

EMPLOYEE INVOLVEMENT, EMPOWERMENT AND SATISFACTION IN SERVICE SECTOR OF INDIA: AN EMPIRICAL STUDY

Uma Sankar Mishra, Aurolipy and Madhusmita Dash

Abstract: Organizations are dealing with many complex challenges and human resources management have great influence on their success. Managers and leaders' appropriate behavioural patterns will create strong motivation in employees. Moreover, this will increase employees' satisfaction and make them more effective in their job, which may ultimately leads to the growth and development of organization. In this concern, the present research paper elaborates the relationship among employee involvement, empowerment, satisfaction and organizational growth and development in service industry of India. In the current study, 290 employees of two big hospitals in the state of Odisha were surveyed to investigate the existence of complex relationship among the mentioned human factors. Product moment correlation analysis and structural equation modeling approach were taken as the tools for analyzing these empirical evidences.

Keywords: *Employee involvement, Employee empowerment, Employee Satisfaction, Organizational growth, Health care sector.*

JEL Classification Codes: M54, C39

INTRODUCTION

The services sector of India in the last few years has made rapid march as the largest and fastest-growing sector of the economy with an around 57 per cent contribution to the gross domestic product. Basically it comprises a wide range of activities such as transportation, logistics, financial, business process outsourcing services, healthcare, trading, and consultancies, among many others. Today, most of the service organizations are facing with new challenges. One of these challenges

¹ Associate Professor, Institute of Business and Computer Studies, Faculty of Management Sciences, Siksha O Anusandhan University, Khandagiri, Bhubaneswar, Odisha-751030 India. E-mail: connectuma123@gmail.com

² Lecturer, Institute of Business and Computer Studies, Faculty of Management Sciences, Siksha O Anusandhan University, Khandagiri, Bhubaneswar, Odisha-751030, India. E-mail: aurolipy@gmail.com

³ Manager (HR), Summa Real Media Pvt. Ltd., Jagamara, Khandagiri, Bhubaneswar, Odisha-751030, India. E-mail: madhusmitadash@yahoo.co.in

is the customers' increasing needs. Therefore, service professionals are looking for more efficient and effective ways to deal this challenge (Steinhardt, 2003). Offering effective customer services to the society greatly depends on the management methods which they use in the organizations (Leveck, 1996). One of the essential goals for the managers and leaders is to hunt employee effectiveness (Day, 2001; O'Toole, 2001; Wright, 2007). Amagoh (2009) stated that more studies are needed to determine how managers develop the competencies of the organizational members in order to improve their performance.

Interaction between management and employees affects many facets within the business environment. Categorizations of these relationships have been identified, with employee involvement, employee empowerment, and employee satisfaction among the more prominent. Employee involvement appears to be a strong enabler of employee empowerment (Bowen and Lawler, 1995; Daily and Bishop, 2003; Spreitzer, 1995). Employee involvement describes the perception of an employee regarding his identity or importance in the work group (Bandura, 1982; Stryker, 1986). Employees deemed to be empowered are generally associated with characteristics similar to self-motivation and commitment, feeling a sense of responsibility to perform to high levels of effort and a sense of quality (Howard and Foster, 1999; Thomas and Velthouse, 1990). Empowerment is associated with intrinsic motivation, and while it is included as an aspect of empowerment, it goes beyond self-efficacy (Conger and Kanungo, 1988; Spreitzer, 1995). In addition to the association between employee involvement and employee empowerment previously mentioned, analyses have demonstrated a relationship that continues this association to employee satisfaction (Bowen and Lawler, 1995; Corrigan, 1998; Harmon, Scotti, Behson, Farias, Petzel, Neuman, and Keashly, 2003). The concept of employee satisfaction within the framework of the linear relationship to employee empowerment is a relevant topic to research. Employee satisfaction is an emotional state resulting from experiences an employee has at work (Locke, 1976).

While there are contributions in the areas of employee involvement and its relationship to employee empowerment (Daily and Bishop, 2003) and employee empowerment and its relationship to employee satisfaction and organizational growth and development (Bowen and Lawler, 1995; Brossoit, 2000; Lashley, 1999; Osborne, 2002), a relatively few studies attempt to combine the two relationships into a larger relational flow between employee involvement, employee empowerment, employee satisfaction and organizational development. Thus, the relationship between employee involvement, employee empowerment and employee satisfaction and its impact on organizational growth and development in a large service industry involving complex delivery processes and more emphasis

on people element had not been thoroughly investigated, particularly in India. The examination of all such relationships independently in a large service organization appeared to be relevant and can have applicability in formulating different types of business strategies.

In the above context, the current research paper aims to investigate the factors those influence the employee satisfaction leading to organizational development and growth in health care service sector of India.

LITERATURE REVIEW

Employee involvement is a blend of many concepts and has developed out of many predecessors. Employee involvement process do not always share the same method, and can include indirect and relatively modest scope technique such as suggestion boxes and employee opinion surveys. Other techniques and processes are more direct and large in scope. On such concept on employee involvement, Mark Fenton-O'Creevy (2001) identified middle managers' attitudes to be no more negative than those of senior managers. As hypothesized, managers' intentions to support employee involvement were found to be inversely related to recent managerial job loss and positively related to managers' experience of employee involvement. Hongyi Sun, *et. al.* (2000) found that employee involvement is positively correlated with total quality management (TQM) enablers and improvements in business performance. Jone L.Pearce (1993) in his study investigated differences in the psychological involvement and task assignments of labor-contractor and employee engineers and the effects of the contractors on the attitudes of their employee co-workers. Findings partly supported the hypothesis that supervisors shift interdependent tasks to employees when contractors are present in their work groups. However, employees were not found to have greater quasi-moral involvement than contractors.

Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It is a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decision 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. Empowered employees are typically described as self motivated and committed individuals who feel responsible to perform high level of effort (Thomas and Velthouse, 1990). T. Timothy (2013) found that employee empowerment has positive and significant impact on service quality and the researcher suggested to promote teamwork

amongst employees so that every staff irrespective of gender would work towards a common vision of achieving the objectives of the organization. To explore the relation between leadership style and empowerment and its effect on job satisfaction, a study was conducted by Morrison *et. al.* (1997) among the nursing staff of a regional medical center and found that both transformational and transactional leadership were positively related to job satisfaction, as was empowerment.

Ismail M.B.M (2013) indicated that environmental, psychological and structural factor explain around 93% of total variation for employee satisfaction. Psychological factor is composed of positive attitude, negative attitude, assertiveness, agreeableness and workload. Structural factor is composed of work autonomy, job stress, supervisory or career support, job security, realization or self-actualization, distributive justice, promotional chances, pay and flexi-time and the environmental factor is composed of opportunity to job, work environment, working environment, social environment and participative environment. Nicholas Kinnie *et. al.* (2005) in their study examined the link between employee satisfaction with HR practices, where they found that, the HR architect has to design HR practices keeping in view the different employee group which includes professionals, frontline managers and workers. Commitment level of above three employee groups are linked to satisfaction with different combination of HR practices. According to Nico Martins *et. al.* (2007) there exist a relation between organizational culture, perceived emotional competence and manager's leadership style with employee general satisfaction level. Jimmy (2009) and his associates, in their study explored the satisfaction of employees in a major hospital to determine the extent to which employee satisfaction relates to the quality of the patient experience. The result found that, there exists a direct and positive relationship between the satisfaction of employees and the quality of the patient experience. The level of employee engagement influences the quality of the patient experience and patient satisfaction, which, in turn, helps drive the performance of the organization.

RESEARCH METHODS AND DESIGN

The study was mainly based on field survey and exploratory in nature. The sources of data were mainly primary and data were collected through one tailor-made questionnaire for the purpose to collect the data from employees.

The study was conducted in the state of Odisha of India. Two major hospitals operating in Odisha were purposely selected for the present study. These two hospitals were considered for the study with an intention to easily access the employees as both are large organizational units having huge number of employees

operating in Odisha. The sample for the study comprises of 290 numbers of regular employees covering different grades and of different departments. While choosing an employee, the method of purposive sampling was followed. Initially 500 samples were planned. Because of the less access, unwillingness of the employees to provide data, time and budgetary constraints restricted the sample size to 290. Principal employee profile features like age, level of education, level of income, current work experience, employee cadres, department etc. were taken into consideration. All these profiles have an important bearing upon employees' opinion about their satisfaction level.

A questionnaire for employee survey was designed keeping the broad parameters in mind, which was pre-tested and validated before finalization. The questionnaire contains all the items of Thomas and Velthouse, 1990 and Lawler, 1986 for collecting the responses related to employee empowerment and employee involvement with minor modifications and then administered keeping the broad parameters in mind. Items related to employee satisfaction are taken in the final survey instrument after exploring the parameters through personal interview with few employees in pilot survey. The data regarding all these parameters of employees were collected in a 7 point interval scales, where 1 stands for strongly disagree and 7 stands for strongly agree. All the data were collected from the employees through personal contact approach.

Data were collected using structured questionnaire and the respondents were approached personally. In order to seek fair and frank responses on their respective job environment, employees were interviewed personally regarding the importance of employee satisfaction and its role in achieving organizational growth and development. Respondents were asked to give their opinion about the level of satisfaction on a seven-point Likert scale as mentioned above.

The data collected through survey instrument were entered into an Excel spread sheet and then transferred to SPSS data sheet for further processing. Cross tabulations are made to understand the underlying relationships among the variable under study keeping the broad objectives in mind. Finally, for structural equation modeling purpose, Amos-4 was used. Structural models are developed and tested on the basis of Confirmatory Factor Analysis (CFA).

CONCEPTUAL MODEL AND FORMULATED HYPOTHESES

This study proposes a model to find out the relationship between employee involvement, empowerment, satisfaction and organizational development. This model introduced Information, Knowledge, Reward and Power as four employee involvement factors. Employee empowerment outcomes were introduced by

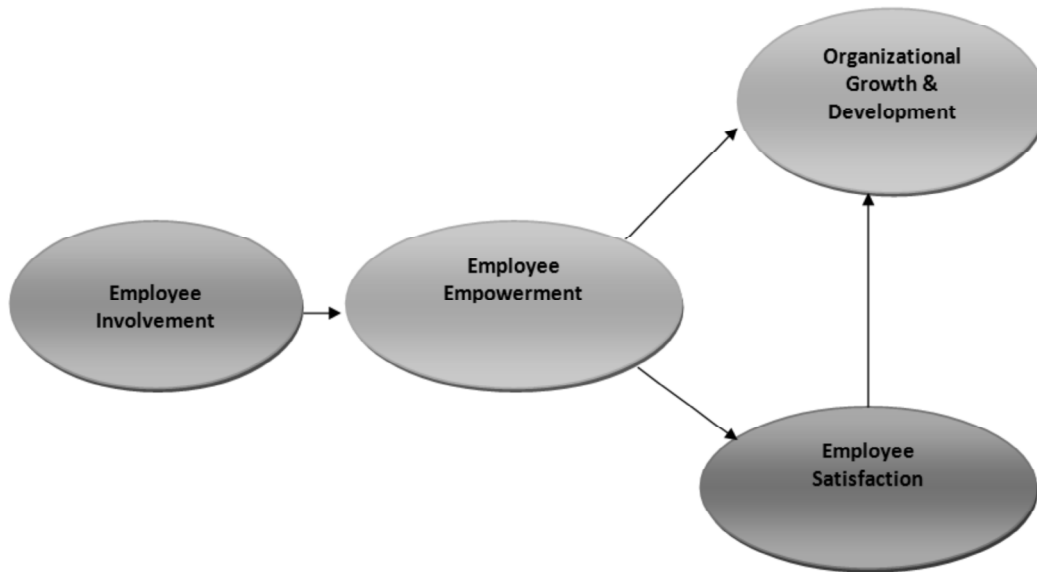


Figure 1: Conceptual Model

Choice, Impact, Meaningfulness and Competence. Employee satisfaction involves the factors like, Job Satisfaction, Compensation, Employee Growth and Employee Relation. Lastly, this model introduced some of the indicators of organizational growth and development, which are client related, society related and business process related.

Figure 1 shows the proposed model of the study. Four major hypotheses are introduced as follow:

H1: There exist a significant relationship between employee involvement and employee empowerment in service organizations of India.

H2: There lies a significant relationship between employee empowerment and employee satisfaction.

H3: There exists a significant positive relationship between employee satisfaction and organizational growth and development.

H4: There exist a significant relationship between employee empowerment and organizational growth and development in service organizations.

MEASUREMENT SCALE RELIABILITY AND VALIDITY TEST RESULTS

SPSS version 20 statistical software was used to perform a Cronbach's alpha test to test reliability of different latent variables under employee involvement, empowerment and satisfaction. Table 1 demonstrates the alphas related to

employee involvement (Power, Information, Knowledge, Rewards), empowerment (Competence, Impact, Meaningfulness, Choice), employee satisfaction (Job satisfaction, Compensation, Employee growth, Employee relations) and organizational growth and development (Client results, Society results, Key performance results) as well as the Cronbach Alpha value of all items in the model. With the exception of reward, all alphas are greater than 0.800, which is generally suggested as the minimum alpha value to be considered reliable for group research. The 0.800 is only a suggested value, and the 0.789 value for rewards is close to the value and it is believed that the alpha value for these questions is still high enough to be useful in this analysis.

Table 1
Scale Reliability (Cronbach's alpha score)

<i>Variables:</i>	<i>Power</i>	<i>Information</i>	<i>Knowledge</i>	<i>Reward</i>	<i>Competence</i>	<i>Impact</i>
Score:	0.927	0.868	0.952	0.789	0.870	0.841
Variables:	Meaningfulness	Choice	Job Satisfaction	Compensation	Employee Growth	Employee Relations
Score:	0.911	0.862	0.834	0.873	0.821	0.899
Variables:	Client results	Society results	Key performance results	All variables (For final measurement model)		
Score:	0.834	0.802	0.875	0.855		

To analyze construct validity of the survey instrument, a factor analysis was performed. SPSS was used to conduct the quantitative portion of this analysis. Factor analysis was used to detect which survey questions should be grouped together in the employee involvement, empowerment, satisfaction and organizational growth and development categories and subsets.

The tables 2(a), 2(b), 2(c) and 2(d) represent factor loading matrices with respect to employee involvement, satisfaction, empowerment and organizational development respectively.

RESULTS AND DISCUSSION

The quantitative analyses related to hypotheses tests which were used to draw the major findings are briefly described in Table 3. One of the more significant contributions made within the present study is the combination of all relationships as they pertain to employee involvement (EI), employee empowerment (EE), employee satisfaction (ES), and employee perception of organizational development (OD) in two large healthcare service settings. The present study found a moderate to strong relationship throughout the model in most of the hypotheses tested.

Table 2(a)
Factor loading of Employee Involvement

Item No.	Items	Standardized Loadings			
		Factor 1 Information	Factor 2 Knowledge	Factor 3 Reward	Factor 4 Power
1.	Information-1	.72			
2.	Information-1	.74			
3.	Information-1	.79			
4.	Knowledge-1		.81		
5.	Knowledge-2		.76		
6.	Knowledge-3		.73		
7.	Reward-1			.74	
8.	Reward-2			.79	
9.	Reward-3			.81	
10.	Power-1				.76
11.	Power-2				.72
12.	Power-3				.75

Table 2(b)
Factor loading of Employee Satisfaction

Item No.	Items	Standardized Loadings			
		Factor 1 Job Satisfaction	Factor 2 Compensation	Factor 3 Employee growth	Factor 4 Employee Relation
1.	Job Satisfaction-1	.71			
2.	Job Satisfaction-2	.75			
3.	Job Satisfaction-3	.79			
4.	Job Satisfaction-4	.84			
5.	Compensation-1		.85		
6.	Compensation-2		.89		
7.	Compensation-3		.79		
8.	Compensation-4		.71		
9.	Employee growth-1			.69	
10.	Employee growth-2			.72	
11.	Employee growth-3			.79	
12.	Employee growth-4			.84	
13.	Employee Relation-1				.79
14.	Employee Relation-2				.82
15.	Employee Relation-3				.85

Significant relationships were found between employee involvement to employee empowerment, employee satisfaction to organizational development, and employee empowerment to the organizational development. However, no significant relationships were found between employee empowerment and employee satisfaction.

Table 2(c)
Factor loading of Employee Empowerment

Item No.	Items	Standardized Loadings			
		Factor 1 Choice	Factor 2 Impact	Factor 3 Meaning fullness	Factor 4 Competence
1.	Choice-1	.81			
2.	Choice-2	.79			
3.	Choice-3	.67			
4.	Choice-4	.74			
5.	Choice-5	.72			
6.	Impact-1		.71		
7.	Impact-2		.73		
8.	Impact-3		.79		
9.	Impact-4		.81		
10.	Meaning fullness-1			.72	
11.	Meaning fullness-2			.76	
12.	Meaning fullness-3			.84	
13.	Meaning fullness-4			.89	
14.	Competence-1				.72
15.	Competence -2				.78
16.	Competence -3				.71
17.	Competence -4				.73

Table 2(d)
Factor loading of Organizational Growth and Development

Item No.	Items	Standardized Loadings		
		Factor 1 Client Result	Factor 2 Society Result	Factor 3 Key performance results
1.	Client Result-1	.67		
2.	Client Result-2	.73		
3.	Client Result-3	.76		
4.	Society Result-1		.81	
5.	Society Result-2		.76	
6.	Society Result-3		.69	
7.	Key performance results-1			.74
8.	Key performance results-2			.79
9.	Key performance results-3			.65
10.	Key performance results-4			.69
11.	Key performance results-5			.74

In the proposed structural equation model (Figure 2), the observed variables are the 14 dimensions as perceived by the employees after calculating the average values of each and every factor with respect to four master constructs. In the model

Table 3
Summary of statistical findings

<i>Research Hypotheses</i>	<i>Statements of Hypotheses</i>	<i>Statistical Technique</i>	<i>Results</i>	<i>Remarks</i>
1	No significant relationship between EI and EE	Correlation analysis	$r = 0.573p < 0.05$	Rejected
2	No significant relationship between EE and ES	Correlation analysis	$r = 0.334p > 0.05$	Accepted
3	No significant relationship between ES and OD	Correlation analysis	$r = 0.619p < 0.05$	Rejected
4	No significant relationship between EE and OD	Correlation analysis	$r = 0.421p < 0.05$	Rejected
5a	No significant difference among employee dept w.r.t EI	ANOVA	$F = 4.282p < 0.01$	Rejected
5b	No significant difference among employee dept w.r.t EE	ANOVA	$F = 4.271p < 0.01$	Rejected
5c	No significant difference among employee dept w.r.t ES	ANOVA	$F = 5.052p < 0.01$	Rejected
5d	No significant difference among employee dept w.r.t OD	ANOVA	$F = 0.677p > 0.01$	Accepted
6a	No significant relationship between information and EI	Correlation analysis	$r = 0.593p < 0.01$	Rejected
6b	No significant relationship between knowledge and EI	Correlation analysis	$r = 0.649p < 0.01$	Rejected
6c	No significant relationship between reward and EI	Correlation analysis	$r = 0.499p < 0.01$	Rejected
6d	No significant relationship between power and EI	Correlation analysis	$r = 0.673p < 0.01$	Rejected
7a	No significant relationship between choice and EE	Correlation analysis	$r = 0.283p > 0.01$	Accepted
7b	No significant relationship between impact and EE	Correlation analysis	$r = 0.722p < 0.01$	Rejected
7c	No significant relationship between meaningfulness and EE	Correlation analysis	$r = 0.757p < 0.01$	Rejected
7d	No significant relationship between competence and EE	Correlation analysis	$r = 0.679p < 0.01$	Rejected
8a	No significant relationship between job satisfaction and ES	Correlation analysis	$r = 0.832p < 0.01$	Rejected

Cont. table 3

<i>Research Hypotheses</i>	<i>Statements of Hypotheses Technique</i>	<i>Statistical</i>	<i>Results</i>	<i>Remarks</i>
8b	No significant relationship between compensation and ES	Correlation analysis	$r = 0.821p < 0.01$	Rejected
8c	No significant relationship between employee growth and ES	Correlation analysis	$r = 0.790p < 0.01$	Rejected
8d	No significant relationship between employee relation and ES	Correlation analysis	$r = 0.842p < 0.01$	Rejected
9a	No significant relationship between client results and OD	Correlation analysis	$r = 0.716p < 0.01$	Rejected
9b	No significant relationship between society results and OD	Correlation analysis	$r = 0.727p < 0.01$	Rejected
9c	No significant relationship between key performance and OD	Correlation analysis	$r = 0.783p < 0.01$	Rejected

the “choice” dimension has not been considered as it correlates insignificantly with EE for both of the hospitals. The latent variables are the unobserved employee attitude aspects that can be explained by the observed variables. The latent variables were defined by means of an exploratory factor analysis (EFA) implemented in the form of principal component analysis.

Model results are shown in table 4. Specifically, the parameters estimated (regression weights), the standard error (S.E.), the critical ratio (C.R.), and the level of statistical significance (*p*) of each variable are reported in these tables. Some test results on the goodness of fit indices are finally given in table 4.

Each unstandardized regression coefficient represents the amount of change in the dependent variable for each one unit change in the variable predicting it. The probability value associated with the null hypothesis that the coefficient values are equal to zero, is displayed under *p*-Level column. As seen from the table 4, all of the regression coefficients in the SEM are almost significantly different from zero at 1% level of significance. Standardized estimates allow evaluating the relative contributions of each predictor variable to each outcome.

Table 5 represents some indicators of test of relative fit of the model. From this table it is observed that the tests on the goodness of fit are satisfactory. As the cutoff values for fit indices are magic 0.90 (Hair *et. al.*, 2009), all of the relative indices mentioned in this table fulfill this criteria. Again the root mean square error of approximation (RMSEA) has a value of 0.0771, which is comparatively

Table 4
Regression weights

		<i>Unstandardized Estimate</i>				<i>Standardized Estimate</i>	
		Estimate	S.E.	C.R.	P-Label	Estimate	
Information	<- EI	1.000				Information	<- EI 0.872
Knowledge	<- EI	1.047	0.035	30.153	0.000	Knowledge	<- EI 0.935
Reward	<- EI	1.104	0.047	23.397	0.000	Reward	<- EI 0.831
Power	<- EI	1.052	0.034	30.637	0.000	Power	<- EI 0.942
Impact	<- EE	1.000				Impact	<- EE 0.784
Meaningfulness	<- EE	0.960	0.056	17.250	0.000	Meaningfulness	<- EE 0.788
Competence	<- EE	0.994	0.051	19.596	0.000	Competence	<- EE 0.882
Job satisfaction	<- ES	1.000				Job satisfaction	<- ES 0.751
Compensation	<- ES	1.098	0.069	16.006	0.000	Compensation	<- ES 0.790
Employee growth	<- ES	1.164	0.071	16.369	0.000	Employee growth	<- ES 0.808
Employee relation	<- ES	0.985	0.084	11.713	0.000	Employee relation	<- ES 0.587
Client result	<- OD	1.000				Client result	<- OD 0.785
Society result	<- OD	1.007	0.071	14.198	0.000	Society result	<- OD 0.863
Key performance result	<- OD	0.757	0.056	13.473	0.000	Key performance result	<- OD 0.807

Table 5
Relative Fit Indices of Goodness of Fit

<i>Indices</i>	<i>Values</i>
Normed fit index (NFI)	0.978
Relative fit index (RFI)	0.972
Incremental fit index (IFI)	0.983
Tucker Lewis index (TLI)	0.978
Comparative fit index (CFI)	0.983
Root mean square error of approximation (RMSEA)	0.0771

low and therefore quite good. The cutoff value for this statistical measure is 0.08 and a well fitted model should have this RMSEA value of below the cutoff value.

PRACTICAL IMPLICATIONS AND CONCLUSION

The concepts of employee involvement, employee empowerment, employee satisfaction, and employee perception on organizational development have been of interest to corporations throughout the world in an effort to explore relationships for business strategy. The current study provides further evidence that employee involvement is related to employee empowerment, which is related to employee satisfaction and sequentially to the organizational growth and development. It

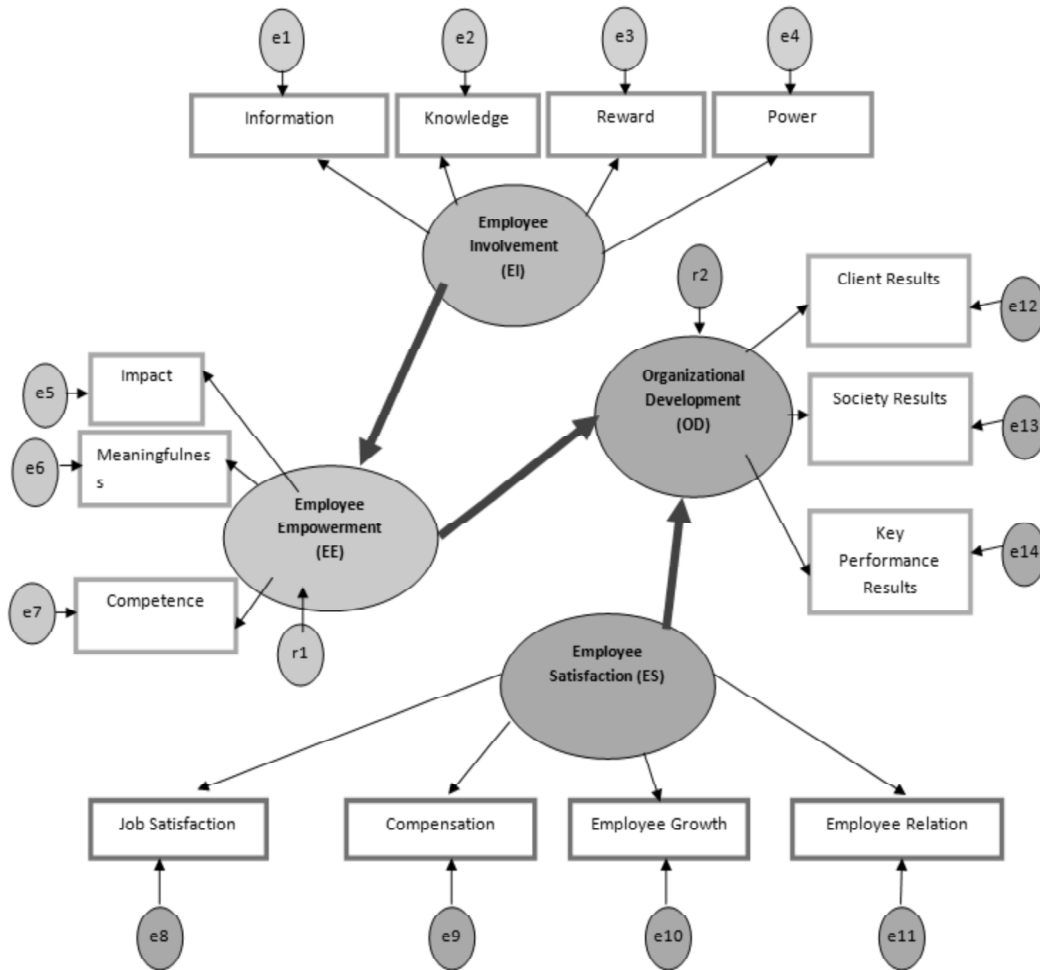


Figure 2: Structural Equation Model

documents the importance including in the discussion of processes and cognitions of employee involvement as well as employee empowerment, specifying which processes and cognitions have the most importance. Again, the current research study also highlights about the importance of different components of employee satisfaction and organizational development in the mindset of service sector employees. Different processes, cognitions, and components have more relevance depending on employee cadres and departments.

The present study also provides support for the strong relationship between employee involvement and employee empowerment. Further, empowerment should be decomposed into its cognitions for better definition and implementation. The psychological empowerment can produce better results than structural

empowerment, as the actual passion and emotion of the employees is essential in the success of this component. Many employees, including managers, still perceive empowerment from a structural perspective, and until a transition is made to psychological empowerment the full benefits cannot be achieved.

As in the current study, employee empowerment and satisfaction are not significantly related; service organizations can not realize benefits through implementing procedures that augment this linkage. Therefore the root of employee satisfaction and organizational development is the first stage of the process: employee involvement. Organizations who manage their efforts with respect to the four processes of employee involvement, will achieve more favorable results in employee satisfaction

References

- Amagoh F. (2009), Leadership Development and Leadership Effectiveness, *Management Decision*, 47(6), 989-999.
- Bandura, A. (1982), Self-efficacy mechanism in human agency, *American Psychologist*, 37, pp: 122-147.
- Bowen, D. and Lawler, E. (1995), Empowering service employees. *Sloan Management Review*, summer, 73-84.
- Brossoit, K. (2000), Understanding employee empowerment in the workplace: Exploring the relationships between transformational leadership, employee perceptions of empowerment, and key work outcomes. Claremont Graduate University. Retrieved from *Pro Quest Digital Dissertations* (UMI No. AAT 9984244)
- Conger, J. and Kanungo, R. (1988), The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13, 471-482.
- Corrigan, M. (1998), Employee involvement, psychological empowerment, and job performance in an applied setting. California School of Professional Psychology, San Diego. Retrieved from *Pro Quest Digital Dissertations* (UMI No. AAT 9820081).
- Daily B. and Bishop J. (2003), TQM workforce factors and employee involvement: The pivotal role of teamwork. *Journal of Managerial Issues*, 4, 393-412.
- Day D.V. (2001), Leadership Development: A Review in Context. *Leadership Quarterly*, 11, 581-613.
- Harmon J., Scotti D., Behson, S., Farias, G., Petzel, R., Neuman, J., and Keashly, L. (2003), Effects on high-involvement work systems on employee satisfaction and service costs in veteran's healthcare. *Journal of Healthcare Management*, 6, 393-406.
- Hongyi Sun, IP Kee Hui Agnes, Y.K Tam, Jan Frick (2000), Employee involvement and quality management, *The TQM Magazine*, Vol. 12 Issue: 5, pp. 350-354.
- Howard L. and Foster S. (1999), The influence of human resource practices on empowerment and employee perceptions of management commitment to quality. *Journal of Quality Management*, 1, 5-22.

- Ismail, M. B. M., Prof. (Dr). Velnamby, T., Dean (2013), Determinants of Employee Satisfaction (ES) in Public Health Service Organizations (PHSO) in Eastern Province of Sri Lanka: A Pilot Study, *European Journal of Business and Management*, Vol. 5, No. 21.
- Jimmy Peltier and Andy Dahl (2009), The relationship between employee satisfaction and hospital patient experiences, *Forum –for people performance management and measurement*.
- Jone L.Pearce (1993), Toward an Organizational Behavior of Contract Laborers: Their Psychological Involvement and Effects on Employee Co-Workers, *CAD MANAGE J*, Vol. 36, No. 5, 1082-1096.
- Lashley, C. (1999), Employee empowerment in services: a framework for analysis. *Personnel Review*, 3, 169-191,
- Lawler, E. (1986), High involvement management, San Francisco: Jossey-Bass.
- Leveck M. L. J., C.B. (1996), The nursing practice environment staff retention and quality of care. *Research in Nursing and Health*. 19(4), 331-343.
- Locke, E.A. (1976), The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand McNally
- Mark Fenton-O’Creevy (2001), Employee involvement and the middle manager: saboteur or scapegoat? *Human Resource Management*, Volume-11, Issue-1, Pages-24-40.
- Morrison, Ruby S. DSN, RN; Jones, La Don (1997), The Relation between Leadership Style and Empowerment on Job Satisfaction of Nurses, *Journal of Nursing Administration*: May 1997- Volume 27-Issue 5-pp 27-34
- Nicholas Kinnie, Sue Hutchinson, John Purcell, Bruce Rayton and Juani Swart, University of Bath (2005), Satisfaction with HR practices and commitment to the organization: why one size does not fit all, *Human Resource Management Journal*, Vol. 15, no 4, pages 9-29.
- Nico Martins, Melinde Coetzee (2007), Organizational culture, Employee Satisfaction, perceived leader Emotional competency and personality type: An Exploratory study in a South, *SA Journal of Human Resource Management*, 2007, 5(2), 20-32.
- O’toole J. (2001), When Leadership Is an Organizational Trait. *The Future of Leadership*, San Francisco, CA: *Jossey-Bass*. 158-174.
- Osborne, J. (2002), Components of empowerment and how they differentially relate to employee job satisfaction, organizational commitment, and intent to leave the job. Vanderbilt University. Retrieved from *Pro Quest Digital Dissertations* (UMI No. AAT 3061216).
- Spreitzer, G. (1995), Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38, 1442-1465.
- Steinhardt M.A.D., C.L. Gottlieb, N.H. Mcalister, K.T. (2003), The relationship between hardiness, supervisor support, group cohesion, and job stress as predictors of job satisfaction. *Health Promot.* 17(6), 382-389.
- Stryker, S. (1986), Identity theory: Developments and extensions, In K. Yardley and T. Honess (eds.), *Self and Identity*, New York: Wiley.
- Thomas, K. and Velthouse, B. (1990), Cognitive elements of empowerment: An interpretive model of intrinsic task motivation, *Academy of Management Review*, 15, pp: 666-681.
- Wright P.J. (2007), *Effective Leadership: An Analysis of the Relationship between Transformational Leadership and Organizational Climate*. *Capella University*. Miami.