Relationship between staff empowerment and employee motivation in hotel enterprises*

Otel işletmelerinde personel güçlendirme ve işgören motivasyonu ilişkisi

Zafer Tahmaz[1], Kazım Ozan Özer[2]**

Nişantaşı University, Social Sciences Institute, Orcid: 0000-0001-9271-9490
Nişantaşı University, Social Sciences Institute, Orcid: 0000-0003-1777-9674

ARTICLE INFO/ MAKALE BİLGİSİ	ABSTRACT
	The objective of this research is to examine the relationship between staff empowerment and employee motivation in hotel businesses. In the first part of the study, the related literature has been analysed in order to create a theoretical background for the research. In the second part, the relationship between staff empowerment and employee motivation was examined through a two-scale questionnaire applied to 383 participants. The collected data were analysed in SPSS 22 program and hypotheses were tested. As a result of the analysis, it is seen that staff empowerment and employee motivation change according to demographic variables and there is a positive and significant relationship between staff empowerment and employee motivation. **ÖZET** Çalışmanın birinci bölümünde ilgili literatür araştırmaya teorik arka plan oluşturmak amacıyla incelenmiştir. Çalışmanın ikinci bölümünde personel güçlendirme ve işgören motivasyonu ilişkisi, 383 katılımcıya uygulanan iki ölçekli bir anket vasıtasıyla incelenmiştir. Toplanan veriler SPSS 22 programında analiz edilmiş ve hipotezler test edilmiştir. Analizler sonucunda personel güçlendirme ve işgören motivasyonun demografik değişkenlere göre farklılaştıkları ve personel güçlendirme ve işgören motivasyonu arasında pozitif yönde anlamlı bir ilişkinin olduğu görülmektedir.

1. Introduction

In this article, based on that staff empowerment is related to motivation, a research was carried out in four and five star hotel businesses operating in Istanbul. In this study in which the hotel employees participated, a series of studies were conducted to see what the staff empowerment and employee motivation concepts and the theoretical relationship between these concepts correspond to on a practical platform. Firstly, how these two concepts are handled in the literature was examined, and then the findings were included.

This study consists of three parts. The first part includes the conceptual framework for staff empowerment and employee motivation. In the second part, the findings of the research including the analysis of the survey data are included. The last part includes the results and evaluations of the research. The research will contribute to the studies in the field of business management on staff empowerment and employee motivation.

2. Literature Review

Power is a word with many meanings and has been explained by different authors in the literature. While French and Raven define the concept of power as being able to affect the potential, it also brought power types such as rewarding power, legitimate power, expert power, reference power and knowledge power into the literature (French & Raven, 1959). As for empowerment, it is explained as a management concept that gives employees the control and responsibilities of their work and gives them decision-making skills through training, education, sharing, teamwork, trust and emotional support (Sarıaltın & Yılmazer, 2007). On the other hand, Lashley defines empowerment as an organizational goal to use the strategy (Erstad, 1997). Staff empowerment has taken its place in the literature. Staff empowerment is a part of the new management

concepts, where the changing market and environmental conditions, changing and developing staff qualifications and expectations, and the need to respond quickly and effectively to differentiating and ever-increasing customer expectations (Doğan, 2006). As a management concept, empowerment can be defined as the process of enhancing individuals' decision-making rights (authorization) and improving people through empowerment, solidarity, sharing, training and teamwork (Koçel, 2005). Empowerment expresses the power of employees to make decisions without getting approval from anyone within the field they operate, but increases their decision making power and makes them the owner of the job they do. In other words, empowerment can be defined as practices based on cooperation, sharing, training and teamwork in order for employees to operate within their authority limits (Ataman, 2002).

Technological developments to reduce the impact of mid-level employees are an important factor in increasing the need to respond to customer demands as a requirement of the competitive environment, clutching in the sector, and increasing the social and organizational democratization of employees. Technological advances are also the basic dynamics of the employees empowerment system (Koçel, 2005). The aim of empowerment is to achieve personal success within the framework of the organization's mission, vision and strategies. In addition, the organizational environment should be supported by freedom of movement, responsibility and cooperation (Duvall, 1999).

Following the conceptual definitions of power and staff empowerment, it will be meaningful to address the issue of motivation in this section in order to establish the theoretical background of the study. The organization consists of individuals gathered around the technology used to achieve a specified goal, and each individual is different from other individuals and has different demands and needs from others (Önal, 1982). Bentley (2000) defines the concept of motivation in the form of power in a person, which allows him to take some positive or negative actions and achieve certain individual desires and thereby to feel satisfied. Motivation is a positive inner compulsion that will change behaviour in the desired direction (Prokopenko, 1995).

While motivation defines the behaviour of the individual about work, it is related to the behaviour of the employees and their problems (Kement & Güçer, 2018). A desire and a purpose lie at the heart of each behaviour. The most important goal to be achieved with the creation of motivation should be to satisfy the employees' needs as much as possible by finding the factors that may create more willingness to work, and to ensure that, they start work every day eagerly and work voluntarily (Sabuncuoğlu, 1984).

During the business process, meeting the needs of the employees and encouraging them is defined as a difficult process for the enterprises. Organizations wanting to increase their production efficiency by motivating their employees should analyse the demands and needs of the employees and establish a working environment that will increase the motivation of the employees by using appropriate methods in line with the results of the analysis. Motivation means that a person is motivated by a purpose and is described in the literature as a concept that covers people's desires, needs and interests (Altok, 2009).

According to Mitchell (1982), the four characteristics that exist on the basis of motivation are as follows: motivation is a personal concept and the expectations and goals of each employee differ, the basis of motivation is conscious behaviour, and the behaviours that occur under the influence of motivation are a deliberate act of the employee, motivation has a versatile structure, it can motivate behaviours, and motivation theories can predict behaviours. It is important for the employees to be successful in their work in terms of the efficiency and sustainability of the organizations. Motivated individuals allow organizations to achieve their goals and objectives. A motivation system in line with organizational goals provides benefits to organizations in terms of increasing employee productivity, increasing social and economic welfare, and providing competitive advantage (Genç, 2007: 261).

Hotel businesses that are included in the scope of the study are labour-intensive businesses. In such businesses, most of the work is done by manpower. However, in other enterprises, it is tried to substitute manpower with machines by focusing on automation. Nevertheless, there is a lot of work in hotel businesses where human power cannot be substituted. Therefore, the success of hotel businesses depends on knowledgeable, talented, motivated and qualified employees (Akoğlan, 1997). From this point of view, this research on employee motivation in hotel businesses is among the important research areas in terms of the contribution that the results will provide.

3. Methodology

The purpose of this research is to examine the relationship between staff empowerment and employee motivation of employees in hotel businesses. The hypotheses developed and tested in this framework are as follows:

H_1. Staff empowerment attitude differs according to demographic characteristics.

H_2. Employee Motivation differs according to demographic characteristics.

H_3. There is a significant relationship between staff empowerment and employee motivation.

Staff empowerment and employee motivation were examined within the scope of the hypotheses, scientific ethics and sensitivities, both in order to see how they differ according to demographic conditions and to test the extent of their relationship between them, and the results obtained were directly included and interpreted in the report.

The formation of hypotheses is the result of a research design and model. The research model is not just a formal representation of the hypotheses, but it is also intended to inform researchers about the research design (see Figure 1).

In this research design, the relationship between staff empowerment and employee motivation was examined. In the research, a questionnaire was used to obtain data on staff empowerment and employee motivation. While forming the
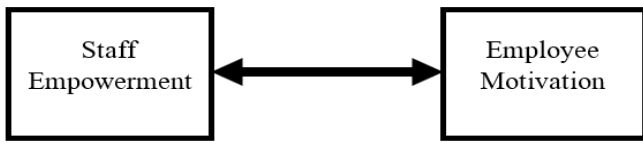
Figure 1: Research Model

staff empowerment scale in the survey, Spreitzer's (1995) staff empowerment scale was used. While creating the job motivation scale, Mottaz (1985) motivation scale was used. In order to collect data in the field research and analysis section of the study, a questionnaire was applied to the employees of the hotel businesses operating in the hospitality industry, and a total of 383 questionnaires were included in the analysis. The data obtained from these questionnaires were analysed, interpreted and presented as a report through the SPSS program.

4. Results

4.1. Demographic Variables

Demographic variables are the part that should be present in almost all researches, in order to recognize the participants in the study superficially and to understand which social group they belong to. In this study, demographic characteristics of the audience will be considered separately.

Gender: When the gender distribution of the participants is examined, it is observed that 61.9% are Women (n = 237) and 38.1% are Men (n = 146). Female participants have a higher participation than males (see Figure 2).
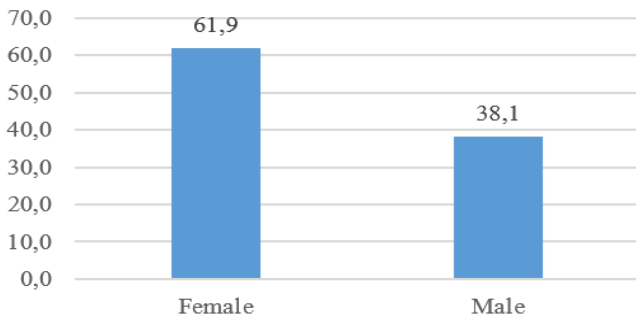
Figure 2: Gender Distribution

Date of birth: The age and categorization of the participants vary according to almost every research. In this research, a categorization was applied based on a classification over generations. In the literature, generations are named as X, Y and Z generations. Generation X is defined for those born between 1965-1977, Y for 1978-1994 and Z for those born afterwards. These ranges were also used while asking demographic questions to the participants.

In this study, 11.7% (n = 45) of the participants were the generation X (1965-1977), 69.7% (n = 267) the generation Y (1978-1994) and 18.5% (n = 71) were the generation Z (1994-2003) (see Figure 3).

Education status: Educational status is an important variable for defining the participants in demographic variables. In the study, although high school and lower education groups are included, the entire sample was associate degree and above.
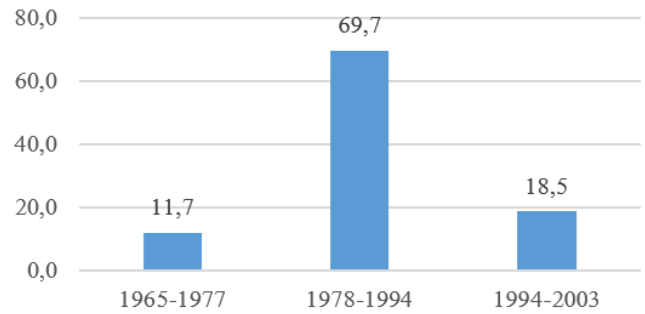
Figure 3: Date of Birth

When the education levels are examined, 18.5% of the participants have Associate Degree (n = 71), 77.8% of them have Bachelor (n = 298) and 3.7% (n = 14) of the participants have Postgraduate education. Based on these data, it is possible to say that the educational status of the participants is relatively high (see Figure 4).
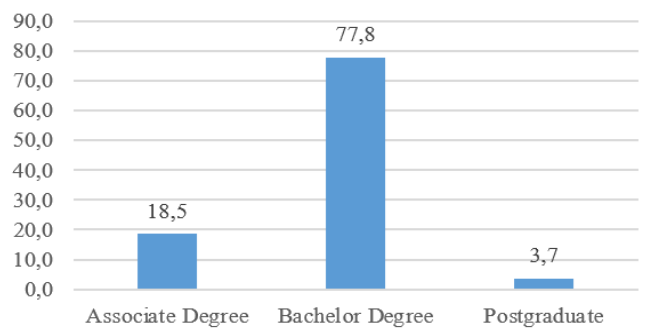
Figure 4: Education Status

Marital status: When the marital status of the participants is examined, it is seen that 27.4% of them are married (n = 105) and 72.6% (n = 278) are single (see Figure 5).

Figure 5: Marital Status

Job experience: The participants were asked how long they had been at the workplace they were currently working at.

In terms of their current job experience, 5.7% (n = 22) of the participants have up to 1 year, 28.5% (n = 109) between 2 and 4 years, and 65.8% (n = 252) of them have 5 years or more experience in their current jobs (see Figure 6).

Figure 6: Job Experience

4.2. Basic Scale Values

The average score and standard deviation values of each expression of the staff empowerment and employee motivation scales discussed in this study will be examined.
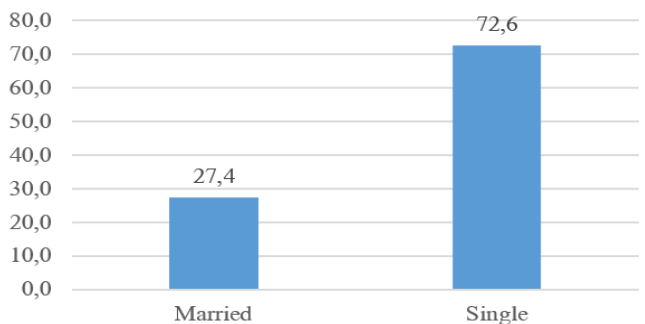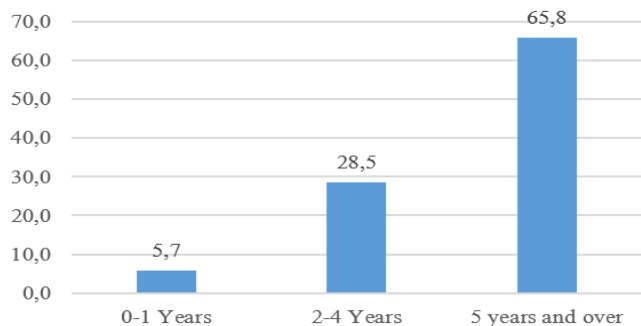
Staff Empowerment Scale: One of the scales used in this research is for staff empowerment measurement. There are 12 questions on this scale (see Table 1).

The participants scored each expression of the staff empowerment scale, which is a Likert type scale, from 1 (I do not agree at all) to 5 (I totally agree). These scores were examined and the arithmetic average of the score given to each expression was taken. A high score indicates that the participants' level of participation in the statement is low, and a high level indicates that their level of participation is high.

When analysed in general terms, the scores of the staff empowerment scale expressions are concentrated between 3 and 4 (see Figure 7). This shows that the participants agree with the statements above average. Standard deviation values show how far the variable moves from the common and average value. It is seen that standard deviation values take 1 and close value.

Employee Motivation Scale: Another scale is aimed at measuring employee motivation. This scale consists of six expressions (see Table 2).

When the scale values are examined, it is seen that the participants have an above-average perception and behaviour in all expressions. This indicates that employee motivation is above average. In terms of standard deviation values, all expressions are above 1 (see Figure 8).
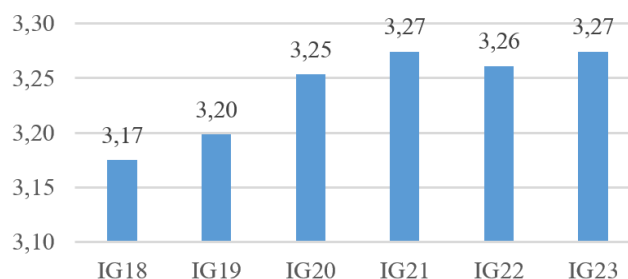
Figure 8: Average Values of Employee Motivation Scale Expressionse
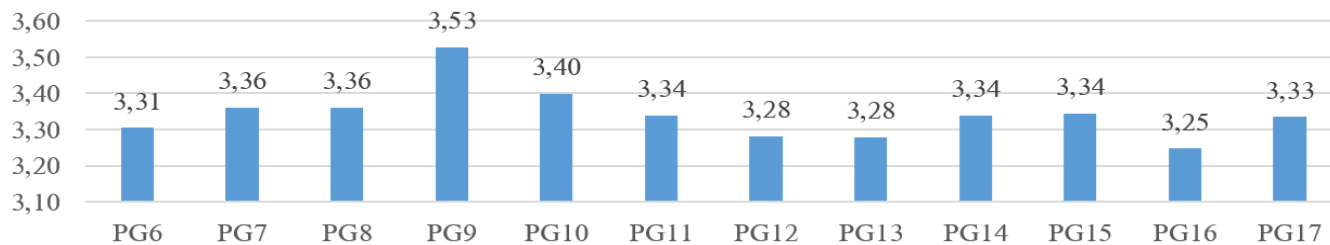
Figure 7: Average Values of Staff Empowerment Scale Expressions

Table 1: Staff Empowerment Scale Basic Statistical Values

Code	Scale Items	Mean	Standard Deviation
PG6	My work is very important to me	3.31	1.01721
PG7	My job activities are personally meaningful to me.	3.36	0.98719
PG8	The job I do is meaningful to me.	3.36	1.08810
PG9	I trust my skills to do my job.	3.53	1.05536
PG10	I am sure that I have the necessary capacity to carry out my job activities.	3.40	1.03837
PG11	I have a command of the skills necessary for my job.	3.34	1.08521
PG12	I have significant autonomy in deciding how to do my job.	3.28	1.06533
PG13	I have significant autonomy in deciding how to do my job.	3.28	1.06233
PG14	I have an important opportunity for freedom and independence in how to do my job.	3.34	1.12547
PG15	My influence on the work done in my department is great.	3.34	1.10509
PG16	I have a lot of control over the work done in my department.	3.25	1.12496
PG17	I have a significant impact on what is done in my department.	3.33	1.11301

Table 2: Employee Motivation Scale Basic Statistical Values

Code	Scale Items	Mean	Standard deviation
IG18	I believe that the work I do is worth doing.	3.17	0.92561
IG19	I see myself as an essential employee of the business	3.20	1.08888
IG20	I believe that the job I am working in will be better than it is now	3.25	1.06642
IG21	I believe I will retire from this workplace	3.27	1.19358
IG22	I believe my job is respectable	3.26	1.17332
IG23	I am highly motivated to work at this workplace	3.27	1.09999

Reliability Test: Reliability is the measure of consistency of the measurement. When the measurement results are applied in different places, it should give similar results. That is, similar stable results should be obtained in independent measurements. Reliability indicates how accurately a scale measures the feature it aims to measure, the productivity and continuity of the scale. For the reliability, the test must be repeatable and transferable. Chronbach's Alpha, which is used as a reliability test, determines whether the items are consistent with each other in the Likert type additive scales, semantic difference scales, Stapel scales, other psychometric tests based on total or average scores, and whether the items measure a hypothetical variable. The main function of alpha value is to determine internal consistency (Çakmur, 2012).

Cronbach's Alpha value ranges from 0 to 1, and as you approach 1, it is understood that the reliability and internal consistency of the data is good. In this study, Reliability analysis was done for each scale. It is seen that the Alpha value of the staff empowerment scale is 0.971 and the Alpha value of the employee motivation scale is 0.936. Accordingly, it is possible to say that both scales have a high degree of reliability (see Table 3).

Table 3: Reliability Test Values

	Reliability Test	
	Number of Items	**Cronbach's Alpha Value**
Staff Empowerment	12	,971
Employee Motivation	6	,936

Normality Analysis: Normality analysis is a test that must be done before starting other analyses. As a result of this test, it is decided whether the data is normally distributed and therefore whether parametric or non-parametric tests will be applied. It is believed that when the significance value is greater than 0.05, the data is distributed normally, and when it is less, it is not distributed normally. In this case, when the data is normally distributed, the parametric tests t-test (two groups) and ANOVA (containing more than two groups) tests are used. When the data is not normally distributed, the non-parametric tests, Mann Whitney U test (two groups) and Kruskal Wallis (containing more than two groups) tests are used.

When we examine the normality test results for this research, it is concluded that the data is not normally distributed in the Staff Empowerment and Employee Motivation scales (0.00, p <0.05). Therefore, Mann Whitney U and Kruskal Wallis tests, which are nonparametric tests, are required for both scales (see Table 4).

Table 4: Normality Test Values

	Kolmogorov-Smirnov[a]		
	Statistics	**df**	**Sig.**
Staff Empowerment	,253	383	,000
Employee Motivation	,232	383	,000

4.3. Hypotheses Test

In this part of the research, the hypothesis tests of the analyses whose reliability has been accepted and hypothesis tests of the analyses that have been decided on which tests to use will be applied. This section is also the section where the research results can be seen. First, the difference tests (H_1 and H_2) and then the correlation analysis (H_3) results will be included. The difference tests, the level of perception of the current scale according to demographic conditions and the differences of demographic groups in this perception (if any) are determined. In the correlation analysis, the relationship between staff empowerment and employee motivation is examined.

Differentiation of Staff Empowerment Level According to Demographic Variables (H_1): In this section, the first hypothesis "*H_1. Staff Empowerment Perception differs according to demographic characteristics.*" will be examined. In the gap analysis, it will be discussed how the staff empowerment level of the participants differs according to the demographic variables (see Table 5).

When the analyses are examined, the following results are reached; Date of birth: Participants' perception of empowerment differs according to the generations they are in. (0.00, p<0.05). Those born between 1980 and 1999 have higher perception of staff empowerment than others. Gender: Participants' perception of staff empowerment does not differ by gender. (0.09, p>0.05). Educational Status: Participants' perceptions about empowerment differ according to their educational status. (0.00, p <0.05). When the average values are analysed, the perception of those who graduated from associate degree is higher than those who graduated from undergraduate and graduate degrees. Marital Status: Participants' perception of empowerment differs according to their marital status. (0.00, p <0.05). When the average values are examined, the perception of empowerment of the single people is higher than the married ones. Work Experience: Employee empowerment levels of the participants differ according to their work experience (0.01, p> 0.05). It has been observed that those who have been in service for 0-1 years have a higher level of staff empowerment than

Table 5: Staff Empowerment Difference Tests (H1)

	Variables			Staff Empowerment		
Sequence	Variable	Test	Groups	Average Rank Score	p	Comment
1	Date of birth	Kruskal Wallis Test	Between 1946-1964	146,80	0,000	There is a difference (p<0,05)
			Between 1965-1979	180,30		
			Between 1980-1999	264,65		
2	Gender	Mann-Whitney Test	Female	199,46	0,092	There is no difference (p>0,05)
			Male	179,89		
3	Education Status	Kruskal Wallis Test	Associate	231,82	0,000	There is a difference (p<0,05)
			Bachelor degree	189,43		
			Graduate	44,86		
4	Marital status	Mann-Whitney Test	Married	112,25	0,000	There is a difference (p<0,05)
			Single	222,12		
5	Experience in Current Work	Kruskal Wallis Test	0-1 Year	223,00	0,014	There is a difference (p<0,05)

those who are in service more than 1 year. Since there is no difference in gender groups, H_1 hypothesis has been partially accepted.

Differentiation of Employee Motivation Level According to Demographic Variables (H_2): In this section, "*H_2. Employee motivation level differs according to demographic characteristics.*" hypothesis will be tested. In this context, all demographic categories will be handled around employee motivation. Since the data were not normally distributed, Mann-Whitney U and Kruskal Wallis tests were used in these analyses as well.

When the analyses are examined, the following conclusions are reached: Date of birth: participants' perceptions of employee motivation differ according to the generations they are in.

(0.00, p<0.05). Those born between 1965 and 1979 have higher employee motivation than others. Gender: Participants' perceptions of employee motivation differ according to their gender (0.00, p <0.05). According to the mean rank, employee motivation perception is higher in women than men. Educational Status: Employee motivation perceptions differ according to their educational status. (0.00, p<0.05). When the average values are examined, the employee motivation levels of the associate degree holders are higher than those holding bachelor's and graduate degrees. Marital Status: Participants' perceptions of employee motivation differ according to their marital status. (0.00, p<0.05). When the average values are examined, the motivation levels of the single people are higher than the married ones. General Experience: Employee

Table 6: Employee motivation Difference Tests (H2)

Variables				Staff Motivation		
Sequence	Variable	Test	Groups	Average Rank Score	p	Comment
1	Date of birth	Kruskal Wallis Test	Between 1946-1964	151,40	0,005	There is a difference (p<0,05)
			Between 1965-1979	203,21		
			Between 1980-1999	175,56		
2	Gender	Mann-Whitney Test	Female	207,11	0,001	There is a difference (p<0,05)
			Male	167,47		
3	Education Status	Kruskal Wallis Test	Associate	198,30	0,000	There is a difference (p<0,05)
			Bachelor degree	198,05		
			Graduate	31,36		
4	Marital status	Mann-Whitney Test	Married	123,52	0,000	There is a difference (p<0,05)
			Single	217,87		
5	Experience in Current Work	Kruskal Wallis Test	0-1 Year	153,95	0,000	There is no difference (p>0,05)

Table 7: The Relationship between Staff Empowerment and Employee Motivation

		Staff Empowerment	Employee Motivation
Staff Empowerment	Correlation Coefficient (r)	1	0.881**
	Significance Value (p)		0
	Number of Samples (n)	383	383
Employee Motivation	Correlation Coefficient (r)	0.881**	1
	Significance Value (p)	0	
	Number of Samples (n)	383	383

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

motivation levels of the participants differ according to their general experience. (0.00, p>0.05). It has been observed that those who have been serving for 0 to 1 years have a higher level of employee motivation than those who have served for longer. When analysed in general, it is concluded that employee motivation differs according to all demographic variables. Therefore, the H_2 hypothesis was accepted.

Staff Empowerment and Employee Motivation Relationship (H_3): Correlation analysis is a statistical analysis that reveals whether there is a relationship between two or more variables, if any, it reveals the direction and severity of this relationship. Although the correlation coefficient takes values ranging from -1 to +1 ($-1 \leq r \leq +1$), In the correlation coefficients, the value between 0.00 and 0.25 is expressed as "very weak", the value between 0.26 and 0.49 as "weak", the value between 0.50 and 0.69 as "medium", the value between 0.70 and 0.89 as "high" and the value between 0.90 to 1.00 is expressed as "very high". A positive correlation coefficient indicates that there is a linear relationship between variables, and a negative correlation indicates that there is a reverse relationship (SPSS İstatistik, 2020).

A correlation test was used to understand the relationship between staff empowerment and employee motivation. "H_3, There is a significant relationship between staff empowerment and employee motivation" hypothesis was tested.

When the analysis is evaluated, the relationship between staff empowerment and employee motivation is positive and meaningful (0.00, p<0.01). After the p value was found to be significant, when the relationship between the two variables was examined, a positive relationship was found between the staff empowerment and employee motivation at a positive level of 0.01. The correlation coefficient of the relationship (r) is 0.881 and it is concluded that the relationship is at the "high" level. H_3 hypothesis was accepted.

5. Conclusion

In this study, three main topics were tried to be examined categorically and the findings obtained were examined. Research topics are examined in accordance with the results obtained with gap analysis (Kruskal Wallis and Mann Whitney Test) and correlation analysis (Correlation Test). Research topics, each expressed as a hypothesis, are as follows:

• Whether or not staff empowerment differs in hotel businesses according to demographic characteristics

In this hypothesis, the perspectives of the hotel employees on staff empowerment are analysed based on their demographic features. In the tests, it is concluded that the participants differ from each other according to all demographic features (except gender). In this case, it is seen that each of the hotel staff does not evaluate staff empowerment equally, some groups have more perception than others. Those who were born between 1980 and 1999 (Generation Z), women, associate degree graduates, singles and those who have been working for less than 1 year are different from other groups in their category and have more perception of staff empowerment. That is to say, when examined in terms of staff empowerment desires and perceptions, young people have higher desires and perceptions than the elderly, women have more than men, associate degree graduates have more than bachelor's and graduate degree holders, those who have worked for less than 1 year have higher desires and perceptions compared to the ones who have worked more than 1 year.

• Whether the motivation of employees differs according to demographic characteristics in hotel enterprises or not.

In this hypothesis, the differentiation status of the motivation of the employees in the hotels according to demographic characteristics is examined. In the difference tests, it was concluded that all groups differ from each other. This situation, which is a very good result compared to most studies, also reveals an original discussion: Motivation is not equally important for all demographic groups. When the results are examined, those born between 1965 and 1979 (Generation Y) are compared to other age groups; women have higher motivation levels than men, associate degree graduates have higher motivation levels than bachelor's and graduate degree holders, those whose marital status is single have higher motivation levels than married participants and those who have worked more than 5 years have higher motivation levels than those who have worked a shorter period of time.

• Recently, whether there is a relationship between staff empowerment and employee motivation, especially the motivation of the employees and the resources that will provide this motivation have started to be taken into consideration. In almost every direct and indirect research, it was concluded that the productivity of the employees is related to motivation. In this study, the relationship of motivation with staff empowerment was investigated. In the hypothesis established, it has been set out that staff

empowerment and employee motivation are related. In other words, it is focused on mutual interaction rather than the effect of only one on the other. When the results are examined, a positive, high degree of relationship between staff empowerment and employee motivation has been proven with statistical results. This shows that employees get stronger as their motivation levels increase, and their motivation increases as they get stronger.

As a result, it is seen that large-scale hotel enterprises with four and five stars should both care about staff empowerment and use methods that will increase the motivation of employees more intensively. These two approaches should be at the core of management forms for hotel management, one of the service sectors with the highest workload.

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