector examined the meanings of the term empowerment as applied by managers in various hospitality sector and the perceptions when designing a particular initiatives in a particular organization. He stated that empowerment enhanced the personal power of the employees and enabled them to delight their customers leading to service quality. Lashley’s inquiry into various initiatives under the name of empowerment revealed a variety of managerial meanings like empowerment through participation, empowerment through involvement, empowerment through commitment and empowerment through delayering. Thus the motives shaped the nature of initiatives selected by each organization as each organization are in different positions in relation to their customers, the products which they sell, brand attributes and the degree of discretion with which they can empower employees. Lashley (1999) also noticed that the hospitality organizations increased their emphasis on empowerment as a human resource strategy to gain competitive advantage through service quality.

Morrison, Jones and Fuller (1997) studied the relationship between leadership styles and empowerment and its effect on job satisfaction among the nursing staff of a regional medical center. The result showed that transformational and transactional leadership; and empowerment were positively related to job satisfaction. Thus

researchers concluded that in order to create job satisfaction among employees, leadership styles and employee empowerment are effective strategy. There were differences in the contributions of empowerment and leadership style in predicting job satisfaction for licensed and unlicensed workers. Hales and Klidas (1998) offered two approaches – ‘structured but reactive empowerment’ and ‘flexible and proactive empowerment’. The former relates to decisions within specified limits and permission to act beyond that when the situation demand whereas later states about empowerment which emphasis on creative input and initiate change within broad guidelines. They inferred that empowerment is viewed as a conditional management strategy that replaces direct control with indirect controls. They also stated that empowerment is only employee ‘choice’ at the margins of their jobs and not increase in employee ‘voice’ Hales and Klidas (1998) proposed that middle management can be empowered by top management to encourage innovation and change.

Lin (2002) conducted a study on three insurance companies that operated in Taiwan to have a comprehensive understanding of the essence of empowerment. He proposed a 4-dimensional empowerment model namely, empowering leaders, empowering culture, empowering practices, and empowered employees in an organizational setting and a matrix that incorporates the 4 dimensions and the 7S organizational factors. The study indicated that employees in the insurance companies were generally provided with a rather favorable empowerment environment, but employees, who were older, more experienced, and served as supervisors did not perceive a more favorable empowerment environment. Personal characteristics like, age, tenure, and position did not show a significant influence on perceived empowerment. Female employees rated empowering culture and empowering practices more favorably than the male employees. Empowering practices, empowered employees, and empowering culture

significantly explained the variance in job satisfaction. Sutton, Verginis and Eltvik (2003) attempted to identify some of the issues of empowerment of restaurant managers' in the multicultural environment of Dubai's international five-star hotels. The key areas which were investigated include quality service, customer satisfaction and financial implications. The data collected for 24 managers revealed that in a multicultural environment like Dubai, implementation of empowerment is important and can have critical effects in these three areas as the customers and the employees have different perceptions and come from different background. Sarmiento, Laschinger and Iwasiw (2004) aimed to test a theoretical model specifying relationships among structural empowerment, burnout and work satisfaction. A sample of 89 Canadian full-time college nurse educators employed in Canadian community colleges reported a moderate levels of empowerment in their workplaces as well as moderate levels of burnout and job satisfaction. Empowerment was significantly related to all burnout dimensions, most strongly to emotional exhaustion and depersonalization. Emotional exhaustion was strongly negatively related to access to resources and support.

While both empowerment and emotional exhaustion were significant predictors of perceived job satisfaction, empowerment was the stronger of the two. The results also provided support for Kanter's (1977) organizational empowerment theory in the Canadian college nurse educator population. Higher levels of empowerment were associated with lower levels of burnout and greater work satisfaction. Klidas, Berg and Wilderom (2007) aimed at testing four antecedents of behavior of empowered employees during the delivery of service to customers. The data were collected from 356 frontline employees of 16 luxury hotels in seven European countries. The regression analyses at the department level revealed that two means of control – 'customer-oriented culture' and 'empowering management style' correlated significantly with empowered

behavior whereas there was no support for the 'effect of training' and 'performance-related rewards'. This implied that in luxury hotel service settings, enhancement to employee empowerment may be achieved through careful management and organizational development.

Vasugi, Kaviatha and Prema (2011) examined whether employee empowerment provided job satisfaction and improves the performance of the employees in middle level employees of software companies in Bangalore. They also examined the factors that influenced the employees towards empowerment. The data were collected from 150 employees from five software companies. The study showed that there is a relationship between empowerment and job satisfaction. The study also identified several practices relating to employee empowerment including employee participation in decision making, handing more responsibility and authority to employee (coupled with accountability) etc.

Previous research shows that empowerment has more relevance in service sector than the manufacturing sector as the service sector employees have direct contact with customers and empowerment reflect on the behavior of employees towards the customers. In short employee empowerment is intended to correct the suppression of employee competence resulting from traditional management practices (Hall, 2008). Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the Satisfaction on the job. The term refers to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling –state accompanying the attainment of any goal, the end-state accompanying the attainment by an impulse of its objectives. Job satisfaction does mean absence of motivation at work. Resource workers differently described the factors contributing to job satisfaction and job dissatisfaction. Hop pock described job satisfaction as, any combination that cause and

person truthfully to say I am satisfied with my job. Job satisfaction is defined as: “The pleasurable emotional state resulting from the appraisal of one’s jobs as achieving or facilitates the achievement of one’s job values”. In contrast job dissatisfaction is defined as “the un pleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s job values or as entailing disvalues”. However both satisfaction and dissatisfaction were seen as, “a function of the perceived relationship between what on perceives it as offering or entailing.” Job satisfaction is denied as the, pleasurable emotional state resulting from the appraisal of one’s job as achieving simple feeling – state accompanying the attainment of any goal, the end-state accompanying the attainment by an impulse of it one’s job values or as entailing disvalues”. However, both satisfactions were seen as, “a function of the perceived relation between what on perceives it as offering or entailing.

CONCLUSION AND RECOMMENDATIONS

Employee training has significant contribution on organizational performance through increase on productivities, employee job effectiveness and innovativeness. The impact of training on performance of an organization cannot be over emphasized hence it is the process of teaching, informing or educating employees so that they may become as well as possible qualified to their various task. Training programmers to strongly impact on organizational performance therefore training must be frequently and strategically organized. The direct correlation was reported between training and improvement in organizational performance indicators such as sales, market share, numbers of customers, customer services and new ideas on how to manage issues and claims. The study reveals that employee training leads to an increase in employee job effectiveness which means job accuracy, good work, safety

practices and quality customer services. This finding is in agreement with the finding of sila (2014) that training has a big influence on performance with attitude, job satisfaction and service delivery. Based on the researcher's findings, training and development is a call for concern in today's growing society because if performances of the employees are not good enough, it will affect the organization. Being an important way of overcoming human resource personnel to ascertain the strength and dignity of employees. They may take the necessary action or corrective measures thereby altering work attitude necessary in attaining the goals and objectives of the organization. It is an undeniable fact that in recent times many organizations have come to realization the importance of the role of training and development as it increases the organization staff efficiency, skills and productivity.

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