

**A FIELD RESEARCH ON THE EFFECT OF EMPOWERMENT ON CREATING  
ORGANIZATIONAL COMMITMENT IN FIVE-STAR HOTEL**

*Beş Yıldızlı Otel İşletmelerinde Personel Güçlendirmenin Örgütsel Bağlılık Oluşturmadaki Etkileri Üzerine Bir  
Alan Araştırması*

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**ABSTRACT**

The aim of this research is to define relationship between perceived empowerment and organizational commitment of five-star hotel employees' and to define effect of empowerment on organizational commitment. The questionnaire used in this research consists of three parts. In the first part, there are demographic characteristics related to respondents. In second part, employee's perception of empowerment and third part employee's organizational commitment was measured. This scale was applied to 158 employees working in a five-star hotel. There is statistically significant and positively relationship between empowerment and organizational commitment. It has seen that the perception of empowerment has a significant positive effect on the level of organizational commitment (26%). The perception of empowerment and level of organizational commitment of employees' are related with working duration in organization.

**Keywords:** Empowerment, Organizational Commitment, Hotel, Tourism.

**ÖZET**

Araştırmanın amacı beş yıldızlı otel işletmelerinde çalışanların personel güçlendirme algıları ile örgütsel bağlılıkları arasındaki ilişkiyi belirlemek ve personel güçlendirmenin örgütsel bağlılık oluşturmaya olan etkilerini ortaya koymaya yöneliktir. Araştırmada kullanılan anket formu üç bölümden oluşmaktadır. İlk bölümde cevaplayıcılara ilişkin demografik özellikler bulunmaktadır. İkinci bölümde çalışanların güçlendirmeye yönelik algıları, üçüncü bölümde ise çalışanların örgütsel bağlılıkları ölçülmektedir. Bu ölçek 158 beş yıldızlı otel çalışanına uygulanmıştır. Personel güçlendirme ile örgütsel bağlılık arasında istatistiksel olarak anlamlı ve pozitif yönde bir ilişki bulunmaktadır. Personel güçlendirme algısının örgütsel bağlılık düzeyi üzerinde yaklaşık % 26 oranında etkili olduğu görülmüştür. Çalışanların personel güçlendirme algılamaları ve örgütsel bağlılık düzeyleri kurumdaki çalışma süreleri ile ilişkilidir.

**Anahtar Kelimeler:** Personel Güçlendirme, Örgütsel Bağlılık, Otel, Turizm.

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## **INTRODUCTION**

The efficiency of human resources is the most discussed topic. With the importance of human resources, business institutions have begun to give importance to employees. At this point, empowerment has become an important administrative tool for business institutions. The business institutions aims to increase competition power with empowerment by adopting the changing conditions, increasing the productivity, be able to respond to problems more quickly. As a result, the concept of empowerment gains importance as one of the modern management and organizational practices.

Organizational commitment is employee's loyalty to company and his effort for success of company. The results of organizational commitments are employees stay in company for long time, limited job turnover, limited employee turnover and high level job satisfaction.

Identification of employee with work and organization, adoption of organizational goals and objectives, and harmonize them with employee's own goals and objectives take place on the basis of the concepts of empowerment and organizational commitment. It is important for hotel institutions that what extent empowerment effect the organizational commitment.

## **EMPOWERMENT**

Together with empowerment, companies handled and tried to apply empowerment tools like contribution, motivation, job enrichment and as a result of true distribution of power it is a very important fact for companies to show that in what rate can the level of organizational commitment be improved.

In this struggle of increasing competition conditions, the clients who wants more and many competitors that are ready to fulfill these needs, it can be possible the organizations to compete by most efficient and sufficient use of their sources. The traditional management techniques are underwhelming and insufficient in reaching to success in this competition. Nowadays business world that the competition grows every day and changes happen so fast, finding of new management techniques is unavoidable. One of the most important concepts in this innovation search is empowerment (Yıldırım, 2004).

To survive in the increasing competition conditions, companies want to provide client satisfaction by higher efficiency, diverted them to empowerment (Spreitzer et al., 1997).

The thought of making empowerment a life philosophy and great effort need of this, bring originality to empowerment (Tschohl, 1998).

Empowerment is not the ability of everybody to do what they want. The purpose of empowerment is to make the decision by the person who is the most close to decision and has the most knowledge (Kusy et al., 1997). The main point here is this: The person, who knows how to develop the job, is the person who actually does the job every day (Caudron, 1995). The empowerment approach came up as a result of the need to employee who can make accurate decisions on behalf of the company and can apply these decisions (Dalay et al., 2002).

Measurement of empowerment is only possible by defining the dimensions of this concept. Spreitzer has been examined the empowerment in four dimensions in his study

“Psychological Empowerment in The Workplace: Dimensions, Measurement, and Validation” (Spreitzer, 1995).

Meaning: the level of overlap between the requirements of the work carried out and the employees’ beliefs and values states the meaning level of work for that employee (Thomas et al., 1990).

Impact: It states the level of authority on the work that performed by the employee (Bandura, 1989).

Competence: It states the employee has the authority of perform their work and to intervene to work environment (Deci et al., 1989).

Autonomy: It states the employee can move freely within certain limit while doing his job during the work hours (Ashforth, 1989).

Empowerment is distribution of power and spreading between the workers. Thus, employees are given ability of control to perform their duties. Empowerment is an approach that supports employees to providing control on the work and being owners of their own works (Doğan, 2004).

### **Organizational Commitment**

Organization exists with its employees. Sustainability of organization depends on employees not to leave the organization. Because of that there is a relation between a long life of organization and employees’ organizational commitment. Organization tries to keep employees to continue its life. While doing that, it serves applications like raising wages, the possibility of ascension, presenting incentives (Çetin, 2004).

Meyer and Allen (1997), defined the organizational commitment as a psychological situation that states relations between the organization and employees and decisions of staying in the organization

In 1984, Meyer and Allen suggested the “emotional” and “continuance” commitment to conceptualize in two dimensions by depending on the studies about organizational commitment. In 1990, a third factor called “normative commitment” is added (Allen et al, 1990).

Emotional Commitment: In emotional commitment, employees’ deep commitment to organization means that he committed himself to the organization, he will be loyal and he stayed in the organization by his free will. With this thought committed employees will not avoid some extra work if necessary (Çetin, 2004).

Continuance Commitment: Continuance commitment represents the employees what is the cost after quitting. Person who has high Continuance Commitment, continuous to stay in the organization because they think they need it. Continuance Commitment occurrence can be possible as a result of an activity or occasion that increasing the cost of quitting from organization. Quitting from the organization can be perceived as quitting from the time employee spends, money or effort (Meyer et al., 1997).

Normative Commitment: It states the moral side of the commitment. In addition, normative commitment is a consequence of the employee's commitment to organization and his inclination to think that it is correct. It states a different dimension than the other two (Gül et al., 2008).

### **Empowerment's Effects On The Organizational Commitment**

Sustainability of activities of modern organization can be possible with the existence of the employees that are empowered and committed to the organization. By the cause of intense competition and organizational changes, existence of the employees that are going to work voluntarily for work processes, products and performing the client services and going to stay committed to the organization are gained importance. Empowerment is an understanding that provides freedom in changing duty behaviors and making their own decisions, also in this matter feel stronger about this subject. As it was stated in the first chapter, empowerment's four dimensions (meaning, effect, competence, autonomy) generates the basis of being connected to each other and every dimensions increases the sense of feeling powerful ( Janssen, 2004).

Thurau and Hansen (2000) argued that organizational commitment was the result of the integration of employees with their superiors. Therefore empowerment effects organizational commitment by trust. Employee stays loyal to the organization when there is trust between the employee and organization and they put all skills and talent in order to apply their works successfully. In the studies of Bergman and the others (2002) examined various human sources and fixated that there is a powerful relationship between organizational commitment and development opportunities with empowerment. As it written, empowerment triggers the organizational commitment.

### **Purpose of Research**

Purpose of the research is to define the relationship between employees' empowerment sense who works at the five-star hotel corporations and present the effect on founding organizational commitment. And another purpose of this research is to define the relationship and effect between dimensions of empowerment and organizational commitment.

Despite the fact that especially in this last period, there is many studies about empowerment and organizational commitment but there is no such study about variables and relations between this variables in the sense of hotel institutions. With the performed study, will be discussed the relationship between empowerment and organizational commitment in the sense of hotel institutions.

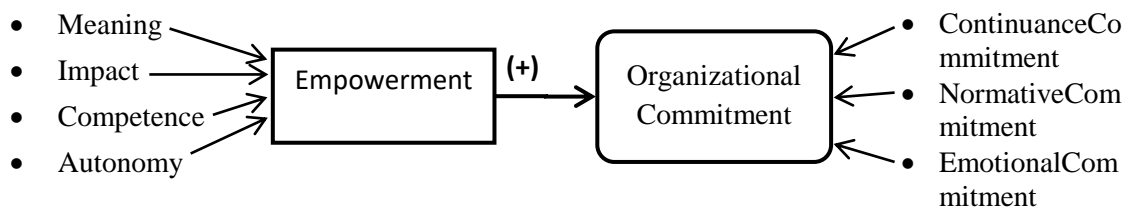
### **METHOD OF RESEARCH**

In this research Quantitative method is preferred. The data used in the research is collected by surveys. In this work primary data is used. Model of this research is a descriptive research model. By the reason of hotel employees' work in shift system, work intensity and time limit, probability sampling method is not used but convenience sampling has preferred. Surveys' feedback rate is 47,4 %.

In preparation of the questions of the survey related to empowerment, , the questions are used that Spreitzer (1995) generated in 1995 also many researchers used for measuring factors like meaning, impact, competence and autonomy that generates the perception of empowerment, This scale is formed from 12 expressions that measures every dimension of meaning, impact, competence and autonomy.

To measure the organizational commitment, 3 dimensional organizational commitment scale developed by Meyer and Allen (1990) is used. Components of 3 dimensional commitment scale, emotional, continuance and normative commitment state that the employees' organizational commitment purposes are different.

**Figure 1:** Model of Research



### Hypothesis

H1: Empowerment perception has a positive effect on organizational commitment.

### FINDINGS

In general, by considering alpha coefficients we can say that the perception of organizational commitment (0,908) and scales of empowerment (0,913) are highly reliable. When the factor analysis examined we can see the organizational commitment scale has 3 factors. The scale is coherent with the literature as factor dimension. And we can see empowerment scale has 3 factors, not 4 factors like in the literature. When factors are examined, we can see the autonomy and competence factors combined in one factor. This can be explained by the fact that the two related factors are very closely related to each other.

In general we can say hotel employees' perception of normative commitment (2,76) and continuance commitment (2,86) is medium and emotional commitment (3,84) perception is above medium. General commitment perceptions (3,15)) are moderate. In general hotel employees meaning (4,42), impact (4,70) and autonomy (4,27) perceptions are high and autonomy (3,86) perception is above medium. General empowerment perception (4,31) is high level.

Participants in this search are 49.4% male and 51.6% female. Distribution by marital status is 42.4% single, 51.3% married and 6.3% divorced. The perceived income level; 3.8% of low, 91.1% of medium with a great portion and 5.1% is high. Considering that educational status, we can see participants are mostly undergraduate 62% . 1.9 % are elementary school graduate, 12% high school graduate, 22.2% associate degree and 1.9% master degree graduate.

The large portion of the participants are between the ages of 28-33 (41.8%). 22.1% are between the 22-27 age range, 20.9% are between the 34-39 age range, 15.2% are 40 and above.

The distribution of employees according to working duration in existing institutions is like this: 38% are 0-3 years, 23.4% are 4-6 years, 11.4% are 7-9 years, 27.2% are 10 years and above. The distribution of employees according to working duration in profession is like this: 24.7% are 0-5 years, 32.9% are 5-10 years, 19% are 10-15 years, 23.4% are 15 years and above.

As we can see on the table, at 99% confidence interval, we can say that there is a meaningful relationship ( $p < 0.01$ ) between empowerment and organizational commitment level. This relationship is positive and medium ( $r = 0.516$ ). Findings have supportive quality for research hypothesis.

**Table 1:** Relationship of Perceived Empowerment and Organizational Commitment

Correlation Analysis		Organizational Commitment Level
Empowerment Perception	Pearson Correlation	,516*
	Sig. (2-tailed)	,000
	N	158

\*  $p < 0,01$  (2-tailed).

**Source:** Authors' own calculations

To test the relationship between empowerment perception with its sub-dimensions and organizational commitment level with its sub-dimensions correlation analysis report is presented in the table 1.

When we look at the table below, we can see the perceived empowerment has an effect on the organizational commitment level approximately 26%. The power of the relationship between perceived empowerment and organizational commitment level is 0.516. The fact that the beta value is positive indicates that the relationship is correct. So when perceived empowerment increases, also organizational commitment level increases. Relation is moderate severity ( $R = 0,516$ ). The level of significance is  $p < 0.01$ .

**Table 2:** Regression Analysis of Perceived Empowerment and Organizational Commitment

Model	R	R Square	Adjusted R Square	Estimated Std. Error	B	t	Sig.
1**	,516*	,266	,261	,70556	,516	7,522	,000

\* Predictor: Empowerment

\*\* Dependent Variable: Organizational Commitment

**Source:** Authors' own calculations

By these findings; H1 hypothesis (Perception of empowerment has contribution in positive direction to organizational commitment) is accepted.

The perception of empowerment and organizational commitment levels of employees' are examined by demographical qualities and no statistically significant difference founded.

**Table 3:** t-Test for Perception of Empowerment According to Working Duration in the Workplace

		Levene's Test		t-test	
		F	Sig.	t	Sig. (2-tailed)
Empowerment	Equal Variances Assumed	14,058	0,000	1,958	0,042
	Equal Variances Not Assumed			1,853	0,047

Source: Authors' own calculations

**Table 4:** Statistics for Perception of Empowerment According to Working Duration in the Workplace

	Working Duration in the Workplace	N	Mean	Std. Deviation	Std. Error Mean
Perception of Empowerment	5 years and more than 5 years	86	4,41	,417	,045
	Less than 5 years	72	4,20	,860	,101

Source: Authors' own calculations

Findings; states the perception of empowerment of the employees who worked 5 year or more (4,41) are higher than the employees who worked less than 5 years (4,20).

**Table 5:** t-Test for Level of Organizational Commitment According to Working Duration in the Workplace

Level of Organizational Commitment	Equal Variances Assumed	3,602	0,060	2,216	0,028
	Equal Variances Not Assumed			2,177	0,031

Source: Authors' own calculations

**Table 6:** Statistics for Level of Organizational Commitment According to Working Duration in the Workplace

Level of Organizational Commitment	5 years and more than 5 years	86	3,29	,732	,079
	Less than 5 years	72	3,00	,897	,106

Source: Authors' own calculations

Findings; states the organizational commitment levels of the employees who worked 5 year or more in institution (3,29) are higher than the employees who worked less than 5 years (3,00).

## CONCLUSION AND RECOMMENDATIONS

When the regression analysis results that are intended to define effects on the organizational commitment level of perception of empowerment and sub-dimensions are examined, we see that perception of empowerment has effect on organizational commitment by 26%. If we consider that the concept of organizational commitment is related to socio-psychological quality and many concepts, it can be said that this ratio is very important for one dimension.

It is known that the mistake made by the employee in the businesses where the customers are directly communicating with the employee, such as hotel institution, will lead not only to the income but also to the loss of reputation.

Customers and employees are racing with the time, and there will be important customer dissatisfaction when an employee has no authority or lack of self-confidence. Therefore this negativity can be prevented with empowerment, and even income increase can be achieved.

Emotional commitment of employees is the most desirable condition for the employer. When we look at the finding of the research, the most powerful relationship is the relationship between emotional commitment and empowerment stands out (0,613). This relationship is statistically significant and positive.

Hotel employees' organizational commitment level is above medium. This finding can be interpreted as empowerment is a "must be" condition to increase organizational commitment but it is not an "adequate condition". Then, in literature there is many concepts that are referred other than empowerment.

It is defended that from organizational commitment dimensions, employees' normative commitment and continuance commitment levels are medium and emotional commitment level is above medium. When we think about the participants' average work duration in institution is 7 years, and the thoughts of employees' that employees adapts to work environment as a family environment, and inexperienced new employees hired to get experience in this institution like a school, and employees think that between competitor institutions this institution is the possible best and best qualified can cause the perception of emotional commitment to be high.

The cause of perception of normative and continuance commitment is lower than the perception emotional commitment is that in a tourism city like Istanbul, there is so much alternatives to work and employees do not feel that they have to work in this institution.

Employee who is committed to his organization doesn't think to leave his work or to work in somewhere else. Also he looks for the ways how he can do his job better. In this perspective, committed employee who works in the hotel institutions contributes to decrease the circulation speed which is so high in hotel institutions. This will prevent the financial lose and time lose of finding a new personnel and training them. Another important point is that today the most important feature that distinguishes five-star hotels from each other is the quality of the services they offer. When employee circulation is fast, the flaws are unavoidable. Also in the hotel institutions that has a customer profile who serves luxury, wants to see familiar employees every time when they come and same quality service. For customers, meeting with other employees every time and specifying their demands from the beginning can lead to customer dissatisfaction in today's service sector.



It was determined that there is no statistically significant difference in the perception of empowerment according to gender, age, marital status, educational status and duration of work in the workforce. Significant differences were found only between the duration of the institution and the perception of empowerment ( $p < 0.05$ ). According to this, perception of empowerment of who works in a corporation for 5 or more years are (4,41) higher than who works less than 5 years (4,20). From this finding, it can be said that as the duration of work in the institution increases, the empowerment perception increases. If the empowerment is thought to be a trust-based practice, then this distinction can be understood.

There is no statistically significant difference in the level of organizational commitment of employees according to gender, age, marital status and educational status. However, there were significant differences between the duration of work and organizational commitment ( $p < 0.05$ ). Organizational commitment levels (3,29) for employees at 5 years or more in the organization were found to be higher than those who worked less than 5 years (3.00). It was also found that there are significant differences in the levels of emotional commitment and normative commitment from the sub-dimensions of organizational commitment. By these findings, it can be said that increase of the work duration in the organization, increases employees' commitments to the organization. Working in an organization for many years makes it a difficult to quit the organization.

The data obtained in this study is limited to the employees of a five-star hotel in Istanbul. The inclusion of other five-star hotels in the survey, other factors affecting organizational commitment or possible outcomes of empowerment are considered to be more inclusive in the research model.

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