

A STUDY OF RELATIONSHIP BETWEEN EMPLOYEE EMPOWERMENT, AFFECTIVE, NORMATIVE AND CONTINUANCE COMMITMENT IN HOTEL INDUSTRY

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Abstract: Empowerment is a concept which is widely used in management, many managers and professionals in various organizations claim to be practicing it. Now a day's empowerment has occupied a central point in many organizations of the 21st century. This paper examines the relationship between Employee Empowerment and Affective, Normative and Continuance Commitment of the employees in the hotel. The data was collected by standardized questionnaire which is developed by (Salazaar, 2000) with 200 front-office employees working in 5 Star hotels. The study found that Affective Commitment was significantly correlated with employee empowerment, Normative commitment showed no significant correlation with employee empowerment and the Continuance Commitment has significant negative correlation with employee empowerment.

Keywords: Employee Empowerment, Affective Commitment, Normative Commitment and Continuance Commitment

INTRODUCTION

Empowerment is a concept which is widely used in management and many managers and professional in various organisations claim to be practicing it. Nowadays empowerment has occupied a central point in many organisations of the 21st century. The benefits of employee empowerment can be easily recognized by management, but they can also be easily misconstrued. Two of the most common misconceptions are that management's role will be diminished and that management will be eliminated when employees are given more power (Hammuda *et al.*, 1997). But eemployee empowerment is said to have benefited many organisations, if managed and nurtured properly especially in enhancing employee commitment and reducing employee turnover.

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Empowerment is a concept with different meanings in different organizations but it generally refers to initiatives designed to give employees more discretion in the way they manage customer requests. Go *et al.* (1996), stated that employee empowerment leads to increase in employee satisfaction due to greater feelings of involvement and importance, and improved personal relationship among the co-workers. Another research study conducted at Hilton Hotels supported these findings and stated that empowerment does lead to an increase in job satisfaction, reduction in turnover and helps in creating a culture which supports better service quality. Many studies have revealed that empowerment leads to higher organizational commitment of the employees within the organization. Increasing organizational commitment, and reduction in the turnover if hotel industry. The ability to predict organizational commitment would be a great benefit to the organization. Meyer (1991), in his research study described commitment as a psychological phenomenon having three components: affective, normative and continuance. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Normative commitment represents the feeling of obligation to continue with the present job. Continuance commitment refers to the awareness of the costs associated with the change in the exam.

DEFINITION OF TERMS

Empowerment: A psychological construct, which is composed of five dimensions: (1) Meaning, (2) Competence, (3) Self-determination, (4) Impact and (5) Trust.

Organizational Commitment: A psychological feeling in which an employee which is composed of three components: (1) Affective, (2) Normative and (3) Continuance Commitment.

Affective Commitment refers to employees' emotional attachment to, or involvement with the organization.

Normative Commitment refers to a feeling of obligation to continue the employment with the current organization.

Continuance Commitment refers to the awareness of the costs associated, if the employee will leave the organization.

REVIEW OF LITERATURE

In the present era, the fundamental need of the organization is agility, responsiveness, innovation, efficiency and execution for sustainable competitive advantage. It is here Employee Empowerment and Organizational Commitment can help organizations to develop to their fullest capacity. The components of this research study will attempt to investigate relationship between Empowerment

and Organizational Commitment. Abdullah *et al.* (2015) conducted a study to identify the mediating role of psychological empowerment mediates the relationship between organizational empowerment and commitment. The study found that meaning, competence, and impact dimension of psychological empowerment fully mediate the relationship between organizational empowerment and affective organizational commitment. Khan *et al.* (2014) conducted a study to find out the relationship between employee empowerment and organizational commitment and also find out the relationship between employee empowerment and the three dimensions of organizational commitment; affective, normative and continuance commitment. The study found that there is positive relationship between employee empowerment and organizational commitment and also found that positive relationship between employee empowerment and dimensions of organizational commitment; affective, normative and continuance commitment. Chegini and Kheradmand (2013) conducted a study to investigate the relationship between empowerment and organizational commitment among employees. The study found that there is a direct and significant relationship in empowerment and organizational commitment.

Ongori (2009) in his research paper explains the importance of empowerment, and says that employees should always be involved in decisions which affect their work and, it is one of the strategies which can be used by management to motivate and retain employees in organisations. Management should trust their employees and encourage open communication in organisations. This article will contribute to the existing literature of employee empowerment and will inspire managers to come up with various interventions to promote employee empowerment in organisations. This study specifically will make management to see employee empowerment as an opportunity to minimise employee turnover in organisation. In this era of globalisation the idea empowering the lower levels of management is being given great attention. In order the organisation to respond quickly to any environmental change there is need for employee empowerment. Hussami (2008) investigated the relationship of nurses' job satisfaction to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. The analysis was done by using the technique multiple regression in order to determine the predicting strength among job satisfaction and the independent variables: organizational commitment, perceived organizational support, transactional and transformational leadership behavior, and nurses' level of education. Sikorska (2005) examines the role of organizational culture, job satisfaction, and socio-demographic characteristics as predictors of organizational commitment among staff in assisted living. It is particularly important to examine organizational commitment, because of its close links to staff turnover. Organizational culture, job satisfaction, and education were strong predictors of commitment, together explaining 58% of the total variance in the dependent variable. Higher levels of organizational

commitment were associated with more favorable staff perceptions of organizational culture and greater job satisfaction. In addition, more educated staff members tended to report higher levels of organizational commitment. Other than education, socio-demographic characteristics failed to account for a significant amount of variance in organizational commitment. Elzbieta (2004) examined the role of organizational culture and job satisfaction. Organizational culture and job satisfaction were strong predictors of commitment, together explaining higher degree of the total variance in the dependent variable. Higher levels of organizational commitment were associated with more favorable staff perceptions of organizational culture and greater job satisfaction. In addition, more educated staff members tended to report higher levels of organizational commitment.

Laschinger (2002) used a predictive non-experimental design was used to test work empowerment. Empowered individuals reported higher affective commitment and work satisfaction. Moreover, empowered employees experienced greater organizational trust, which in turn influenced these job attitudes. Since research has shown that affective commitment is related to productivity, our results suggest that fostering environments that enhance perceptions of empowerment has positive effects on employees and ultimately, enhances organizational effectiveness. Lashley (1995) says that interest in employee empowerment in hospitality operations is largely concerned with the improvement of customer service quality. Specifically, it is intended that through empowerment employees will be more committed to successful service encounters and will have the necessary discretion and autonomy to do whatever is needed to “delight the customer”. Investigation of the various initiatives under the name of empowerment reveals a variety of managerial meanings and motives for empowering employees. These shape the nature of the initiatives selected in an organization. These in turn are likely to generate different levels of commitment, and allow different degrees of autonomy and discretion among the empowered. Bowen (1992) in his study examined that the benefit if empowerment is that the employees will feel better about their jobs and themselves. According to him, when the employee has control over his job and nature of work to be done by him, he tends to work effectively and feels more satisfied. Meyer (1991) in his research study says that commitment is strongly linked to satisfaction with the organization. It is a predictor of the intent to leave the organization and actual turnover. In addition, commitment and satisfaction each increase the organizational citizenship behaviours described below. The three dimensions of commitment, in turn, are influenced in different ways by many factors. For example, affective commitment depends on job challenge, role clarity, management receptiveness, peer cohesion, equity perceptions, feedback on performance, and opportunities for participation (among many other things). Continuance commitment depends primarily on skills, education, self-investment in the organization, vesting of pension and other benefits, perceived alternatives, and costs of leaving (including relocation costs).

Normative commitment is influenced by socialization experiences at work and by the organization's norms related to commitment. Meyer et al (1989) examined relations between the performance of first-level managers in a large food service company and their affective commitment (i.e., emotional attachment to, identification with, and involvement in the organization), continuance commitment (i.e., perceived costs associated with leaving the company), and job satisfaction. Commitment and satisfaction scores were correlated with three indexes of performance obtained from the managers' immediate supervisors. As predicted, affective commitment correlated positively and continuance commitment correlated negatively with all three measures of performance. Job satisfaction did not correlate significantly with performance ratings. The findings are interpreted as illustrating the importance of distinguishing between commitment based on desire and commitment based on need and as supporting organizational efforts to foster affective commitment in their employees. Meyer (1984) stated that committed employees were more likely to remain in the organization than non-committed employees. Commitment in employees comes from their satisfaction, and satisfaction comes from empowerment. Peeters et al (1983) says that job satisfaction and motivation are indicators of comfortable employee attitude and work environment. Moreover, with the help of better utilization of the managerial resources and strategies, the researchers have come to know that empowerment practices lead to comfortable working environment and positive employee attitude.

RESEARCH METHODOLOGY

Objectives of the study

- To find out the relationship between Employee Empowerment and Affective, Normative and Continuance Commitment of the employees in the hotel.

Hypothesis

- **H₀**: Employee rating of Employee Empowerment has no significant relationship with Affective Commitment.
H1: Employee rating of Employee Empowerment has a significant relationship with Affective Commitment.
- **H₀**: Employee rating of Employee Empowerment has no significant relationship with Normative Commitment.
H2: Employee rating of Employee Empowerment has a significant relationship with Normative Commitment.
- **H₀**: Employee rating of Employee Empowerment has no significant relationship with Continuance Commitment.

H3: Employee rating of Employee Empowerment has a significant relationship with Continuance Commitment.

Sources of Data

The primary data for the research study has been collected by visiting five 5-star hotels in northern India, Hotel Radisson, Jalandhar; Hotel Intercontinental, New Delhi; Hotel Park Plaza, Ludhiana; Hotel Le Meridien, New Delhi; and Hotel Claridges, Faridabad.

Research Design

The research study follows a descriptive research design in order to study the relationship between employee empowerment, job satisfaction and organizational commitment. The relationship between the various dimensions of organizational commitment, that is affective, normative and continuance commitment with employee empowerment and job satisfaction has been tested.

Sampling

For this study, 200 front-office employees have been taken as the sample. Both male and female employees have been included in the sample. The sample has been collected from five 5-star hotels, Hotel Radisson, Jalandhar; Hotel Intercontinental, New Delhi; Hotel Park Plaza, Ludhiana; Hotel Le Meridien, New Delhi; and Hotel Claridges, Faridabad. The sampling technique which has been used in the present study is purposive sampling, as only front office employees have been taken as the sample. Only Front-Office employees have been as a sample, as these employees come directly in contact with the customers. Moreover, they can exercise additional power in order to satisfy their customers, and thus, these are the ones who can make use of empowerment practice.

Tools of Data Collection

In order to study the relationship between these three broad dimensions of behavioral dynamics namely, Employee Empowerment, Job Satisfaction and Organizational Commitment, a questionnaire (Salazaar, 2000) has been used for the purpose of collecting the primary data. As shown in Table 1.1, total 225 questionnaires were given to the employees in all hotels. 62, 50, 60, 23 and 30 questionnaires were given in Hotel Intercontinental, New Delhi; Hotel Le Meridien, New Delhi; Hotel Claridges, Faridabad; Hotel Radisson, Jalandhar and Hotel Park Plaza, Ludhiana, respectively. Out of these, the questionnaires that were complete and have been considered valid are 55 from Hotel Intercontinental, New Delhi; 45 from Hotel Le Meridien, New Delhi; 55 from Hotel Claridges, Faridabad; 20 from Hotel Radisson, Jalandhar and 25 from Hotel Park Plaza, Ludhiana. 25

questionnaires have not been considered in the analysis as some of them were incomplete, and some of them had extreme responses. Thus, those questionnaires have been excluded.

Table 1.1
Description of Questionnaires taken into consideration

<i>Hotels</i>	<i>Questionnaires Given</i>	<i>Questionnaires Considered</i>
Hotel Intercontinental, New Delhi	62	55
Hotel Le Meridien, New Delhi	50	45
Hotel Claridges, Faridabad	60	55
Hotel Radisson, Jalandhar	23	20
Hotel Park Plaza, Ludhiana	30	25

The data has been collected in the months of March, April and May. In the month of March, the data collection has been done from two of the hotels from the above sample; Hotel Radisson, Jalandhar and Hotel Park Plaza, Ludhiana. Data from the rest of the hotels, Hotel Intercontinental, New Delhi; Hotel Le Meridien, New Delhi and Hotel Claridges, Faridabad have been collected by visiting these hotels once in a month in the months of April and May.

Table 1.2
Correlations between Employee Empowerment and various forms of Organizational Commitment

		<i>Empowerment</i>	<i>Affective Commitment</i>	<i>Normative Commitment</i>	<i>Continuance Commitment</i>
Empowerment	Pearson Correlation	1	.520**	.032	-.465**
	Sig. (2-tailed)		.000	.650	.000
	N	200	200	200	200
Affective Commitment	Pearson Correlation	.520**	1	-.286**	-.478**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
Normative Commitment	Pearson Correlation	.032	-.286**	1	.329**
	Sig. (2-tailed)	.650	.000		.000
	N	200	200	200	200
Continuance Commitment	Pearson Correlation	-.465**	-.478**	.329**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

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

Table 1.2 shows the correlation between employee empowerment and various forms of organisational commitment. The correlation values in the table are on the basis of 0.01 level of significance. N refers to the total number of respondents. The first column and the first row indicate empowerment and all the three forms of

organisational commitment. The second column indicates the correlation values of empowerment with all the three forms of organisational commitment. The third column indicates the correlation values of affective commitment with rest of the forms of commitment and empowerment. The fourth column indicates the correlation values of normative commitment with rest of the forms of commitment and empowerment. The fifth column indicates the correlation values of continuance commitment with rest of the forms of commitment and empowerment.

Pearson correlation was analysed between employee empowerment and various dimensions of organisational commitment (Table 1.2), which are affective commitment, normative commitment and continuance commitment. Affective commitment was significantly correlated with employee empowerment ($r = .520$, $p < .01$). Normative commitment showed no significant correlation with employee empowerment ($r = .032$, $p < .01$). Continuance commitment had significant negative correlation with employee empowerment ($r = -.465$, $p < .01$). The correlation coefficients suggest that affective commitment showed high positive significant correlation with employee empowerment and continuance commitment showed high negative significant correlation with employee empowerment. The previous studies in the review of literature (Laschinger, 2002) support the result, as its findings revealed that empowerment is significantly correlated affective commitment. Kuo (2010) stated that empowerment is associated with organisational commitment, and his study partially supports the present findings. Studies given by Lashley (1995) and Laschinger (2000) also supported the present findings as they also stated that empowerment is strongly linked to affective commitment.

Table 1.3
Simple Linear Regression Analysis for Normative Commitment
Predictor Variable (Empowerment)

Table 4.3.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.032 ^a	.001	-.004	2.787

a. Predictors: (Constant), EMPOWERMENT

Table 4.3.2
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.608	1	1.608	.207	.650 ^a
	Residual	1538.392	198	7.770		
	Total	1540.000	199			

a. Predictors: (Constant), EMPOWERMENT

b. Dependent Variable: Normative Commitment

Table 4.3.3
Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	16.257	1.645		9.885	.000
	EMPOWERMENT	.008	.018	.032	.455	.650

a. Dependent Variable: Normative Commitment

Table 1.3 shows the simple linear regression analysis, taking normative commitment as the dependent variable and employee empowerment as independent variable. Table 4.3.1 shows the model summary which signifies the goodness of fit. R square stands for the coefficient of determination which determines the variation caused by a particular variable in the dependent variable. Adjusted R square provides with a more significant value for variance which is in negative (-.004). Table 4.3.2 is the ANOVA Table which reveals the significance of the model and here, the model is not significant at all as the significance value exceeds the level of significance (0.05). The third table, Table 4.3.3 is the Coefficients Table, which shows the coefficients of the independent variables and reveals the significance of the independent variables individually.

Table 1.4
Simple Linear Regression Analysis for Continuance Commitment Predictor Variable (Empowerment)

Table 1.4.1
Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.465 ^a	.216	.212	3.567

a. Predictors: (Constant), EMPOWERMENT

Table 1.4.2
ANOVA^b

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	695.327	1	695.327	54.645	.000 ^a
	Residual	2519.428	198	12.724		
	Total	3214.755	199			

a. Predictors: (Constant), EMPOWERMENT

b. Dependent Variable: Continuance Commitment

Table 1.4.3
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.412	2.105		14.449	.000
	EMPOWERMENT	-.166	.023	-.465	-7.392	.000

a. Dependent Variable: Continuance Commitment

Table 1.4 shows the simple linear regression analysis, taking continuance commitment as the dependent variable and employee empowerment as independent variable. Table 1.4.1 shows the model summary which signifies the goodness of fit. R square stands for the coefficient of determination which determines the variation caused by a particular variable in the dependent variable. Adjusted R square provides with a more significant value for variance which is 21.2% (.212). Table 1.4.2 is the ANOVA Table which reveals the significance of the model and here, the model is highly significant. The third table, Table 1.4.3 is the Coefficients Table, which shows the coefficients of the independent variables and reveals the significance of the independent variables individually.

Table 1.5
Simple Linear Regression Analysis for Affective Commitment Predictor Variable (Empowerment)**Table 1.5.1**
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520 ^a	.270	.266	3.457

a. Predictors: (Constant), EMPOWERMENT

Table 1.5.2
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	874.740	1	874.740	73.189	.000 ^a
	Residual	2366.455	198	11.952		
	Total	3241.195	199			

a. Predictors: (Constant), EMPOWERMENT

b. Dependent Variable: Affective Commitment

Table 1.5.3
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.329	2.040		.161	.872
	EMPOWERMENT	.187	.022	.520	8.555	.000

a. Dependent Variable: Affective Commitment

Table 1.5 shows the simple linear regression analysis, taking affective commitment as the dependent variable and employee empowerment as independent variable. Table 1.5.1 shows the model summary which signifies the goodness of fit. R square stands for the coefficient of determination which determines the variation caused by a particular variable in the dependent variable. Adjusted R square provides with a more significant value for variance which is 26.6% (.266). Table 1.5.2 is the ANOVA Table which reveals the significance of the model and here, the model is highly significant as the significance value is less than 0.05. The third table, Table 1.5.3 is the Coefficients Table, which shows the coefficients of the independent variables and reveals the significance of the independent variables individually.

A linear regression procedure also permitted the identification of the variance in normative commitment which was negligible ($R^2 = .001$) as shown in Table 1.3. The variance in continuance commitment due to employee empowerment was 21% ($R^2 = .216$) as shown in table 1.4. The variance in affective commitment due to employee empowerment was 27% ($R^2 = .270$) as shown in table 1.5. Out of all the dimensions, employee empowerment explained the highest variation of 27% in affective commitment. The previous studies in the review of literature (Laschinger, 2002) support the result, as its findings revealed that empowerment is significantly correlated affective commitment. Studies given by Lashley (1995) and Laschinger (2000) also supported the present findings as they also stated that empowerment is strongly linked to affective commitment.

The regression result does not support **H1** as it shows that employee empowerment has a significant impact on affective commitment, as empowerment explains 27% variance in affective commitment. The regression result supports **H2** as it shows that employee empowerment does not have a significant impact on normative commitment, as empowerment explains only 0.1% variance in normative commitment. The regression result supports **H3** as it shows that employee empowerment has a significant impact on continuance commitment, as empowerment explains 21% variance in continuance commitment.

CONCLUSION

The study concludes that among three forms of organizational commitment, employee empowerment has been found to have a high positive significant correlation with affective commitment and a significant negative correlation with continuance commitment. Affective commitment was significantly correlated with employee empowerment ($r = .520, p < .01$). Normative commitment showed no significant correlation with employee empowerment ($r = .032, p < .01$). Continuance commitment had significant negative correlation with employee empowerment ($r = -.465, p < .01$). The correlation coefficients suggest that affective commitment showed high positive significant correlation with employee empowerment (Laschinger, 2002) support the result, as its findings revealed that empowerment is significantly correlated affective commitment and continuance commitment showed high negative significant correlation with employee empowerment.

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