

THE EFFECT OF EMPLOYEE'S EMPOWERMENT, AND SATISFACTION AGAINST THEIR WILLINGNESS TO LEAVE THE THE COMPANY

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ABSTRAK

Tujuan- penelitian ini bertujuan mengukur keinginan berpindah dari suatu perusahaan berdasarkan kealpaan pemberdayaan dan kepuasan kerja di suatu perusahaan.

Design/methodology/approach- Kuesioner diberikan kepada 50 orang responden karyawan V- Hotel Jakarta, ditentukan secara purposive, dianalisis dengan analisis regresi berganda.

Hasil- Hasil penelitian ini menunjukkan tidak ada korelasi pemberdayaan staf terhadap keinginan berpindah, berbeda dengan penelitian sebelumnya. Namun secara bersama-sama bila ada pemberdayaan, dan kepuasan kerja, maka hal itu berakibat positif untuk bekerja lebih lama di V Hotel, Jakarta.

Keterbatasan Penelitian- Kapasitas variable bebas mempengaruhi motivasi lebih lemah daripada variable lain yang tidak disertakan dalam penelitian ini.

Implikasi Manajerial- Pemberdayaan berdasarkan perencanaan bermanfaat bagi pegawai di perusahaan ini.

Nevelty- Penelitian ini iterapkan khusus di V-hotel di Jakarta yang disarankan dapat diimplementasikan di sana.

Keywords : Kemauan, Kepuasan, Pemberdayaan Karyawan, Perusahaan.

Introduction

Hotel industry has rapidly spreading and scattering in Jakarta. At any corner of Jakarta is easy to find a brand new hotel. There are many employee needed to operate these new properties. Therefore it is assumed that staff turnover is one of the problem. The research has been conducted previously to prove staff empowerment is a capital to move-out. This study is aimed to prove the coorelation among the empowerment against satisfaction of employee and empowerment toward turn-over[1]. A budget hotel has been long time to empower staff with multitasking in a way to protect them from high-over-head cost. In the meantime, the training is provided to cope with the tasks given[2]. This is also found by in the previous researchs [3],[4].

Theoritical Framework and Hypotheses Development

Dynamic Structural Framework

Generally, recruitment process are based on talent seeking, academic, and English capabilities. For instance, in a higher education organization, a candidate of a lecturer should have an academic potential at the score of 500, and TOEFL score with 500, too. However, the ability to run the lecturing in a class including a preparation of lessons plan, and learning objective is still in null and zero. Prior to an assignment, this candidate should undertakes a training that needed to prepare, to perform in micro teaching, learning planning, segregating of lesson plan, and assesment. The same thing can be happened in a company. The training to conduct in line with standard operating

procedures and all related laws in doing the tasks and duties are given.

The higher assignment to a higher level of occupation, the higher training is given. These accumulated competencies have transformed him/her to a higher capacity and capability. This stage has led he/she to a level of overcapacity in doing his/her daily job that need to look for the new challenge[5]. It is therefore hypothesized that the staff empowerment has a positive direct effect on staff's satisfaction.

H₁ : There is a positive effect of staff empowerment against their satisfaction.

H₂ : There is a positive effect of staff empowerment against their willingness to leave.

Control Of Workplace and Staffs Empowerment

The control over individual responsibilities, tasks, and performances shall be in place. It takes a fix schedule of work, staff development plan, and empowerment[6]. In doing so, the information sharing shall be in place. The self efficacy of employee as a process to consider, to integrate, and to evaluate on their own-self capacity may lead to influence their willingness to leave a company to a more challenging duty[7]. Actually being more competent staffs become satisfied for the chances given to them, this on the one side. On the other hand their capacity have been developed until the assess themselves, individually, to gain more confidence. In this case there is no complain about the company.

Coleman in his finding [8] has reported that staffs themselves also upgraded their capacity without any interference of without any order to do so. It is natural movement of people that already energized by training or education during their services in a company. In Jakarta, there is a popular jargon that Citibank is a university of banker. As

many of Citibank graduate after they are in position of manager or director left the company and lead a private bank as CEO or director. This is the context of self efficacy[9]. It is therefore hypothesized that there is a positive effect between employees satisfaction against their willingness to leave out the company.

H₃ : There is a positive effect of staffs satisfaction against their willingness to leave a company.

H₄ : There is a positive effect of staffs empowerment and satisfaction, simulteneously against their willingness to leave a company.

Employees Satisfaction at Work

The satisfaction consist of multi-dimensions that difficult to interpret. There is no single benchmark to measure the employees's satisfaction. However, Robbins[9] has defined that the satisfaction is the interception of payment by the company against the employee's expectation. If the curve is positive to the right side, the satisfaction is delivered. If the curve is negative to the left side, the dissatisfaction is happened. It is also depend on actual goal of the employee for the short and long term. The hidden undeclared goals is a key to define is somebody has been or not being satisfied. When the employees get done their duties, and tasks, under their responsibilities, it come to a satisfaction[10]. When the intrinsic value from the eomployee him/herself fulfilled, it is also a kind of satisfaction. Moreover, if the extrinsic value such environment, physical conditions, and interaction among the employees are in place, it is also able to deliver satisfaction [11],[12].

H₅ : Ada pengaruh pemberdayaan karyawan terhadap kepuasan kerja dan keinginan karyawan untuk pindah.

Intention Of Turnover

There is always happened to move out of a company as what we know as staff turnover. It is normal and general, but unpredictable sometimes. It can be costly for company when the talent in good attitude and productivity leave the company without enough time of prior notice and transfer of knowledge in terms of substitution. Aiming to avoid this cost, it is necessary to monitor staff's turnover. The benefits of controlling employee turnover are cost reduction, (in terms of recruitment and training costs), improved service delivery, productivity and employee morale. Employee retention also helps in retaining talented-employees, driving organisational goals and building solid organizational[14]

Socially, staff turnover lowers staff morale and creates gaps in the social groupings. The management should implement the mechanisms of getting feedback from its staff members regarding problems that are likely to cause staff turnover. In addition, staff taking over duties performed by those exiting be given proper orientation[15]. The knowledge based organization has a tool to anticipated the staff's turnover by means of benchmarking with other competitors.[16]

Hence, in the previous research it is recommended that establishing incentive mechanism to encourage employees according to the weight job enrichment, job enlargement, participating employees in decision making and accepting their constructive views in solving the problem and leading the enterprise, Proper treatment of employees will increase responsibility and enhance pay, fair promotion[20]. It is therefore hypothesized that staff satisfaction has a positive effect on staff turnover or willingness to move-out of the firm.

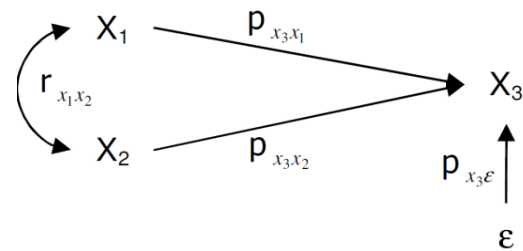


Figure 1: The causal relationship between the Independent variables

Findings and Discussions

Respondent Profile

Table 1 Respondent By Gender

Gender	Frekuensi	Percentage
Male	35	70%
Female	15	30%
Total	50	100%

Source: Questionnaire

The majority of staff represented by male, while by age, are stated as table below.

Table 2 Respondent By Age

Age by Year	Frequency	Percentage
< 20	1	2%
20-30	33	66%
30-40	15	30%
> 40	1	2%
Total	50	100%

Source: Questionnaire

Employee's age majority between 20 to 30 years old, while by is presented hereunder.

Table 3 Respondent By Education Level

Education	Frequency	Percentage
Highs school	42	84%
Diploma (D3)	6	12%
Bachelor degree (S1)	2	4%
Total	50	100%

Source: Questionnaire

The above table tells us that the education is near to almost all in operator level. However in terms of span of control the 6 persons of diploma graduate are still enough to keep the ratio.

Table 4 Variable Pemberdayaan Karyawan (X)

No	Question on:	5 (SS)		4(S)		3 (N)		2 (TS)		1 (STS)	
		F	P	F	P	F	P	F	P	F	P
1	My activities at work is meaningful to me	1	2%	28	56%	15	30%	6	12%	0	0%
2	The job in line with my target	7	14%	37	74%	6	12%	0	0%	0	0%
3	My competencies match with the tasks	2	4%	30	60%	18	36%	0	0%	0	0%
4	There is a flexibility to deliver my tasks	0	0%	20	40%	20	40%	10	20%	0	0%
5	My initiative in things done is given	0	0%	42	84%	6	12%	2	4%	0	0%
6	I am independent in doing my tasks	2	4%	17	34%	27	54%	4	8%	0	0%
7	I have a great contribution in my division	2	4%	4	8%	43	86%	1	2%	0	0%
8	My work affects the company performance	0	0%	12	24%	28	56%	10	20%	0	0%
9	There is a strategy to achieve goal	12	24%	36	72%	2	4%	0	0%	0	0%
10	The SOP to conduct the activities	8	16%	22	44%	20	40%	0	0%	0	0%
11	I am participating in making company vision	9	18%	21	42%	20	40%	0	0%	0	0%
12	I am participating in making company mission	11	22%	19	38%	19	38%	1	2%	0	0%
13	For the new recruitment, I am able to propose input	0	0%	14	28%	18	36%	23	36%	0	0%
14	I am included in development plan.	8	16%	33	66%	9	18%	0	0%	0	0%
15	I am given a choice to take annual leave	0	0%	29	58%	21	42%	0	0%	0	0%
16	I don't have a right to propose company policy	0	0%	21	42%	29	58%	0	0%	0	0%
17	The company has an effective way in disseminating information	8	16%	35	70%	7	14%	0	0%	0	0%
18	The company has an effective way in disseminating information to all levels.	0	0%	15	30%	18	36%	22	44%	0	0%

Source: Questionnaire

This company is deemed to have their own ways to achieve the goals. In distributing information the company has already set up the means. So it is less

involvement of employees to participate. This is also the explanation of age and education level of the most employees in high school or operator level[19].

Table 5 Variable Work Satisfaction of Employee (Y)

No	Questions	5 (SS)		4 (S)		3 (N)		2 (TS)		1 (STS)	
		F	P	F	P	F	P	F	P	F	P
1	Physical environment at work	13	26%	35	70%	2	4%	0	0%	0	0%
2	Recognition of my manager on my performances	9	18%	22	44%	16	38%	0	0%	0	0%
3	The load of tasks to me	9	18%	17	34%	22	44%	0	0%	0	0%
4	The chance to career development	10	20%	19	38%	21	42%	0	0%	0	0%
5	Supports of colleagues	16	32%	16	32%	18	36%	0	0%	0	0%
6	Tensions at work	9	18%	36	72%	5	10%	0	0%	0	0%
7	Team-work in harmony	0	0%	31	62%	19	38%	0	0%	0	0%
8	Job-load same with my expectation	0	0%	31	62%	19	38%	0	0%	0	0%
9	Colleagues respect each other	9	18%	35	70%	6	12%	0	0%	0	0%
10	Enough to have challenges in duty	0	0%	16	32%	18	36%	16	32%	0	0%

Source: Questionnaire

Convenient working environment, teamwork in harmony, and colleagues are respect each other are in place. When it is

compared with high tension at work, these are the major support to do and to accomplish the tasks.

Table 6 Variable of Willingness to Move (Turnover Intention(Z))

No	Questions	5 (SS)		4 (S)		3 (N)		2 (TS)		1 (STS)	
		F	P	F	P	F	P	F	P	F	P
1	I wish to move to a similar company	3	6%	37	74%	8	16%	2	4%	0	0%
2	I wish to move to a different field of company	3	6%	37	74%	8	16%	2	4%	0	0%
3	I wish to move to a new profession	2	4%	32	64%	14	28%	2	4%	0	0%

Next Table

No	Questions	5 (SS)		4 (S)		3 (N)		2 (TS)		1 (STS)	
		F	P	F	P	F	P	F	P	F	P
4	I ever had intention to leave the company	1	2%	31	62%	15	32%	2	4%	0	0%
5	I have evaluated the loss and gain when I move to a different field of company	0	0%	7	14%	41	82%	2	4%	0	0%
6	I lan to quit in 6 month to come	0	0%	16	32%	32	64%	2	4%	0	0%

Source: Questionnaire

A strange result is found in this research. One side of the finding has declared that the willingness to leave the company and effected on turn-over is represented by 80% of the total staffs. On the other side, the willingness to move to a different field of company or job is also represented by 80%. It is concluded that the new young generation are tending to search their best, in one possibility. However, it can also because high tension at work[15],[20].

Data Normality

Using SPSS version 20, the following are the results:

Tabel 9 Uji Normalitas Data

Variable	Asymp. Sig.	Conclusion
X	0,851	Normal
Y	0,106	Normal
Z	0,311	Normal

Table 11 Multikolinearity Test

Variable	Tolerance	VIF	Conclusion
Staff Empowerment	0,753	1,328	No multicolinearity
Job Satisfaction	0,753	1,328	No multicolinearity

Dependent Variable : Intention to move. Source : Data Analyzed by SPSS

The value of Variance Inflation Factor is less than 10. The model shows that no multicolinearity happened.

Path Analysis

The paths analysis are divided into two ways by the first structure and the second structure.

- the first structure : $Y = \rho_{YX} + \rho_{Y\epsilon_1}$
- and the second structure : $Z = \rho_{ZX} + \rho_{ZY} + \rho_{Z\epsilon_2}$

Linearity Test

Using SPSS for linearity test at significance degree of 0,05. The above two independent variable have the significant relations at the degree of significance 0.05 or 5%.

Table 8 Uji Linearity

Variabel	Sum Of Squares	Mean Square	Sig.
Y*x	299.527	6.966	0,003
Z*x	75.811	1.763	0,004

Source: Data analysed using SPSS

Using software SPSS version 20, the value of linearity is 0,015. It is significant where the tolerance of 0,05 is less than 0,015. So it is concluded that Staff Empowerment, Job Satisfaction, and intention to turnover have a linear relations.

The correlation of Psychological Empowerment, Organizational Empowerment, Job Satisfaction and Employee Turnover Intention is presented hereunder. The software of IBM-SPSS version 20 is used to analyze.

Table 9 Model Summary Sub-Structure 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 ^a	.247	.231	2.56629

a. Predictors: (Constant), Empowerment of Employee

The value of R square (R^2) is 0,164. This is used to check the determinant coefficient(DC) of X against Y. The formula is as follows;

$$\begin{aligned} DC &= R^2 \times 100\% \\ DC &= 0,247 \times 100\% \\ DC &= 24,7\%. \end{aligned}$$

The small amount of DC of 34.7% means that there are many other portions of other variables. The other variables amounting to 75.3%.

$$\begin{aligned} \rho_{Y\epsilon_1} &= \sqrt{1 - R^2} \\ &= \sqrt{1 - 0,247^2} \\ &= 0,753 \end{aligned}$$

Table 10 ANOVA Sub-Structure 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.638	1	103.638	15.736	.000 ^b
	Residual	316.120	48	6.586		
	Total	419.757	49			

a. Dependent Variable: Work Satisfaction

b. Predictors: (Constant), Employee empowerment

The above test shown in Table 10. The result of **ANOVA test with the values of 0,000**, where $0,000 < 0,05$. This result means that employee's

empowerment has a positive effect against Job Satisfaction, significantly [22].

Table 10 Coefficients Sub-Structure 1
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		(Constant)	3.083	5.905				.522
1	Employee Empowerment	.486	.122	.497	3.967	.000	1.000	1.000

a. Dependent Variable: Job Satisfaction

At the 5% standard of tolerance with df $50-2=48$, the value of t-table at df 48 is 1,677. While t-test value of job satisfaction value is 3,967. The comparison between t_{hitung} of Job Satisfaction is 3,967. So it is therefore the $t_{hitung} < t_{tabel}$ ($1,677 > 0,963$). This result indicating that H_0 is rejected and H_a is accepted. This is to conclude that Employee's empowerment, individually has positively effected the Job Satisfaction. This is in line with the previous research done by Anggrahita [22].

Significance Test By Individual

The Coefficient value of Psychological Empowerment is significant at the amount of 0,000. When the coefficient is less than α ($0,05 > 0,000$). It means H_0 is rejected and H_a is accepted with significant. This is concluded that Employee's Empowerment has significantly contributed to Job Satisfaction. In the meantime Path Coefficient on Job Satisfaction is 0,497 (ρ_{YX1}) [23].

$$Y = \rho_{YX} + \epsilon_1$$

$$Y = 0,497 + 0,753\epsilon_1$$

The following step is to check the effect of Empowerment of Employee (X) and Job satisfaction (Y) simultaneously against the Willingness to Leave the Company, as turnover (Z) As sub-structure 2)

The pshycological empowerment, organizational empowerment on job satisfaction against employee turnover intention simultaneously. The Model Summary of R Square value.

Table11 Model Summary Sub-Structure 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.248 ^a	.061	.021	1.40503

a. Predictors: (Constant), Job Satisfaction, Empowerment of Employee

As shown in the table the value of R Square (R^2) is 0,077. This result is used to calculate determinant coefficient (DC), as follows:

$$DC = R^2 \times 100\%$$

$$DC = 0,061 \times 100\%$$

$$DC = 6,1\%$$

It is also calculated by the formula as set hereinunder.

$$PyE^2 = \sqrt{1 - R^2}$$

$$= \sqrt{1 - 0,061}$$

$$= 0,939$$

Hence the significancy of constanta, is presented below.

Table 12 ANOVA Sub-Structure 2

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6.066	2	3.033	1.536	.226 ^b
	Residual	92.784	47	1.974		
	Total	98.850	49			

a. Dependent Variable: Willingness to Leace or turnover

b. Predictors: (Constant), Job Satisfaction and Employee's Empowerment

Table ANOVA shows that the value is 0.226. This value of $0,05 > 0,226$. It is therefore Ho is accepted, and Ha is rejected. The regression coefficient is insignificant. It means that *employee's*

empowerment, and job satisfaction is not significant toward employee turnover intention. The individual variable test are hereunder[24].

Table 13 Coefficients Sub-Structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	18.229	3.242		5.622	.000			
1	Employment empowerment	-.097	.077	-.205	-1.257	.215	.753	1.328
	Job satisfaction	.133	.079	.274	1.685	.099	.753	1.328

a. Dependent Variable: Employee's willingness to Leave the company

The value of t_{tabel} is seen at significance degree of 0,05, where the sample are 50, df to be $50 - 4 = 46$. Based on that we can find on the table that the value is t_{tabel} at $df = 46$ is 2,012.

The value of t_{hitung} at the table is -1,257. It means that, $t_{hitung} < t_{tabel}$ ($-1,559 < 2,012$). In this case Ho is accepted, and Ha is rejected. The conclusion can be made that there is no significant effect

between employee's empowerment on employee turnover intention, individually[25].

The following step is to check the effect of Job satisfaction against the Willingness to Leave the Company individually, where Job satisfaction is Y and Willingness to Leave the Company is (Z).

The value of t_{tabel} at the significance of 0,05, df 46 is 2,012. This is compare with the value of t_{hitung} of 1,685. The comparision of, $t_{hitung} < t_{tabel}$ (1,685<2,012). It means that Ho is rejected and Ha is accepted. This is to prove that there is no effect of Job satisfaction on the Willingness to Leave the Company individually[26]. The following table recapitulate the whole results.

Table 14 Path Analisis of X against Y and Z

Variable	Path Coefficient	Direct	Indirect	Total	Category	R table	Conclusion
X against Y	0,497	0,497	-	0,497	Strong	0,248	Real
X against Z	-0,205	-0,205	-	-0,205	Weak	0,248	Not Real
Y against Z	0,274	0,274	-	0,274	Moderate	0,248	Real
ϵ_1	0,753	0,753		0,753			
ϵ_2	0,939	0,939		0,939			

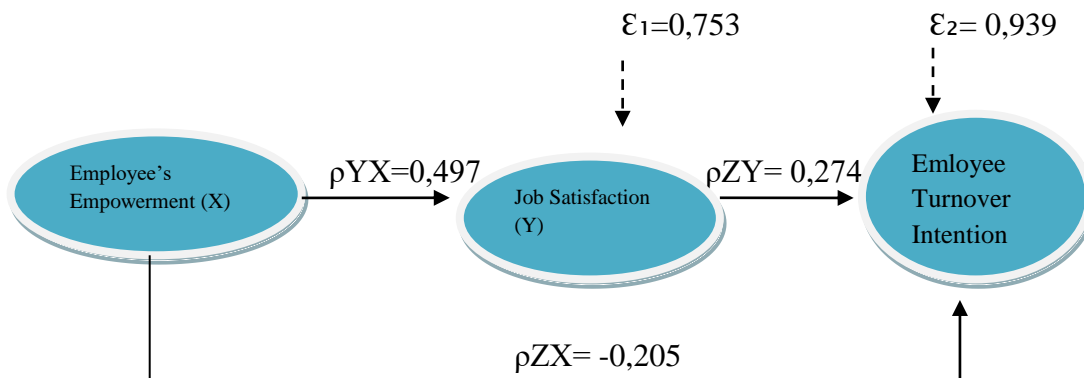


Figure 6 Path analysis of Employee's empowerment and Job satisfaction against Willingness to Leave the Company or staff turnover.

It is found that coefficient Path analysis of Employee's empowerment and Job satisfaction against Willingness to Leave the Company or staff turnover, as the only one with significant value 0.497 in strong category, but not the rest. This is inline with Robbins theory [9].

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