

EMPLOYEE EMPOWERMENT AND ORGANIZATIONAL  
PERFORMANCE: EMPIRICAL STUDY FROM  
TELECOMMUNICATION COMPANIES IN MOGADISHU-  
SOMALIA

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**Abstract**

This paper attempts to examine the impact of Employee empowerment on Organizational performance at Telecommunication Firms in Mogadishu-Somalia. The paper had three main objectives which are: 1) to determine the relationship between employee empowerment and Organizational performance. 2) To identify the relationship between knowledge and organizational performance. 3) To examine the relationship between information sharing and organizational performance. The researchers utilized convenient sampling to collect 70 questionnaires from three Telecommunication Firms in Mogadishu, Somalia. Employees of these were provided a questionnaire with four main construct which measuring power, knowledge, information sharing and organizational performance. However, using correlation coefficient, the study found that organizational performance(Dependent variable) had significant positive influence with three independent variables namely: power, knowledge and information sharing. Also, the result of regression analysis found that three constructs had statistically significant, positive, and straight effects on organizational performance

**Keywords:** Employee Empowerment, Organizational Performance, Telecommunication Firms

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## 1. INTRODUCTION

The empowerment of human resources is usually used in the same meaning with authorizing and assigning responsibility, in other words, as empowering and transfer of authority. It should be noted that this understanding has some deficiencies. It is a need for human resources to empower. However, empowerment has to have some more aspects such as motivation and taking part in. Employee Empowerment starts from high level managers; and continues with the understanding of vision, mission and values of the organization and the applications which enables the employees to feel them responsible, free, and competent for the organization. Employee empowerment is also a period which consists of taking risks, development and change (Quinn and Gretchen, 1997).

The concept of empowerment is defined through its different aspects in researches. According to Vogt and Murrell (1990), empowerment is the period of improving the decision making ability of the employees through cooperation, sharing, training, education and team work. Klagge moreover, identifies empowerment as the activity of assigning appropriate responsibility to employees and making them gain abilities (Klagge, 1998). It is understood from the definitions that not only the cognitive aspect of empowerment that consists the improvement of the capacity of the employee within the organization, but also behavioral aspects in which employee's satisfaction from his or her job and workplace environment is crucial.

Behavioral aspect of empowerment can be defined as the period of encouraging and automizing employees to improve their decision making skills and transfer the directive power and to benefit from their ability and experiences (Cacioppe, 1998). Behavioral aspect of empowerment means distribution of power from high levels to low levels. The cognitive aspect of empowerment can be defined as the improvement of employees' opportunity to access organizational sources and information. Another aspect of empowerment is the psychological aspect. Through this aspect, the managers realize that the authority and the power are transferred, and makes sure empowerment applications are perceived. However, Conger and Kanungo (1988) accept empowerment as a motivational concept and define empowerment as the improvement of employees' self-competence.

To empower means to give power to. Power, however, has several meanings. In a legal sense, power means authority, so that empowerment can mean authorization (Kenneth W. Thomas 1990). However, power also means energy. Thus, to empower also means to energize. This latter meaning best captures the present motivational usage of the term. The word empowerment refers to the motivational content of this new paradigm of management. As leadership expert Daniel Goleman points out “the Employee is a basic molecule of distributed leadership and basic unit in which you can change norms throughout the organization.” In the past, the organizational researchers have focused their work on empowering management practice, including delegation of decision making from higher organizational levels to lower levels and increasing access to information and resources for individuals at lower levels (Blau and Alba 1986).

Moreover, several authors claimed that employee empowerment leads to a better organizational performance (Davis et al., 2000; Meyerson, 2012). Nyhan (1999) noted that this managerial practice is a critical variable for building trustful-relationships in the organizations, which in turn have a positive effect on organizational performance (Davis et al., 2000). In this perspective, trust may also acts as a mediator between empowerment and organizational performance.

Organizational Performance is the level of how the activities serve the purpose (Akal, 1992). In other words, performance is "the rate of realization of the purpose" or "outcome level of the activity". This level shows how much the purpose or the objective is achieved (Schermerhorn et al., 1985). Institutionally, performance is defined differently according to different approaches. Performance is the level of reaching the target both for the institution and the individual. Some researchers like Campbell state that performance is not just the result of the activity, it is the activity itself. Campbell defines performance as behavior appropriate to the purpose of the organization which can be measured according to the contribution level (Suliman,2001).

Considering the definition, it is understood that performance depends on the personal traits, mental abilities and eagerness to be integrated with institutional purposes of each individual.

Organizational performance can be defined as “the degree to which companies achieved their business objectives” (Janepuengporn and Ussahawanitchakit, 2011). This construct is assessed essentially through financial indicators (such as profit, return on investment) or non-

financial indicators (such as customer satisfaction and quality of products and services).Deshpande et al. (1993) and Drew (1997) developed pertinent measure of organizational performance that integrates both financial and non-financial indicators. It refers according to them “the degree of overall success, market share, growth rate, profitability and innovativeness in comparison with key competitors’

In fact, several researches highlighted that trust is a key factor for organizational performance (Davis et al., 2000; Koohang and Paliszkievicz, 2013; Mayer and Gavin, 2005). Indeed, trust is a vital ingredient for collaborative climate (Murphy, 2002). It fosters knowledge sharing and stimulates creative behavior (Sankowska, 2013). According to Awamleh (2013), trust has a positive influence on employee commitment towards the company and on their satisfaction and performance. Davis et al. (2000) suggested that a trustful relationship between employees and top managers contributes to superior organizational performance. Shockley-Zalabak et al., (2000) demonstrated that trust in top managers and trust in immediate superiors are critical variables in achieving organizational effectiveness. However, Paliszkievicz (2011) claimed that a low-trust organizational culture can leads to negative economic consequences.

All organizations are aware that they could be successful not only through work, but when their employees seek success ambitiously, and when they are result-oriented. Organizational performance, effectiveness, success and productivity can only be achieved by responsible, competent employees who find their jobs meaningful. One of the main factors of organizational success is the factor of people with high achievement motivation. Achievement motivation can briefly be defined as the instinct that prompts people. It is accepted that people with high achievement motivation have also strong instincts of achieving individual and organizational success, being result-oriented, making the difference, strong determination and being resolute (Epstein and Harackiewicz, 1992). Studies have also shown that people who have high achievement motivation are more creative and that they have a higher tendency to take risks and are more eager to attempting to take up hard tasks (Spence et al., 1989).

## 2. LITERATURE REVIEW

This section highlights review articles about employee empowerment and organizational performance those were established in many different contexts in the world. After reviewing these article most of the studies found positive relation relationship between employee empowerment and organizational performance.

The purpose of this study is to investigate the effects of perceived employee empowerment on achievement motivation and performance of employees. For this purpose, the data gathered from employees of public and private banks operating in Ankara have been analyzed, applying statistical Techniques and methods. The analysis of the research data has revealed that the perceived employee empowerment had a positive impact on the achievement motivation and contextual performance of Employees. The research data has also indicated that employee empowerment is an important predictor Variable to achievement motivation and contextual performance of employees. (Tutar, Altinoz, & Cakiroglu, 2011)

Purpose of this paper is to review the recent literature on the role of employee empowerment, as TQM practices, on organizations performance and function. A total of 8 recent and most related papers were reviewed. The review revealed that empowerment has a positive and multi dimension role in organizations function and outcomes. Some observations and shortcomings have been identified and discussed. (Mustafa & Bon, 2012)

The purpose of this paper is to contribute towards the important aspects of Employee Empowerment and Organizational performance. The ultimate objective is to determine the impact of Employee empowerment on Organizational performance. The focus is on Employee empowerment and its impact on Organizational performance for a sample of Indian firms in the city of Chennai of Tamil Nadu in India. It shows the relationship between Employee empowerment and its effects on Organizational performance in Indian firms; narrowing down the scope to Chennai venues of Tamil Nadu state. (Suresh & Jaleel, 2015)

This study sought to establish the extent to which the City Council of Nairobi (CCN) had put in place employee empowerment programs and also to determine the relationship between

employee empowerment practice and the performance of the City Council of Nairobi. In view of the above, a case study design was deemed appropriate to fulfill the objectives of the study, since data for research was obtained from one organization. Findings of this study reveal that the employee empowerment score in the City Council of Nairobi indicate that the employees are empowered to a large extent. The study also found that there is a very strong positive correlation between employee empowerment and performance. The study concluded that employee empowerment had a great positive influence on the performance of the City Council of Nairobi. (M Nzuve & Bakari, 2012)

This research tries to study the relationship between empowerment and effectiveness in the executive organizations Gilan. This concept includes various psychological conditions such as impact, competency, choice, meaning the jobs and trust. Despite rapid changes, technological developments and overt and covert competition in the world is revealed the importance and necessity of empowering more and more. Empowerment can influence on improve development and organizational effectiveness. According to the definition, effectiveness is simply the degree or extent that the organization achieves its objectives. This study shows there is a relationship among employee empowerment and organizational effectiveness in the Gilan executive organizations and due to positive correlation coefficients it is the direct relationship, i.e., increasing empowerment, organizational efficiency is increased. Also it was shown that between competence, trust, impact, choice, meaningful jobs and competency with the Organizational effectiveness there is a direct and significant relationship. i.e., with increment of each of the variables, organizational effectiveness will increase. (Dizgah, Chegini, Farahbod, & Kordabadi, 2011)

The main purpose of this paper is to determine the effect of Empowerment implementation by considering the three factors of delegation, implementation of participating management, encouragement and giving reward and also determination of classification of priority and importance of effect of each factor with employee's performance improvement in Telecommunication Company. Findings showed that there is significant difference between rate of employee performance before and after Empowerment implementing, by the way Empowerment implementing emphasizing the factors, delegation, participating management and

encouragement and giving reward cause employee performance to improve.(Meyerson & Dewettinck, 2012)

This paper aims to review the impact of positive reinforcement on the performances of employees in organizations. The findings indicated extrinsic reward or intrinsic reward. Extrinsic rewards include salary, bonus and fringe benefit while intrinsic rewards are praise, encouragement and empowerment. By applying positive reinforcement in these factors, desired positive behaviors are encouraged and negative behaviors are eliminated. Financial and non-financial incentives have a positive relationship with the efficiency and effectiveness of staffs.(Wei & Yazdanifard, 2014)

This study examines the impact of empowerment towards organizational performance with the performance appraisal as a mediating role. The finding of this study show that the empowerment tools such as Power, Knowledge, Information Sharing and Rewards does influence the employee's performance. Meanwhile, Performance Appraisal which is the mediating variable was also found to be mediating the relationship between empowerment and employee performance. The findings were limited to include only manufacturing industry in Seberang Prai, Penang which cannot be generalized across the whole Malaysia. It is recommended to include other states in Malaysia for future study. This study provides an in-depth understanding of the impact of empowerment towards the employees of Penang manufacturing industry. The research findings can be used by manufacturing industry to that organizations should empower their workforce and adopt fair appraisal system as such will ensure sustainability in the performance of the workforce.(Yasoithai, Jauhar, & Bashawir, 2015)

The present paper attempts to survey the effects of managers' empowerment on organizational intelligence. Hypotheses tests showed that three (spirit, utilization of knowledge and performance pressure) out of the seven aspects under study were not at acceptable level. On the other hand, all the aspects of empowerment were at acceptable level. The survey of the relationship between the two variables was done using structural equation model (SEM) and the results showed significance of all the coefficients. Therefore, the effect of managers' empowerment on organizational intelligence was confirmed. The first step to improve organizational intelligence,

therefore, is to improve the aspects which are not at acceptable level. The study proposes few recommendations in this regard.(Mobasser & Nasiri, 2014)

This study aims to show the importance of empowerment in improving employee's performance in many ways. Major objectives of the study are: (1) Give concise review on empowerment from different aspects, (2) Show practical experience with empowerment practices through a field survey of these practices in a sample of respondents working in business and government organizations in Bahrain, (3) Draw some conclusions on "empowerment" of importance for researchers and practitioners in management and organizations, (4) Provide some recommendations in the light of the conclusions of the study. Major findings of the study include wide differences among researchers and practitioners regarding the meaning, nature, tools and applications of empowerment. Findings also shows that empowerment faces serious practical obstacles such as insufficient top management support, lack of awareness, absence of clear regulations on ways and tools of empowerment and insufficient funds. The study recommended carrying out more academic and practical activities regarding empowerment, updating laws and regulations to reinforcing empowerment practices and restructuring organizational culture and structure to create empowerment friendly environment.(Awamleh, 2013)

The purpose of this paper is to examine the effect of employee empowerment on both innovation and organizational performance and to explore the mediating role of trust in these relationships. In order to strengthen their competitiveness, companies have to look for ways that allow them to be innovative and to achieve better performance. To reach these objectives, previous researches suggested that companies must implement motivational managerial practices. In particular, employee empowerment is recognized as a key for building trustful-relationships in the organizations, which in turn lead to innovation and higher level of performance. In this perspective. The main result of the empirical study conducted with a sample of 248 firms belonging to ICT Tunisian sector is that employee empowerment has a positive effect on trust, innovation and organizational performance.(Berraies, Chaher, & Yahie, 2014)

This study focuses on the factors affecting the empowerment practices in education, information technology and Telecommunication service sectors in Malaysia. The results appear as inspiring



on certain factors which eventually propelled empowerment as a means of organizational performance. Based on statistical results, this study concludes that the higher education, information technology, and telecommunication service sectors in Malaysia used empowerment as a strategy to accelerate organizational performance. (Raquib, Anantharaman, Eze, & Murad, 2010)

The objective of this study is to determine the impact employee empowerment has on service quality in the Nigerian banking industry. The study found out that employee empowerment has positive and significant impact on service quality. It recommends that First Bank should continue to promote teamwork amongst employees so that every staff irrespective of gender would work towards a common vision of achieving the objectives of the Bank. A more enabling environment for the female employees should also be encouraged so that there will be a balance in enhancing productivity. (Timothy & Abubakar, 2013)

In this article, employee empowerment as a way of improving human force and as an effective factor of organization's productivity through enhancing their commitment and organizational citizenship behaviors are investigated. The sample of 224 employees in public sector provided the data. The results of the present investigation illustrated that there is a significant relationship between empowerment with both organizational commitment and organizational citizenship behavior (OCB) and also between workers organizational commitment and their OCBs. Thus, human resources play an indispensable role in any kind of development, growth and evolutions as well as in any sort of stasis, reduction and failure of organizations.

The aims of this study were to examine how empowerment is perceived by the front-line hotel employees and secondly, to identify the factors affecting empowerment within the industry. Factors such as communication, coaching, participation, training and reward were examined for any significant relationship with empowerment, along with whether the employee's socio-demographic characteristics affected their perceptions of empowerment. The findings indicated that except for gender, socio-demographic factors were not a strong influence on the diffusion of empowerment among employees. In order to ensure that the employees feel empowered, factors such as communication, coaching, participation, training and reward should be given due

attention by the management. Based on the findings, implications for companies are discussed and further research is suggested. (Gholami, Soltanahmadi, Pashavi, & Nekouei, 2013)

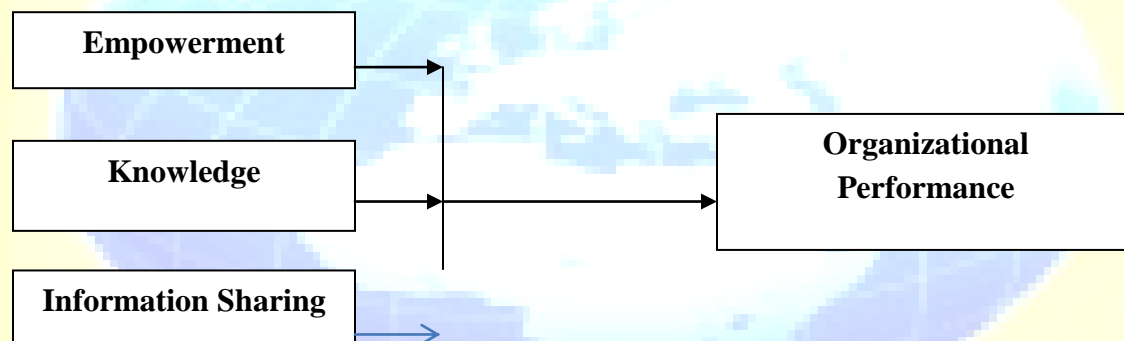
This paper presented a snapshot of employee empowerment research studies from 1987 to 2013. It was aimed at fulfilling two objectives: diagnosing the current status of employee empowerment research, and contributing to the understanding and shaping of future research on the subject. To accomplish this, all scholarly articles published from 1987 to 2013 in the ABI/INFORM global database under direct and related subjects of employee empowerment and empowerment tools and techniques were compiled and analyzed to present the current status, past trends, and potential future directions. The results indicated a decrease in the total number of articles on the subject in the 26 years under review after a peak in 1997, a marked increase from 165 publications in 2009 to 217 publications in 2010, and an increase in the study of management practices that influence empowerment perceptions. Additionally, articles on leadership management support, people-based management, employee involvement and participation, discretion, and autonomy, which create an empowering environment for organizational success, have been on a slight increase. These findings suggested that research on employee empowerment has moved from organizational performance to individuals in recognition of the criticality of individual contributions. It was concluded that employee empowerment is critical to organizational success and survival. (Ayupp & Chung, 2010)

The purpose of this study is to find out if there are employee empowerment structures and programs in the Royal Commission at Yanbu; and if so whether they are operative. The research questions are: Is there an operative culture of employee empowerment? To what extent is formal power shared? To what extent is operational information shared? Are there any competency development programs in existence? Are employees supported in pursuance of organizational goals? The findings showed that employee empowerment was an active phenomenon in the Royal Commission at Yanbu, albeit not so strong. Therefore, organizations that will have efficacious empowerment programs are those that have conducive values underpinning the empowerment efforts. Among these values are respect and appreciation for individual employees and the value they bring to the organization. Values alone do not make up an organization's

culture, and respect for individuals is only one of the outward signs of an empowered culture. (Alzalabani & Mzembe, 2012)

After reviewing these articles, most of the researchers found that employee empowerment had great influence on organizational performance especially the contribution of (Ayupp & Chung, 2010). Employee empowerment indicated significant relationship with organizational performance. With the light of the result employee empowerment factor is the one that most impact positively on organizational performance. While others found no relationship between employee empowerment on organizational performance.

### CONCEPTUAL FRAMEWORK



**H1:** there is positive relationship between employee empowerment and organizational performance at Telecommunication Firms in Mogadishu-Somalia

**H2:** there is positive relationship between employee knowledge and organizational performance at Telecommunication Firms in Mogadishu-Somalia

**H3:** there is positive relationship between information sharing and organizational performance at Telecommunication Firms in Mogadishu-Somalia

### 3. METHODOLOGY

This study was conducted through survey method to examine the relationship between employee empowerment and organizational performance; the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers utilized convenient sampling to collect 70 respondents from three communication firms in Mogadishu, employees of these firms were provided a questionnaire with four main construct which measuring power, knowledge, information sharing and organizational performance.

The researchers' utilized Cronbach alpha to investigate the internal consistency of the questionnaires collected from the respondents. All variables of the study gained high inside reliability as shown in below table 1 this allows as to make further analysis and discussion.

**Table 1: Reliability test**

Variables	Items	Cronbach Alpha
Power	5	0.718
Knowledge	4	0.727
Information Sharing	4	0.757
Organizational Performance	9	0.731

## DATA ANALYSIS AND DISCUSSION

### DEMOGRAPHIC PROFILE

According to the gender respondents 72.9% were male while 27.9% was female; in Somalia male domain all the sector of employment and telecommunication firms is no exception. 31.4% of the respondent's age was between 18-25 years old, 48.6% were teachers between 26--35 years old, 15%.7 of the respondents reported that they are between 36-45 years while only 4.3% were above forty six years old. In terms of marital status of the respondents, 54.3% were married while 45.7% were single. 52.9% of the respondents were bachelor degree, 31.4% had diploma certificate, while 15.7% were master degree level.

**Table 2: profile of the respondents**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	51	72.9
Female	19	27.1
Total	<b>70</b>	<b>100.0</b>
<b>Age</b>		
18-25	22	31.4
26-35	34	48.6
36-45	11	15.7
46andabove	3	4.3
Total	<b>70</b>	<b>100.0</b>
<b>Marital status</b>		
Single	32	45.7
Married	38	54.3
Total	<b>70</b>	<b>100.0</b>
<b>Level of Education</b>		
Diploma Certificate	22	31.4
Bachelor Degree	37	52.9
Master Degree	11	15.7
Total	<b>70</b>	<b>100.0</b>

**Correlation between the variables**

Table 3 shows the result of correlation analyzes of the relationships among power, knowledge, and information sharing and organizational performance. Power has positive relationship with organizational performance ( $r=.646$  and  $p<0.01$ ). Employee empowerment actively participates with organizational performance. Organizations with good employee empowerment culture tend to enhance organizational performance at telecommunication firms in Mogadishu, Somalia. The

second objective of this study was to identify the relationship between knowledge and organizational performance at telecommunication firms in Mogadishu, Somalia. Knowledge has positive effect on organizational performance ( $r=.606$  and  $p<0.01$ ).

The third objective was to examine the relationship between information sharing and organizational performance at telecommunication firms in Mogadishu, Somalia. ( $r=.791$  and  $p<0.01$ ).

**Table3: Correlation Analyzes**

No	Variables	Mean	SD	1	2	3	4
1	Power	3.7743	.81644	1			
2	Knowledge	3.6622	.80018	.553	1		
3	Information sharing	3.5522	.83169	.528	.512	1	
4	Organizational performance	3.4498	.72270	.646	.606	.791	1

#### . Regression analysis

This study investigated the effect of employee empowerment on organizational performance at Telecommunication firms in Mogadishu, Somalia. Three hypotheses were developed after reviewing the literature, to test the research hypotheses were employed the linear regression analysis. The researchers checked regression hypothesis before taking place to further analysis. The dependent variable organizational performance was normally distributed across all independent variable. Three hypotheses were developed after reviewing the existing literature; **H1** confirmed that there is significance relationship between employee empowerment and organizational performance at telecommunication firms in Mogadishu-Somalia. **H2** asserted that there is positive relationship between knowledge and organizational performance while **H3**: there is significant relationship between information sharing and organizational performance in Mogadishu, Somalia. The result of regression analysis shown in below table shows that employee empowerment (power, knowledge and information sharing) had positive relationship with organizational performance at Telecommunication Firms in Mogadishu, Somalia.

**Table 4: Regression Analysis**

Variables	Beta	t-value	Standard error	Results
Power	.321	.000	.000	H1 Accepted
Knowledge	.477	.000	.000	H2 Accepted
Information sharing	.133	.226	.000	H3 Accepted
R	.611			
R Square	.322			
Adjusted R Square	.344			

## DISCUSSION

The current study investigated the effect of employee empowerment on organizational performance at Telecommunication Firms in Mogadishu-Somalia; the paper had three main objectives which are: 1) to determine the relationship between empowerment and organizational performance. 2) To identify the relationship between knowledge and organizational performance. 3) To examine the relationship between information sharing and organizational performance at Telecommunication Firms in Mogadishu-Somalia.

The researchers employed convenient sampling to collect 70 respondents from three Telecommunication Firms in Mogadishu, employees of these firms were provided a questionnaire with four main construct which measuring empowerment, knowledge, information sharing and organizational performance.

The result of correlation coefficient revealed that organizational performance (Dependent variable) had significant positive influence with three independent variables namely: empowerment, knowledge, and information sharing. The result of regression analysis found that three constructs had statistically significant, positive, and direct effect on organizational performance. Regarding the three hypotheses; this study supported; the most indicator of academic achievement was knowledge at telecommunication firms in Mogadishu-Somalia.

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