

Empowerment on performance and motivation: A case study in FMCG

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Abstract

Objective of the study is to analyze the consequence of empowerment on employee performance while the mediation effect is motivation. Even though empowerment can be measured thorough several methods but the current study has used autonomy, responsibility, access to information and span of control as the different dimensions of employee empowerment. The researcher has conducted this survey due to the fact that approximately all companies functioning in FMCG diligence are multinational; mostly have practice to follow the same practices which they have in their parental company minor changes. For this purpose quantitative technique of research has been adopted and got 96% response. Findings of the study show a positive relationship between employee empowerment and performance of the employee. Furthermore, mediating effect of motivation has significant effect. Organizations are continuously in pursuit of obtaining the distinctive ways for enhancement of the employee performance of the employees; this study would assistance to investigate how an ample effect of empowerment would support to upturn the employees performance.

Key words: Empowerment, Employee performance, motivation, FMCG sector

INTRODUCTION

The Empowerment is defined as redistribution of power and information within an organization that enables employees to perform their jobs more efficiently and effectively (Bowen & Lawler 1992). It helps to make employees more responsible for their actions. Job satisfaction is satisfying emotional state when employee prefers to stay with organization. Brief (1998) relates motivation to aptitude and explain in way that if one's job is attractive, compensation package is adequate and has chance of further growth such type of symptoms are shows explicitly that the individual is motivated toward his job. This study is designed describe the impact of Employee empowerment on Employees performance in FMCG sector while mediating role is motivation. This study is very important in context of Pakistani Culture. Today in different organizations where empowerment related issues are seen, unethical practices are observed commonly. Top level executives and corporate practitioners want to hold all power. In Pakistan all types of setup including governance, management, service, banking and stock exchange are facing empowerment related issues. The objectives of the study are to find out the relationship between employee empowerment and performance and to analyze the mediating role of motivation on employee performance.

This Study would help Organizations to measure work related problems where very inadequate knowledge is available which represents motivation as mediating role between empowerment and employee performance especially in FMCG sector of Pakistan. It is found that very limited studies has been conducted on FMCG's sector , so the present study is going to address this gap and in this regard

manager will find out managers of FMCG in Pakistan could not find out the ways to enhance the performance of employees. Composition of FMCG's in GDP of Pakistan is 24.6% (Indexmundi, 2013). Empowerment is one of the core components of job design, among one of for employee performance. Employers and company's managers are always looking for opportunities and alternatives which can increase employee satisfaction because performance of workers is dependent (along with other things) on the level of satisfaction on job in the organization. Meanwhile company's objectives and mission are also dependent on employee's performance. Designing jobs and roles appropriately is very imperative in enriching the performance of employees, which is addressed through empowerment. So this motivates the researcher to test how empowerment can enhance the performance of the employees. It also provides organizations to increase their worker's motivation through adopting empowerment and also complete Insight that how organizations can get maximum performance to make their members empowered to create a Positive Work Environment. Organizations which are working in Pakistan are facing major empowerment Issues , nobody here wants to hand over power , everyone wants to keep decision making power in his hand and the result is delaying in decision making which may lead to lose an opportunity or a severe loss. In this regard the present study addresses this sensitive issue to cater to the needs of employees for increasing their satisfaction level which in turn would enhance their performance at job.

LITERATURE REVIEW

Empowerment:

Most of the organizations were facing criticism regarding domineering style of management and instead of it greater emphasis upon participation and autonomy over work design. So scholars focus on loyal and flexible workforce to meet the changing and chaotic global trends. For this organizations need to change the command and control hierarchal patterns with in organizational structure.

Empowerment has been an important notion for researchers and managers since the concept emerged in 1980 and after rigorous researches done in this field, it has been accepted that empowerment is a persuasive way to enhance job satisfaction and performance (Michael et.al, 2004). It is a way to job satisfaction (Moye & Henkin, 2006). Empowerment is a source of gaining advantage over critical issues through workforce (Rappaport, 1987). Empowerment can be measured through willingness to accept the responsibility or task and willingness to employ power designated through the job role in a flexible manner with ultimate objective to meet the needs of customers (Michael et.al, 2004). Willingness to accept responsibility is termed as the degree to which employee recognize his job role and task to complete his designated assignment and willingness to employee designated power is termed as the ability to use the designated power which is allotted to employee by default due to nature of his assignment.

Literature broadly discusses two main approaches of empowerment regarding theoretical perspective including psychological and rational perspective. Psychosomatic prospect study employee empowerment regarding his subjective evaluation or perception of being empowered. According to Spreitzer (1999) employee is empowered when he has meaningful job task, have

flexibility to do designated work and willingness to accept responsibility.

Rationale perspective focuses on how empowerment is affected by organizational structure. It focuses on information sharing with employees so that they can base their decision on the basis of given information and hence could participate in decision making process. Empowerment requires job related knowledge on employee part that ultimately increase job satisfaction and performance. Briefly rationale perspective deals about the autonomy to perform work in most effective manner so that his satisfaction could be increased at one end and on the other end organizational productivity get enhanced.

One of the real example of empowerment implication was studied by Balasco and Stayer (1994). According to them the owner at the first place gave autonomy to workers to do their job in best possible way with the expectation that overall satisfaction would rose up and ultimately company would be profitable, but the results showed contradictory findings as employees felt that they were burdenized with management role also. Positive implication of empowerment was established when employees were given specific information and having job related knowledge. Many researches validated the positive relationship between empowerment and access to information. Employees when given job related information and autonomy over work actually experience empowerment that leads to high job satisfaction.

According to Pierce et.al (1989) employee empowerment flourishes the job satisfaction of employee positively which enhance the tendency of employee to perform his job task willingly.

Empowered behavior is flourished among employees when it's based and tied with performance and in accordance with the specific needs of the employee so that it becomes valuable for him. Empowerment is positively related to behavioral outcomes of employees specifically job satisfaction (Yim, et. al., 2008).

On the other hand empowerment was discussed as integrative approach by Sanjay Menon (2001) on Canadian and Quebecfirms' employees and concluded that a major contributor in these employees satisfaction with their work was empowerment in the form of flexibility on job task and hence designated power due to job role. Bogler and Somech (2004) concluded the same results with reference to empowerment and employee job satisfaction and stated that empowerment is essential in contemporary new paradigm of work.

Tony Carteret al (2010) analyzed that when management empowered employees they become more productive and their performance increased. It was found that those having strong communication skills were more successful and with more responsibilities employees were more committed and had high morale. Kruja and Oelfke (2009) analyzed that empowerment had positive impact on jobsatisfaction in the hospitality industry. In start they analyzed the impact of self directed work teams, communication and autonomy on the empowerment of front-line employees and found it very positive than they examined the effect of employee empowerment on job satisfaction and found it a very effective strategy for achieving competitive advantage over competitors that ultimately increased those employees' job satisfaction and also gave assurance of high performance and success. Fatima, Hussain and Imran (2011) analyzed the impact of organizational intrinsic rewards in form of

empowerment on job satisfaction and found it positive.. Ford and Fetter (1995) analyzed the empowerment and found it a very effective organizational strategy. Empowerment is sharing with employees the information and knowledge that enables them to understand and contribute to organizational performance and giving them the decision making authority that affect organizational results. It can be concluded that empowerment strategies positively related to increase employees job satisfaction towards the company, the use of this empowerment strategy with all its essence will enable them to enhance their job knowledge and intellect and find ways to continuously improve what they do in their jobs.

Motivation:

Butkus & Green (1999), Motivation is from the word motivate which make a sense to push. Move forward for fulfils needs. Baron (1982) says motivation is a process involves force which gives energy to our behaviour which leads to achieve specific goals. Many researchers argue that motivation is goal oriented behaviour. Kreitner & Kinicki (2001).discusses motivation as such psychological process. which grounds. stimulus, determination actions which are goal oriented. Motivated person is aware of specific goals and their achievement in a specific way and must reach on goals in a particular way. He uses his energy to achieve those goals. (Nel et al., 2001).motivated person if he knows the accomplishment of the goals he will be fits to achieve goals that he wants to achieve. If manager role is to guide employees about organizational agenda for achieving goal he must educate those psychological processes which are the root causes of direction of goals fortitude, resolution of actions. Roberts & Ottens, (2005). Mo1 (1992), discuss motivation and

movement. Movement refers to carry out task for compensation which activate human mind to work. Motivation mean full involvement on personal² task with commitment and happiness .motivation makes a person induce for work and motivation leads to make a person pleasure to work. Researchers suggest that motivation is means for success individual involved into it feels happy completing the task. And willingly excited do not for compensation. Motivation encourages an individual to achieve project. LaMotta & Schiffer (1999).many facet of motivation in an organization .A person motivated by these facet may not be able to motivate another person the reason is that there are many other factors are affecting different employees. Motivation levels. Organization give their employees the environment through which they can improve and enhance their motivation. (Baron, 1983).An organization is good environment and work setting source. Only need to know that people are having motivational behaviour. Lawler (2003) discuss there are various theories on why people prefer to adapt certain careers why they focus on reward .feel satisfied or dissatisfied with their work and rewards. There are many vibrating questions makes suppositions and hypothesis to be investigated a lot of literature about motivation clear some issues. An individual and organizational goals are connected with employees work motivation .individual use motivation to carry on their personal goals and put their effort to achieve with organizational objectives which meets their own personal goals it proves that organizational and individuals personal goals have direct relationship . Robert. (2005) it is only possible that a manager job to ensure that he can take work from employees if they are self-motivated towards work not any bound for them. Manager is not

suppose to motivates employees the employees must motivate themselves to work hard the major services organization wants motivated employees it does not matter they are skilled. Unskilled many companies wants motivated employees and it is challenge for management in this competitive environment to have motivated employees organizations wants from their worker be motivated and positive behaviour towards work which is important for organization success. Cheng & Hamid (1995) Petcharak (2002) Human resource manager work is to make employees work pace motivation. Function of HR manager is to support general manager to keep employees satisfied with their jobs another goal of services manager in organization to develop motivated employees. Promote spirits for their related work. Employee work spirits, such as peers organizational, work environment is defined as employees are aware of all aspects of job. Performance will be poor if workers are not satisfied. Happy work place dissatisfaction makes company and employees performance towards low direction and increase turnover. Mosley, Megginson, and Pietri (2001) argues three levels of employees motivation. Effort means how tough an individual eager to work on behaviour persistence; means .An individual ready to behave without take care of barriers.

Daschler & Ninemeier (1989) investigate what employees seek out from work environment. Their discussion tells some of employees related concerns which were found in place of strategies to employees' motivation. Individual employees are coming from different background with different education experiences different families classes are all the character tics in which their need is

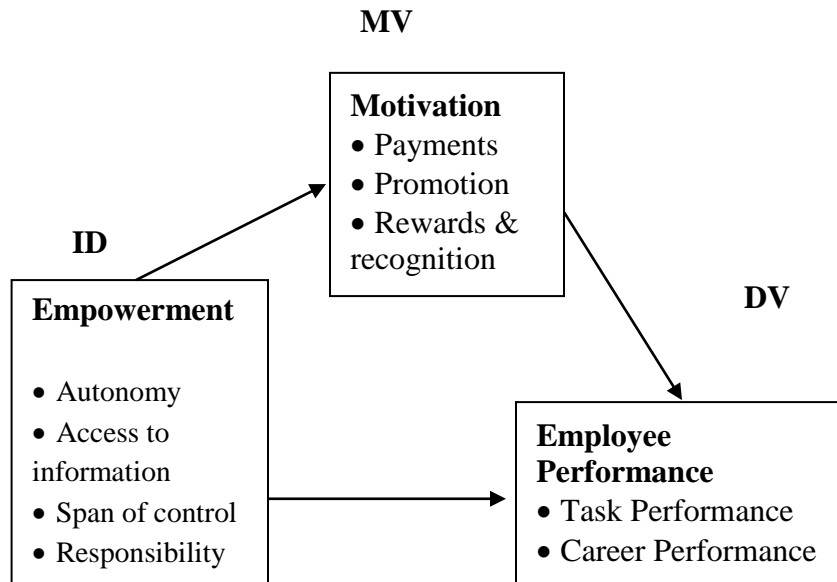
placed.....the important attention of employees to gratify their personal needs ambitious and goals. And employ wants to satisfy their basic needs associated to survival and security, a desire to belongs to make positive feeling from within and from others. Employ desire wants fair and regular company policies which are affecting them. Rehman (2007) in Pakistan measures effect of human resource strategies. Pay, promotion, train on job satisfaction. They concentrate on work force of service based Pakistani companies. They suggest from their research that pay, promotion, training had significant impact on job satisfaction. They argue that in Pakistan it is very important to give more worth to pay and promotion instead of training. In Pakistani based organizations the considerable differences are founded between male and female employees in motivation and job satisfaction. They report that in Pakistan service industry make remarkable changes for the last few years. Because of these changes their transactions are increased and there services are also increases. Pakistani bank educational institute, telecommunications form are facing rapid turnover (Ahmad, Rehman, and Saif, 2010). People can be motivated if there are provided the requirements which satisfy their needs. Many factors are involved and change by the individual requirements and basic need to be perfect for recognition, self-esteem. Researchers indicated that individual faces factors in many level, manager, must built their basic theories related to motivation (Cheng, 1995).

Human resource policies which increase the employee involvement aim in providing worker the opportunities in a role in input of decisions making, incentives and bonuses are given to increase the

efficiency and effort to utilize the required skills (Berg, 1999). Employees efficiency and productivity are in a straight forward relation with their motivation Which is given to them by their managers in the form of bonuses and benefits. Employees encouragement leads to increase in the performance (Malik, Ghafoor & Naseer, 2011).

Incentive programs and rewards foster employee work create sense in theory there is impel inseparable appeal. Most of the people concur that the tasks work in different degrees if the requirement or test, the workers can impact the elements on which the bonuses are based, the assessment is purpose beyond upbraid, and there is specification that the rewards will present as promised. Although these projects are common factors of reward in private organization for project, they must be made and part of the total human resources management plan, their progress is even more complicated (Kurtz & Moser, 1994). Workers pleasure and efficiency and aims that should force in order to complete the goals of organization, whether those decisions are taken through a traditional or non-traditional approach. However, manager should favor the difference of employee's attitudes, emotions and reasons and professionalism while working with each employee to embody his/her needs. Moreover, as commercial interests expanded, Lawrence (1975) accepted individual concerns should be modified to high level of motivation, spirit, and performance.

THEORETICAL FRAMEWORK Methodology



Hypothesis

On the basis of literature review following hypotheses are developed.

H1: There is a significant and positive relationship between empowerment and employee performance.

H2: Employee performance would be significantly enhanced if there is mediating role of motivation.

Sample and data collection method

All population for this knowledge consists of the employees of FMCG sector organizations in Pakistan. The major purpose of this research is to explore the influence of empowerment on workers performance and the mediating result is encouragement. This survey is conducted due to this reason that about the companies working in FMCG industry are multinational; these are following the different processes and policies. For this aim, quantitative method of research

was applied and got 96% responses out of 150 sample size. In addition to it, the questionnaire has two parts, in 1 part the respondents were questioned about the demographic futures like questions on gender, age, department and duration. 5 point Likert scale was used to gather the opinion of employees. The employees were acknowledged shortly about the significance of this research before they were given the questionnaires to get them filled.

Measures

All variables in the research area were measured on a five-point Likert Scale ranging from Strongly Disagree (1) to Strongly Agree (5). The data were collected through Questionnaires. Empowerment was measured using Hartline & Ferrell, (1996) 5-point Likert scale. Motivation was measured using Drain and Greill (2007), and Employee Performance was measured by using Wiedower (2001).

Reliability and validity

Reliability was measured through Cronbach's alpha that is 0.826 for the whole questionnaire (29 items)

Statistical Tools

After collecting the data through survey questionnaire, the responses were analyzed through Statistical Package for Social Sciences (SPSS). Pearson Correlation & Regression is used for data analysis.

Factor Analysis

Table 1: Communalities

	Initial	Extraction
ATI1	1.000	.700
ATI2	1.000	.631
ATI3	1.000	.562
ATMY1	1.000	.639
ATMY2	1.000	.741
ATMY3	1.000	.651
RSP1	1.000	.841
RSP2	1.000	.764
SOC1	1.000	.740
SOC2	1.000	.812
SOC3	1.000	.858
PAY1	1.000	.805
PAY2	1.000	.667
PAY3	1.000	.763
PAY4	1.000	.668
PRMTN1	1.000	.840
PRMTN2	1.000	.855
PRMTN3	1.000	.847
RndR1	1.000	.835
RndR2	1.000	.860
JP1	1.000	.757
JP2	1.000	.798
JP3	1.000	.775
JP4	1.000	.619
JP5	1.000	.715
JP6	1.000	.795
JP7	1.000	.828
JP8	1.000	.660
JP9	1.000	.765

Extraction Method: Principal Component Analysis.

Table 2: Demographics

	Description	Percentage
Gender	Male	93.1
	Female	6.9
Education	Bachelors	32.6
	Master	65.3
	M.S	2.1
Department	Marketing	54.2
	HRM	10.4
	Finance	35.4
Tenure	1-5	64.6
	5-10	32.6
	10-Above	2.8

Table 3. Correlation Analysis

	Job performance	Motivation	Empowerment
Employee	144	.	
Performance			
Motivation	144	564***	.413***
Empowerment	144		.361***

Ns = not significant ($p > .05$), * $p < .05$, ** $p < .01$, *** $p < .001$

Regression Analysis

Table 5 Regression

R2	.31
F	64.16

Table 6 Mediation

Predictor	B	R ²	Sig	T	F
Emp → E.P	.35	.17	.000	5.40	29.22
Emp → Mtn	.31	.13	.000	4.61	21.26
Mtn → E.P	.55	.31	.000	8.14	66.34
Emp → Mtn → E.P	-.33	.51	.001	-3.04	64.16

DATA ANALYSIS

The Cronbach's Alpha 0.82 it means our questionnaire is accurate and data can be further analyzed to achieve the research objectives. According to the demographic table 3 it is mentioned that many of the employees lies in between 21-30 which is 38.9% while the respondents at the age of 21-25 are 26.4 percent. In this table 1 we analysis the demographics through frequencies of their occurrence. Which also shows that the major work force in FMCG's sector lies between 26 to 30 .Table 5 as the correlation table shows the influence of empowerment on Job progress is 0.36*** which is important at level of .001. On the other side empowerment is also very existing impact on job performance according to our analysis which is 0.413*** that also be significant at level of .001. While empowerment has correlated with 0.564*** which is also significant at .001 level. Table 5 represent R² which shows about the model fitness which is 0.31 that is to point out that our variable empowerment measure 31% of employee performance, it means there are some also other variables which has impact on significant impact on employee performance. F value is 64.41 which is also important impact.

The consequences of the 1 hypothesis based on the parallelism were positive (0.413***). Thus empowerment has positively and significantly connected with worker efficiency. Based on the second hypothesis (H2), further more to study the influence of mediating variable motivation Baron and Kenny (1986) suggested 3 step procedure which was taken for the analysis. Zboja and Voorhees (2006) have also used the similar process to prove the role of mediating impact in their research studies.

Thus according to the process it has 3 steps , the 1 one is the important test between the relationship and independent variable (empowerment) and mediating (motivation) , in the 1 step the relation was found positive and significant ($p > 0.001$) . The next step desired a test of relationship between the independent variable (empowerment) and the dependent variable (Job performance). So a final point, in the very next step (3rd) the dependent variable demanded to be returned on the mediator. To legalize mediation the independent variable and the 3rd step should determine the mediator to be particularly concerned to the dependent variable and it is very important that the impact of the independent variable on the dependent variable should be less than the influence it had in the 2nd step. So in our case it proves full (-1.04) mediation.

FINDINGS AND DISCUSSION

It is commonly understood that employees and employers both do not think empowerment as a necessary factor to be considered worthwhile. The concept of empowerment is not being implemented in Pakistani society, in a country like Pakistan where the unemployment rate is increasing day by day and increasing rate is 7.6% (trading economics, 2013) .The most important encouraging

accepts is rewards place of progress in career and to a limit it is factual. On the other hand the work environment is changing very rapidly, and it has affected the tendencies in Pakistani organizational cultures. It is analysed that people are interested to learn and grow, they are demanding for independence in work related decisions, and also struggling to refine their skills with trainings and progressed courses and disclosure, though the ratio is very low but it is increasing as the time passes.

Our research results display that empowerment has enough role in worker encouragement and performance in FMCG industry of Pakistani. Practically organizations have to make suitable to cultural designs of the host country, the multinationals working in Pakistan have changed their organizational traditions and processes as well. In a gathered society like Pakistan people do choice jobs with significance and freedom, highest no of reactions highlighted that employees favor to have freedom in their work which is the self-determination in completing works. Job autonomy submit to the degree any worker has freedom to map his or her tasks , take decisions according to the time and situation and find out all those means to get their work aims.

LIMITATION AND FUTURE DIRECTION

The conducting research has tried to analyze the effect of empowerment on employee progress and the mediating role of the motivation. In order to complete it, data was gathered from FMCG s sectors employees within two cities Rawalpindi and Islamabad of Pakistan. But future research can be progressed in other cities of Pakistan. Furthermore, the design can be tested with other mediating variables like employee satisfaction etc. the respondents was middle

level employees but the future research can moved forward with respondents of 1st line and executives level managers.

CONCLUSION

Since the start of management literature, the topic of empowerment has been under discussion. However there have always been questions asked about the adequate way of job design. An attempt to know empowerment effect in Pakistan was carried out and the paper suggests that management of any departments must consider employee's view in designing job detail of each vacancy and further more stresses should be on empowerment factors of the job concerned ideas in the given community. In future may other studies can be conducted with other mediating and moderating variables, and the model may be tested on other industries.

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