



**A STUDY OF THE FACTORS ASSOCIATED WITH
ORGANIZATIONAL EMPOWERMENT:
A CASE STUDY OF THE BANYAN TREE RESORT HOTEL**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF**

**MASTER OF MANAGEMENT
IN ORGANIZATION MANAGEMENT**

BY

RUTCHANEE JANYAJARASPORN

**GRADUATE SCHOOL OF BUSINESS
ASSUMPTION UNIVERSITY
BANGKOK, THAILAND**

NOVEMBER, 1999

198 M.M. 12244
St. Gabriel's Library, An

ASSUMPTION UNIVERSITY

**A STUDY OF THE FACTORS ASSOCIATED WITH
ORGANIZATIONAL EMPOWERMENT:
A CASE STUDY OF THE BANYAN TREE RESORT HOTEL**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF**

**MASTER OF MANAGEMENT
IN ORGANIZATION MANAGEMENT**

BY

RUTCHANEE JANYAJARASPORN

**GRADUATE SCHOOL OF BUSINESS
BANGKOK, THAILAND**

NOVEMBER, 1999

**A Study of The Factors Associated with Organizational Empowerment:
A Case Study of The Banyan Tree Resort Hotel**

By

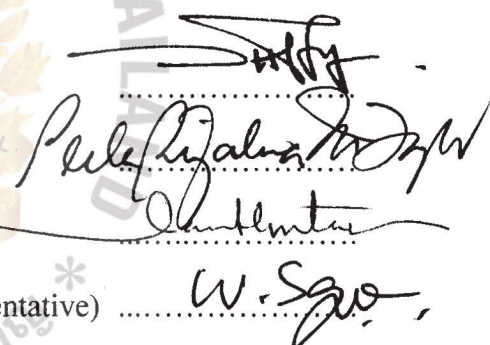
RUTCHANEE JANYAJARASPORN

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Masters of Organization Management

Examination Committee :

1. Dr. Teay Shawyun (Advisor)
2. Dr. Perla Rizalina M. Tayko (Chairman)
3. Dr. Laura A. Lintao (Member)
4. Assoc. Prof. Wirat Sanguanwongwan (MUA Representative)



Four handwritten signatures are present, corresponding to the members of the Examination Committee listed on the left. The signatures are written in black ink over a large, faint watermark of the Assumption University of Thailand seal.

Examined on : 12 November 1999

Approved for Graduation on : 12 November 1999

Graduate School of Business
Assumption University
Bangkok Thailand
November 1999

ABSTRACT

This thesis presents the factors associated with organizational empowerment as a means of improving organizational competitiveness in the marketplace. The methodology used is a case study of a small, private-sector hotel that used this strategy to improve its productivity, product quality and profitability. The results of this research were then examined to determine whether the successful practices identified in this organization can be applied to its affiliate hotels which attempts to adopt empowerment. The paper summarizes the organizational characteristics which generally present the factors associated with organizational empowerment. It has been successfully explored, as reported in current management literature. It includes the following: team, empowerment of processes and events, organizational readiness and empowerment of organization. It documents how the research was structured to identify the crucial organizational attributes necessary for empowerment, and to assess the benefits to be derived by an organization that is currently transitioning to an empowered work force. From the results of this research, it appears that there is an insignificant gap between the perception of studying the factors associated with organizational empowerment as viewed by management and the reality as viewed by employees or even compared between operational office and back office of the hotel. The results of this research were then

used to offer recommendations for the exploration of the factors associated with hotel’s own empowerment.



ACKNOWLEDGMENTS

No project of this scope is ever successfully completed by one individual. I would very much like to acknowledge and thank those who have assisted and advised me on this research.

First of all, the authors of the various pieces included here have contributed their thoughts, research ideas, opinions, and expertise to this study. Without the rich mixture of interest, talent and its educational establishment today, this collection of readings would not have been possible. It is my great fortune that my boss, Mr. Mark Hennebry and my colleagues had supported and encouraged me to do this research.

Dr. Teay Shawyun, the advisor and the chairman of the examination committee suggested the idea to me and carefully reviewed this thesis. Dr. Perla Rizalina M. Tayko and Dr. Laura A. Lintao, the committee members generously gave their time and advices which are too numerous to remember.

Mr. Sakrin Sampaophol, the chairman of MM#1 was pressed into duty at various times, particularly as the deadline loomed, and with a seemingly limitless depth of good cheer managed to help me alert on the deadlines.

At a time when I was experiencing serious deadlines stress, my husband, Mr. Khampanart Hongwetchakul, helped me remember the important things in life. He

stressed that they are not deadlines but people and relationships. He is my best friend and keeps me from building up too many frequent flier miles while on ego trips, but most of all he makes life...no matter what's happening...fun. As much as anything else, this knowledge kept the research move along.

Without the assistance of the supporters listed above, this research would never have reached closure. I sincerely hope that anyone who attempts this similar project must have great good fortune to be supported as I have.

For the value and usefulness of this thesis, I would like to extend my sincere thanks and gratitude to my parents, my son and all supporters in this thesis.

Rutchanee Janyajarasporn

Researcher



TABLE OF CONTENTS

Abstract	i
Acknowledgements	iii
List of Tables	viii
List of Figures	xiii
CHAPTER 1. GENERALITIES OF THE STUDY	1
1.1 Background of the Study	1
1.2 Objectives of the Study	4
1.3 Statement of the Problem	5
1.4 Scope of the Study	7
1.5 Limitations of the Study	8
1.6 Significance of the Study	8
1.7 Definition of Terms	10
CHAPTER 2. REVIEW OF RELATED LITERATURE AND STUDIES	15
2.1 Today's Organizations and Empowerment	16
2.2 What is Empowerment?	18
2.3 Processes which are Required for Empowerment	19
2.3.1 Team	21
2.3.2 Empowerment of processes and events	32
2.3.3 Organizational readiness	45
2.3.4 Organizational empowerment	50
2.4 Summary	57

CHAPTER 3. THEORETICAL AND CONCEPTUAL FRAMEWORKS	60
3.1 Theoretical Frameworks	61
3.2 Conceptual Frameworks	66
3.3 Research Hypothesis	68
3.4 Attributes Model of Organizational Empowerment	69
CHAPTER 4 RESEARCH METHODOLOGY	83
4.1 Methods of Research Used	83
4.2 Respondents and Sampling Procedure	85
4.3 Research Instrument / Questionnaire	88
4.4 Collection of Data / Gathering Procedures	91
4.5 Statistical Treatment of Data	93
4.6 Summary	98
CHAPTER 5 PRESENTATION AND CRITICAL DISCUSSION OF RESULTS	100
5.1 Presentation of Data, Data Analysis and Data Interpretation	100
5.2 Summary	152
CHAPTER 6 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	154
6.1 Summary of Findings	154
6.2 Conclusions	165
6.3 Recommendations	168
6.4 Recommendations for Future Research	173
6.5 Summary	173
APPENDIX 1. BIBLIOGRAPHY	175

APPENDIX 2. ALL MODELS AND TABLES	183
APPENDIX 3. SAMPLE QUESTIONNAIRE	223
APPENDIX 4 CRITICAL VALUES OF THE F DISTRIBUTION	237



LIST OF TABLES

<i>Table-Number</i>	<i>Page</i>
2.1 Different Business Culture	17
4.1 Number of Population and Sampling Size of Managers and Staffs of the Hotel Industry	87
4.2 The Construction of the Questionnaire	89
5.1 Means and Standard Deviations of Team Structure from Operational Office	183
5.2 Means and Standard Deviations of Team Structure from Back Office	184
5.3 Means and Standard Deviations of Team Culture from Operational Office	185
5.4 Means and Standard Deviations of Team Culture from Back Office	186
5.5 Means and Standard Deviations of Sharing of Information from Operational Office	187
5.6 Means and Standard Deviations of Sharing of Information from Back Office	188
5.7 Means and Standard Deviations of Common Goals from Operational Office	189
5.8 Means and Standard Deviations of Common Goals from Back Office	190
5.9 Means and Standard Deviations of Boundaries, Givens and Limitations from Operational Office	191
5.10 Means and Standard Deviations of Boundaries, Givens and Limitations from Back Office	192
5.11 Means and Standard Deviations of Roles from Operational Office	193
5.12 Means and Standard Deviations of Roles from Back Office	194

5.13 Means and Standard Deviations of Norms from Operational Office	195
5.14 Means and Standard Deviations of Norms from Back Office	196
5.15 Means and Standard Deviations of Internalized Discipline from Operational Office	197
5.16 Means and Standard Deviations of Internalized Discipline from Back Office	198
5.17 Means and Standard Deviations of Team from Operational Office	102
5.18 Means and Standard Deviations of Team from Back Office	103
5.19 Means and Standard Deviations of Leadership from Operational Office	199
5.20 Means and Standard Deviations of Leadership from Back Office	200
5.21 Means and Standard Deviations of Learning Process (Training) from Operational Office	201
5.22 Means and Standard Deviations of Learning Process (Training) from Back Office	202
5.23 Means and Standard Deviations of Learning Process (Reward) from Operational Office	203
5.24 Means and Standard Deviations of Learning Process (Reward) from Back Office	204
5.25 Means and Standard Deviations of Empowerment of Processes and Events from Operational Office	107
5.26 Means and Standard Deviations of Empowerment of Processes and Events from Back Office	108
5.27 Means and Standard Deviations of Personal Responsibilities	

from Operational Office	205
5.28 Means and Standard Deviations of Personal Responsibilities from Back Office	206
5.29 Means and Standard Deviations of Structural Change from Operational Office	207
5.30 Means and Standard Deviations of Structural Change from Back Office	208
5.31 Means and Standard Deviations of Management Support from Operational Office	209
5.32 Means and Standard Deviations of Management Support from Back Office	210
5.33 Means and Standard Deviations of Feedback from Operational Office	211
5.34 Means and Standard Deviations of Feedback from Back Office	212
5.35 Means and Standard Deviations of Organizational Readiness from Operational Office	110
5.36 Means and Standard Deviations of Organizational Readiness from Back Office	111
5.37 Means and Standard Deviations of Commitment and Achievement of Corporate Objectives from Operational Office	213
5.38 Means and Standard Deviations of Commitment and Achievement of Corporate Objectives from Back Office	214
5.39 Means and Standard Deviations of Enhancement of Decision Making Authority and Responsibility from Operational Office	215
5.40 Means and Standard Deviations of Enhancement of Decision Making Authority and Responsibility from Back Office	216

5.41 Means and Standard Deviations of Viability/Profitability from Operational Office	217
5.42 Means and Standard Deviations of Viability/Profitability from Back Office	218
5.43 Means and Standard Deviations of Product Quality/Productivity from Operational Office	219
5.44 Means and Standard Deviations of Product Quality/Productivity from Back Office	220
5.45 Means and Standard Deviations of Enhancement of Employee Morale and Potentials from Operational Office	221
5.46 Means and Standard Deviations of Enhancement of Employee Morale and Potentials from Back Office	222
5.47 Means and Standard Deviations of Empowerment of Organization from Operational Office	114
5.48 Means and Standard Deviations of Empowerment of Organization from Back Office	115
5.49 Pearson Chi-Square Tests of the Relationship Between Team and Empowerment of Processes and Events	118
5.50 Pearson Chi-Square Tests of the Relationship Between Empowerment of Processes and Events and Organizational Readiness	120
5.51 Pearson Correlation Coefficient Tests for the Correlation of Team to Empowerment of Organization	124
5.52 Pearson Correlation Coefficient Tests for the Correlation of Empowerment of Processes and Events to Empowerment of Organization	128

5.53 Pearson Correlation Coefficient Tests for the Correlation of Organizational Readiness to Empowerment of Organization	131
5.54 F Ratio/ANOVA for the Differences of the Factors Associated of a Team, Empowerment of Processes and Events, Organizational Readiness and Empowerment of Organization	137
5.55 T Test Statistic under the Part of Staffs in Operational Office	142
5.56 Frequency Table of Number of Respondents in Most Significance Problem	143
5.57 Spearman's Rank Correlation Coefficient of All Respondents Regarding Problems in Organizational Empowerment	146
5.58 Frequency Table of Number of Respondents in Most Significance Suggestions	148
5.59 Spearman's Rank Correlation Coefficient of All Respondents Regarding Suggestions in Organizational Empowerment	151
6.1 Summarization for the Perceptions of the Respondents Within Operational Office	155
6.2 Summarization for the Perceptions of the Respondents Within Back Office	157
6.3 Summarization of Hypothesis Tests in Operational Office	160
6.4 Summarization of Hypothesis Tests in Back Office	162
6.5 Summarization of Hypothesis Tests in Overall Operational Office and Back Office	163

LIST OF FIGURES

<i>Figure-Number</i>	<i>Page</i>
3.1 Theoretical Framework of Empowered Team	62
3.2 Theoretical Framework of Empowerment of Processes and Events	63
3.3 Theoretical Framework of Organizational Readiness	64
3.4 Theoretical Framework of Organizational Empowerment	65
3.5 Conceptual Framework	67
3.6 Attributes Model of Organizational Empowerment	70



CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Background of the Study

Business today is going towards globalization; there are more competitions amongst the organizations in the same business types. The current environment of competition and scarce resources in business requires managers to behave differently to be effective and help the organizations thrive. As every organization goes about meeting challenges and making continual work improvements, they seek the support, involvement, and commitment of their employees.

Organizations are demanding more from their employees than ever before. Higher customer expectations, increased globalization, more sophisticated technology...these are a few of the conditions at work. It's an environment where traditional command-and-control hierarchies are increasingly less appropriate. Instead, employees must learn to take initiative, be creative, and accept responsibility for their actions. They need to be "empowered"...or so a growing consensus indicates (Quinn and Spreitzer, 1997). This requires a transfer of control and power. Managers have to understand and lead people to build an empowered workplace. It demands creating a new type of working environment.

Many approaches to organizational change, such as total quality management, re-engineering, and self-managed teams, depends on employee involvement and empowerment (Quinn and Spreitzer, 1997). Empowered organizations view employees at all levels as true partners in achieving their objectives and push down decision-making responsibility to those close to internal and external customers. Such practices allow organizations to tap into the creativity and energy of their employees to an extent that is not possible with traditional forms of management. Moreover, they build flexibility to respond readily to a rapidly changing external environment.

Despite feelings that empowerment can give an organization competitive advantage, and despite the fact that many managers agree that empowerment is desirable, companies often run into problems during implementation. Therefore, upon completion managers have to assess the organization's empowerment level whether it is ready to be empowered or not. This is the primary issue.

For service industry, in some ways, has more to gain from empowerment than manufacturing organizations. For most, the only way to create a competitive edge is through their people and the quality of service they can provide. Many leading service organizations, including The Holiday Inn, Marriot Hotel have created the edge they need by allowing their staffs to decide, on the spot, what is best for the customers. Yet empowerment in the service industry as hotel industry is a risky business. If, for example, an empowered sheet metal worker wants to try a new procedure, he can do it in a controlled environment, at the cost of some time and raw materials. Service workers, however, must experiment in real time, in front of real customers. If they get it wrong, there is no safety net.

One of the biggest worries with empowering customer-facing staff is the risk, or at least the fear by management, that staff will be more accommodating than necessary, to make life easier for themselves – that they will, in short, give away the shop. That is why the front-line staff should be provided with guidelines, and clearly defined limits within which they can use their discretion. It is essential in empowering front-line service staff.

Services are performed in the customer's presence, errors are inevitable. In Thailand's service industry, the hotel industry are now facing more and fiercer competition, there are some hotels still had tall structures, much organizational hierarchies, narrow span of control whereby bosses make most of the decisions and subordinates are only expected to support and implement them. Organizational members do not understand the direction in which their organizations are moving, disagree about which priorities demand attention and do not think they have sufficient autonomy to make improvements.

Argued from the point of view of the executive search professional that, in this era of the global economy, an awareness of the changing world of work and a proactive approach will enable individuals to be more flexible in meeting demands from the marketplace. In order to survive and flourish in the face of rapid organizational change, organizations will need to demonstrate an entrepreneurial attitude and a willingness to take risks (Alexander, 1998). Organizations must be more flexible and organic. Workers are expected to be adaptable and self-managing. Managers must involve others in decision making and facilitate broad participation and accountability (Eisenhart, 1993; Lawrence and Lorsch, 1967).

At present the situation of the hotel industry seems to be an organization is in the traditional system. Some organizational members think that they are not trusted or sense little support from their organizations and they do not think their organizations provide necessary information so that they can meet their responsibilities. Obviously, these are some of the empowerment problems for the organization. So for the hotel to create an effective empowerment, first of all, the need to study the factors associated with empowerment in this hotel industry should be done.

The subject for this research is Banyan Tree Resort Hotel, Phuket. This luxury villa hotel was opened on May, 1995. The hotel consists of 52 garden villas and 46 pool villas. Each villa has its own garden or swimming pool, ensuring privacy for its occupants. The uniqueness of the hotel is further enhanced by one of the most complete spa and body treatment complexes in South East Asia offering sauna, hydrotherapy, therapeutic massage and aromatherapy in individual pavilions. Banyan Tree Resort Hotel is managed by the Banyan Tree Group, one of the successful hotel management groups in Asia. The location of the hotel is in Phuket Province which provides convenient access for conducting the research because the researcher is one of the members of the management team.

1.2 Objectives of the Study

The purpose of this thesis is to study the empowerment of the organization by studying the factors such as the team, processes and events and readiness which requires successful setting up of organizations. The findings of this study will contribute to a

body of knowledge to enhance the hotel's understanding of empowerment and will be used as the basis to create and run such an organization.

1.3 Statement of the Problem

To document the hotel's empowerment, the researcher wishes to seek answer from managers and staffs level, both in operational office and back office to the following specific objectives of the study:

1. What are the perceptions of the respondents on the factors associated to a team in terms of:
 - 1.1 team structure?
 - 1.2 team culture?
 - 1.3 sharing of information?
 - 1.4 common goals?
 - 1.5 boundaries, givens and limitations?
 - 1.6 roles?
 - 1.7 norms?
 - 1.8 internalized discipline?
2. What are the perceptions of the respondents on the factors associated to empowerment of processes and events in terms of:
 - 2.1 leadership?
 - 2.2 learning process (training and rewards)?

3. What are the perceptions of the respondents on the factors associated to organizational readiness in terms of:
 - 3.1 personal responsibilities?
 - 3.2 structural change?
 - 3.3 management support?
 - 3.4 feedback?
4. What are the perceptions of the respondents on the empowerment of the organization in terms of:
 - 4.1 commitment and achievement of corporate objectives?
 - 4.2 enhancement of decision making authority and responsibility?
 - 4.3 viability/profitability?
 - 4.4 product quality/productivity?
 - 4.5 enhancement of employee morale and potentials?
5. What is the relationship between team and empowerment of processes and events?
6. What is the relationship between empowerment of processes and events and organizational readiness?
7. What is the correlation of team, empowerment of processes and events, and organizational readiness to empowerment of organization?
8. Are there differences in the responses of the four levels of respondents in terms of a team, empowerment of processes and events, organizational readiness and empowerment of organization?
9. What are the problems encountered by the respondents in adapting organizational empowerment?

10. What are the respondents' suggestions regarding the empowerment of the hotel industry?

1.4 Scope of the Study

Qualitative research is required to investigate a problem or phenomenon which does not lend itself to empirical or objective evaluation (Creswell, 1994). A case study is a type of qualitative research which allows the researcher to review a single problem or entity in great detail and provide valuable insight for evaluation or problem solving (Cooper and Emory, 1995). This study is not intended to provide definitive data to be used to modify current or implement new policies or procedures within the hotel industry; it is intended to contribute to the hotel's body of knowledge about empowerment. The study is confined in the factors associated to team, empowerment of processes and events and organizational readiness as the respondents will come from the staff of Banyan Tree Resort Hotel, Phuket.

The manufacturing industry of our economy has reported numerous instances where empowered workers have made significant contributions to productivity and product quality. The same type of improvements may be available in the service industry if empowerment can be successfully implemented. By studying, we will be able to understand the phenomenon of empowerment, the cultural and business practices and the changes required for its associated factors.

The study considered only one service industry, a hotel industry which is located in a southern town, Phuket. Through geographic location, the hotel is readily accessible and

has demonstrated willingness to cooperate in the research effort which though representative of a company in a specific industry might not be representative of other companies in other industries. Specific information about the conduct of the study and the information to be collected from the population and samples will be presented in Chapter Four.

1.5 Limitations of the Study

There are numerous shortcomings associated with the current research on data collection efforts, but these shortcomings do not necessarily invalidate the findings. Foremost is the structure of the overall research effort itself. The qualitative, subjective nature of the study allows researcher and research subject bias to enter the data that is gathered. The inexperience and personal bias of the researcher were certainly present in the selection of the questionnaire questions and the manner in which the questions were presented to the subjects, as well as in the interpretation of their answers. Another shortcoming of the method is that the research did not control for other causes of hotel's improved fortunes over the last two years, such as a generally improved economy, or improvements in the machine and tooling market in which hotel competes.

1.6 Significance of the Study

In the past, it had shown that when environment are predictable and stable, organization can function as routine on control. The work can be expected to follow rules and procedures and to engage in standardized and formalized behavior. The managers can maintain control regardless of the strategy and direction pursued by the organization. However, for modern business environment under high competitiveness, speed and complexity, effectiveness management is to be more flexible, autonomous, less centralized, less autocratic leadership in order to meet the prerequisites for high performance organization.

Empowerment has become a key concept, and in many cases a key practice, of managing organizations in the 1990s. Empowered organizations gave their employees much more independence, decision making authority and responsibility than their traditional counterparts. These organizations rely on empowered teams, within certain limits, to make decisions that managers reserve for themselves in traditional organizations.

A study of the factors associated with empowerment in the hotel industry is studying for the spirit that exists when each of members in the organization feels responsible for and is capable of helping the organization achieve its business goals. It is a spirit that is put into action where members work cross-functionally, as teams and as individuals to better serve the customers. It requires that members know and understand how their job relates to the company's goals and that they have the knowledge, skills and opportunities needed to reach their maximum potential to contribute to these objectives.

Furthermore, this study will bring the organization to know that for empowerment to succeed, management must create an environment for establishing challenging goals

and where training and the sharing of information help each of the members to increase their involvement and expand their ability to contribute. It is based in open, precise and timely communication with emphasis on listening and mutual trust. It is management's sharing and expanding accountability, authority and responsibility, while still retaining ultimate accountability and providing leadership.

Finally, the driving force behind the evolution toward an empowered environment for the hotel industry is the need to serve the customers and make a profit for the organization.

1.7 Definition of Terms

Organizational Readiness. The organization is willing or eager to do something or being prepared for something. (Sinclair, 1992)

To Empower. To enable, to allow or to permit and can be conceived as both self-initiated and initiated by others. It is an act of building, developing, and increasing power through cooperation, sharing, and working together. (Vogt and Murrell, 1990)

Empowerment. Building the climate wherein employees at all levels will want to be fully involved in and totally committed to the successful achievement of the overall corporate objectives thereby developing both the organizational and personal performances/potential. (Long, 1996)

Organizational Readiness For Empowerment. The organization is willing or eager to put on the power which goes to employees, who then will experience a sense of ownership and control over their jobs. (Sinclair, 1992)

M.M.
St. Gabriel's Library
26290 c.1

Team. A group of individuals working together to achieve a common business objective through collaborative decision making (IBM Teams :1992 Framework:).

Team Facilitator. He is a group process consultant who coaches the team leader, advises the team sponsor on team dynamics and trains the team to use team methods and improvement tools. (Pokras, 1995)

Team Leader. He is an elected or appointed team member who builds the team and guides joint action on its work: not an authority figure or a supervisor, but a team member who has a unique function as team members' coach, work coordinator, public relations organizer. (Pokras, 1995)

Team Sponsor. He is the manager who is responsible for the team's problem or process. It is primarily responsible to a customer for a product or service, controls the resources by role or by delegation, chooses to seek solutions or improvements through teamwork and has the authority to approve or reject team recommendations. (Pokras, 1995)

Team Structure. The way in which team is made, built or organized, with all its different parts or aspects forming a particular shape, pattern, or system. (Sinclair, 1992)

Team Culture. A particular society or civilization, especially considered, produced or shared in relation to its ideas, its art, or its way of life. Culture defines "how the team gets things done" and refers to the attitudes, assumptions, interactions, and methods the team uses. (Aranda, et.al, 1998)

Share Of Information. Employees are winning access to the knowledge once monopolized by management. As knowledge is redistributed, so, too: is the power based on it. Power is shifting because it is essential for survival. (Toffler, 1998)

Common Goals. A team's goal is a future state of affairs desired by enough members of a team to motivate the team to work towards its achievement. Team members share an ideal and unique image of the future accomplishments when they work together. This image tells team members how their values and interests will be served by the accomplishments as they strive to achieve. The goals of the group create a vision that focuses their efforts. (Katzenbach and Smith, 1994)

Internal Commitment. It is participatory and closely allied with empowerment. Management and individuals jointly define performance goals that are challenging for the individual. Individuals define tasks, the behavior required to perform tasks and the importance of the goal. (Argyris, 1998)

Boundaries, givens and limitations. It is the limit or extent of an area of thought, problem, condition, and others or the line which distinguishes it from others of a similar kind. (Sinclair, 1992)

Roles. It is the position that it has in a particular situation, which determines how much it is involved in the situation or how much responsibility it has or a set of expected behavior patterns attributed to someone occupying a given position in a social unit. (Robbins, 1991)

Norms. It is a sentiment shared by members of a group concerning what should or should not be done (Mukhi et al., 1988). Norms, therefore, help to form behavior, but they do this without drawing on external controls. Team norms tend to be task-focused, valuing activities and practices which encourage efficient or thorough work and sanctioning activities which reduce efficiency or quality.

Internalized Discipline. The practice of making people obey strict rules of behavior which is a belief or a set of values, people make it to become a part of their attitude or way of thinking. Punishing them when they do not obey or have done wrong. (Sinclair, 1992)

Empowered Team. It is a natural work group of employees who are responsible and accountable for a whole work process, product, or service. It shares leadership; collaborates to continuously improve its work processes; plans and makes decisions relative to methods of work, priorities, and assignments; and resolves problematic issues. (Robinson, 1997)

Empowerment Process Events. It refers to basic conditions which are required for the creation of empowered organization. (Lovey, 1998)

Leadership. The qualities that make someone a good leader. The ability to make decisions, give orders, and gain people's respect and trust. (Sinclair, 1992)

Learning. It is the process that a team uses to continually improve the way it performs. Team learning addresses how the team thinks, as well as improving interaction and problem-solving skills. (Aranda, et.al, 1998)

Training. The process of learning the skills that people need for a particular job, activity or situation. (Sinclair, 1992)

Reward. The motivational strategy that links desired behaviors with employee-valued outcomes. Such positive reinforcement gives an employee more incentive for exceptional accomplishment than does disciplining. (Whetten and Cameron, 1995)

Dialogue sessions. It is knowledge or skills that has been gained through communication or discussion between people or groups of people. (Sinclair, 1992)

Feedback. An information regularly received by individuals from superiors about their performance on a job. Knowledge of results permits workers to understand how their efforts have contributed to organizational goals. (Whetten and Cameron, 1995)



CHAPTER 2

REVIEW OF RELATED LITERATURE AND STUDIES

Given the realities of today's rapidly changing business environment and the intense pressures associated with global competition, corporations today are interested in any strategy that promises increased productivity at reasonable cost. Thus it is no surprise that many companies have embraced the concept of empowerment to achieve that elusive competitive "edge" with varying results. There have been a number of studies and innumerable articles that explore various aspects of factors associated with empowerment. These include such things as employee participation in management decision making, implementing team based employment and utilization of specially designed compensation systems.

This chapter will synthesize the recent literature and studies concerning the factors associated with empowerment. Aspects to be reviewed will include key factors necessary to successfully set up teams, empowerment processes and events and organizational readiness for empowerment as a management strategy for increasing effectiveness and competitiveness in the business environment.

2.1 Today's Organizations and Empowerment

The word *empowerment* has been in vogue in the 1980s and 1990s. The concept of empowerment has been referred to in many books and articles in the last few years, and it has become popular to use the term to refer to everything from teambuilding to decentralized structures.

Nowadays, the compression of management layers in large corporations and general down-sizing efforts have placed middle managers on the endangered species list. That's because it appears that the organization still employs several managers who have not fully embraced worker empowerment. While they may try to embrace empowerment and team to enhance their value to the corporation and ensure their future, many middle managers are unable to succeed because they have finely honed managerial skills which get in their way. In other words, they're being defeated in an empowered environment by the same characteristics that made them successful in a traditional environment. For example, in traditional organizations managers are expected to be "bosses" who direct how a job is to be done and who are responsible for the major decisions entailed in successfully concluding a project. Employees have been told that management knows best and that they are paid to work, not to think.

To succeed in this environment, aspiring mid-level managers soon learn to make decisions, give orders, follow up for completion, and take credit for overall completion of the job. Employees learn to keep quiet, to avoid initiative (doing a good job is rewarded with more work), and to be followers. Unfortunately, these values conflict with those

needed in an empowered environment (Brown, 1993). The different business culture is shown on Table 2.1 as follows:

Table 2.1: Different Business Culture

Traditional Directorial leadership Decisions by management Workers do as told Refer problems Seek a safe approach Take orders	Empowered Values Coaching Joint team decision making Team members innovate Solve problems Take calculated risks Be a self-starter
---	---

(Source : Jerry Brown (1993), Power sharing : One answer to empowerment false starts, Atlanta, GA, The Navran Associates' Newsletter).

Running through the research literature on organizational behavior and through the operations of many successful organizations, “Empowerment” emphasizes the power of confident people, passionately committed to meaningful goals, acting in accordance with their own higher values, taking risks and demonstrating initiative and creativity in the service of these goals (Thomas and Velthouse, 1985).

Vogt and Murrell have indicated in their publication; “*Empowerment in organizations : how to spark exceptional performance*”(1990), that, in the 1950s and 1960s the theme of individual well-being was embodied in the literature on motivation

and self-realization (e.g., Maslow, Rogers) and in a humanistic model of existence.

Today, this theme of individual well being is being expressed in terms of empowerment.

2.2 What is Empowerment ?

In order to effectively discuss the factors associated with organizational empowerment, it is essential to begin with a clear understanding of what empowerment is or what it means for employees to be empowered (Thomas and Velthouse, 1985).

Although some studies refers “empowerment” to “participation,” while others stress team-based employment, each uses a common set of assumptions about the basic concept of empowered employees, or an empowering organization. Some representative definitions includes the following :

Giving employees who are responsible for hands-on production or service activities the authority to make decisions or take action without prior approval; empowerment is recognizing and releasing into the organization the power that people already have in their wealth of useful knowledge and internal motivation; it means that supervisory and control responsibilities, which are commonly reserved for senior managers in traditionally organized firms, are entrusted to ...workers that, on a day-to-day basis transform inputs into outputs (Ivancevich, Lorenzi, and Skinner, 1994; Randolph, 1994; and Hunt, 1993);

Finding new ways to concentrate power in the hands of the people who need it most to get the job done – putting authority, responsibility, resources and rights at the most appropriate level for each task; it is the delegation of responsibility for decision-making

as far down the management line as possible; the controlled transfer of power from management to employee in the long-term interest of the business as a whole; and creating the circumstance where people can use their faculties and abilities at the maximum level in pursuit of common goals, both human and profit-oriented (Clutterbuck and Kernaghan, 1994).

Koestenbahm (1991), defined “empowerment” by a following simple equation :
“Empowerment = Direction x Support x Autonomy”. Note that the relationships are multiplicative, if any element equals 0, the product of the equation equals 0. Empowerment, therefore, involves shifting actual and perceived authority and responsibility for job performance and decision making from its traditional location in management positions, to a lower level in the organization where the actual work is being accomplished.

So empowerment really means: give workers authority, influence and control over their own destiny; involve people in decisions that affect them; create ownership and commitment to their team; allow them the freedom to implement their own decisions; make them responsible and holding them accountable; and help them to find their own way out of conflict instead of clamping down.

2.3 Processes which are Required for Empowerment

The beginnings of the concept of empowerment can be found in several places. The socio-technical approach (Lewin, 1951), combined two aspects of work in a systemic manner. The idea of job enrichment (Herzberg, 1968) work was focused on increasing

control and decision-making in one's work. The literature on job autonomy, (Herzberg, 1968; Mausner et. al., 1959; Hackman and Oldham, 1976) addressed another component of what is today referred to as empowerment.

Various researches have looked at the dimensions of empowerment through different perspectives. Control of one's own work, autonomy on the job, variations of teamwork, and pay systems that link pay with performance are all called empowerment. As this variety is examined, it becomes clear that some of them focus on an individual's ability and desire to be empowered.

Menon (1995) terms this dimension as the "empowered state". Alternatively, some of the items addressed, for instance: teams, job enrichment, pay for performance, employee stock ownership, are clearly not merely from the individual perspective. They are techniques that management uses to create an environment that allows for, and even facilitates, employees opting for an empowered state. Individuals must choose to take self-power or not. Leaders create an environment where individuals are able to make that choice. Not surprisingly, the approach to leadership that empowers subordinates as a primary component of managerial and organizational effectiveness is also called empowerment (Bennis, 1989; Block, 1987; Kanter, 1977; McClelland, 1975).

Blanchard, Carlos and Randolph (1996), defined empowerment as having the freedom to act but also the responsibility for results. They believe this freedom can be achieved by leadership sharing information with everyone, creating autonomy through delineating boundaries, and replacing hierarchies with empowered teams.

Another dimension has its beginnings in the analysis of internal organization power and control (Tannenbaum, 1968) which showed that the sharing of power and control increases organizational effectiveness. Others identify the team dimension of empowerment (Beckhard, 1969 and Neilson, 1986), research on discussion of employee participation and (Lawler, 1992) are also precursors of the idea of empowerment.

Having developed an understanding of empowerment, it can be divided into four groupings: team, empowerment processes and events, organizational readiness and multi-dimensional perspective of empowerment in organization.

2.3.1 Team. The use of work teams is becoming more and more prominent in organizations today. Corporation is learning that empowered work teams can and do offer creative and competitive solutions to problems such as product quality, morale, productivity and, most importantly, the viability of the organization. With a variety of corporate issues needing to be solved, there are many types of teams used for each situation such as cross-functional, continuous improvement, quality improvement, and ad hoc.

With the introduction and use of teams, corporations are migrating to a decentralized method of decision making. Team members are empowered to come up with and implement the best possible solutions to problems.

Many organizations have experienced performance improvements in quality, productivity, and cycle time through implementing teams. Teamwork changes how employees relate with each other. Respect and openness, two-way communication is increased. The improved interpersonal relations create a framework which enables all

team members to consider and suggest creative ideas for solving problems and improving work processes.

Lawler (1992), identified three types of teams that managers can use to foster a sense of empowerment and he also mentioned that managers can select among these three different types of teams, in order to help individuals increase their sense of empowerment through team membership. The details are as follows: *Suggestion teams*: are formed mainly to generate ideas for improvement. Interaction with team members helps generate more ideas than any person would have had alone; *Job-involvement teams*: include self-managing work teams organized to accomplish tasks. Work is coordinated among all members of the team, and team members take responsibility to reach one another through their own jobs; and *High-involvement teams*: are organized to affect an entire organization. They function like semi-independent businesses, and are rewarded on the basis of how well they provide needed products or services to others.

According to Hayes (1997), teams have a great deal of potential to contribute to modern organizational life. Positive working teams encourage flexibility, involvement and efficiency and the introduction of teamworking has been known to transform companies entirely.

Blanchard's (1988), commented: "*Most managers spend no less than 50 percent and possibly as much as 90 percent of their working time in some type of group activity. Groups or teams are the backbones of organizations. They can produce more and better solutions to problems than individuals can.*"

Margerison (1973), noted too, managers need to pay more attention to work groups and their attitudes than to individuals. While these opinions may be slightly overstating

the case, many organizations have indeed recognized the immense value of teams and have both expanded their scope of operation and implemented programs to develop their work.

Harris (1986), described a team as a workgroup or unit with a common purpose through which members develop mutual relationships for the achievement of goals/tasks. Teamwork, then, implies cooperative and coordinated efforts by individuals working together in the interests of their common cause. It requires the sharing of talents and leadership, role and playing of multiple roles.

Pokras (1995), noted that a team is a group of willing and trained individuals who are: united around a common goal; depending on each other to achieve it, decision is made by consensus; structured to work together; sharing responsibility for their task; and empowered to implement decisions.

Harris and Harris (1989), described that strategies which employ team management makes the achievement of the following goals feasible: for more autonomy and control over their (workers') work space; for more organizational communication and information; for more participation and involvement in the enterprise; for more meaningful and synergistic organizational relations; for more creative/high performance norms and standards; for improved productivity; and for more emphasis on enhanced quality of work life and entrepreneurialism.

In the way that the organization is functioning, it should identify a group of people who could work as a team on a specific activity or project and bring them together for a discussion of teamwork possibilities; encourage them to give their opinions freely; arrange communication and activities to bring people together and give them a sense of

belonging to the whole company or department; identify activities, events or communications which will encourage the people to be proud of belonging to the organization and make them happen.

The findings of Harper & Harper (1991), showed the key elements of high performing teams as the following: goals are understood and committed to; a climate of trust; open and honest communication among members; a sense of belonging and pride in accomplishments; diversity of opinions and ideas is encouraged; creativity and risk-taking is encouraged; team is constantly learning and improving itself; procedures are developed to diagnose, analyze, and solve problems; participative leadership is practiced; and decisions are supported and made together.

Glenn (1993), mentioned that an effective team has the following characteristics: *clear Purpose*: The vision, mission, goal, or task of the team has been defined and accepted by everyone. There is an action plan; *informality*: A comfortable, relaxed atmosphere; little tension or boredom; *participation*: Lots of discussion and participation in it; and *listening*: Members use effective listening techniques, such as questioning, paraphrasing and summarizing.

Others characteristics are: *civilized Disagreement*: No signs of avoiding, smoothing over, or suppressing conflict; *consensus Decisions*: For important decisions, the goal is substantial but not necessarily unanimous agreement through open discussion of everyone's ideas, avoidance of formal voting, or easy compromises; *open communications*: Team members feel free to express their feelings on the tasks as well as on the group's operation. There are few hidden agendas. Communication takes place

outside of meetings; and *clear roles and work assignment*: There are clear expectations about the roles played by each team member; work is fairly distributed.

Moreover, these characteristics also contribute: *shared leadership*: While the team has a formal leader, leadership functions shift from time to time depending upon the circumstances, the needs of the group, and the skills of the members. The formal leader models the appropriate behavior; *external relations*: The team build credibility with other parts of the organization; *style diversity*: The team has a broad spectrum of team-player types including members who emphasize attention to task (“Contributor”), goal setting (“Collaborator”), focus on process (“Communicator”), and questions about how the team is functioning (“Challenger”); and *self-assessment*: Periodically, the team stops to examine how well it is functioning and what may be interfering with its effectiveness.

Wellins, Byham and Wilson (1991), mentioned that highly effective teams are composed of groups of committed individuals who: trust each other; have a clear sense or purpose about their work; are effective communicators within and outside the team; make sure everyone in the team is involved in decisions affecting the group; and follow a process that helps them plan, make decisions, and ensure the quality of their work.

Similarly, Katzenbach and Smith (1993), also mentioned that team-building activities act as diagnostic tools to help the team as a whole to function well and had identified a set of eight basic principles for effective team-building in real-life organizational environments as follows: establish urgency and direction; select team members based on skills and skill potential, not personalities; pay particular attention to first meetings and actions; set some clear rules of behavior; set and seize upon a few immediate performance-oriented tasks and goals; challenge the group regularly with

fresh facts and information; spend lots of time together; and exploit the power of positive feedback, recognition and reward.

Hayes (1997) summarized that building an effective team involves as follows:

establish definite guidelines and a clear purpose for the team, so that the team members are aware of exactly what they are supposed to be doing and what resources they have available with which to do it; *make sure that a new team has dedicated time* in which team members can meet and determine how the team will approach its goals, and what its objectives and values are. This might involve some ‘time out’ of the organization in a different environment; *set up lines of communication within the organization* so that the team is able to communicate its findings, insights or useful experiences to other sections of the organization; and *ensure that the team receives positive feedback and encouragement from higher levels in the organization* and that it is aware that its achievements have been noted.

He also pointed out that empowerment is an important concept in teamworking. It is a management philosophy which assumes that day-to-day decisions about work are best undertaken by those who are doing that work. And an effective team is one which is able to take responsibility for what it is expected to do, which can make its own decisions and which can act to develop the resource-base or skill-base which it needs to undertake its task.

Employees often think of empowerment in terms of self-empowerment. They lose sight of the fact that teamwork and cooperation depends on each element in the system working in concert with every other elements (Landes, 1994). The team concept of empowerment probably developed out of the quality circle efforts of the 1970s and

1980s. Empowerment from this perspective is an act of building, developing, and increasing power through cooperating, sharing, and working together (Rothstein, 1995). In other words empowerment means managing organizations by collaboration where workers have a voice.

Schermerhorn, Hunt and Osborn (1991), introduced the word “teams” only when discussing autonomy and empowerment.

Hackman (1990), identified six different types of organizational support to team empowerment which teams require from the organization and go through them with the team leader, to ensure that the team has the resources and support it needs to function properly. Those six areas are as follows: *clear targets*: clearly defined task, need to be clear about the purpose which the team is supposed to serve; *adequate resources*: resources can take many forms as financial resources, staffing resources such as secretarial support. It needs a good mix of skills among the people who comprise the team, but it may also need suitable accommodation for meetings and so on; *reliable information*: teams need to access to specific source material. Having accurate information, the team’s decision-making can be realistic and it can also be essential in identifying when and where a problem may exist; *training and education*: team require additional skills or knowledge by training, coaching from a supervisor, reading around a topic or distance learning; *regular feedback*: organization need to establish systematic routes and procedures for teams to obtain regular feedback as teams carry out their tasks; and *technical and process assistance*: team may require a certain amount of technical support and process assistance as know-how in getting thing done in the organization itself.

According to Whetten and Cameron (1995), they presented in their journal that in “*Developing Management Skills*”, organizing team leads to empowerment. It can be comprehensively classified as follows: assign the team an important task or problem; let the team solve the problem and implement the solution; assign team facilitators, not team leaders; foster information sharing and learning; provide rewards for effective team membership; and help team members teach one another.

Mark (1991), described that the success ingredients in empowered team are as follows: clearly define goals and expectations; clearly established roles and responsibilities; well-documented guidelines of behavior and ground rules; open communication in an atmosphere of trust and mutual respect; structured to work together; and a desire to continuously improve and innovate.

Lovey (1998), pointed out that there are attributes to an empowered team or organization which must have been called “empowered”. The team and its member must: have clear their common goals; understand its boundaries, givens and limitations; perform reliably within their roles; embrace a common set of norms and values; and operate in a disciplined way under their conditions. That means that the team need to be given enough authority to make the day-to-day decisions about their work and enough power to make sure that things are done properly.

A means of coping with transforming into systems that are more flexible, informed, responsive, and adaptive for many organizations is the implementation of empowered teams in which employees are given more responsibility over their work. Team empowerment is a function of having the authority, resources, information, and accountability to carry out a job (Fisher, 1993). It also refers to the ability of teams to

monitor and modify their own processes and procedures. The concept of empowered teams has grown, with the percentage of organizations having increased from 26% to 35%, and penetration of teams in the organization from 10% of employees to 35% from 1990 to 1992 (Wellins, Byham, & Wilson, 1991). More recent estimates indicated that half of all major corporations are exploring the use of team-based systems (Osterman, 1994).

The reasons given for moving towards empowered teams includes improved quality and productivity/service, reduced operating costs, greater flexibility, simpler job classifications, faster response time, increased job satisfaction and commitment (Wellins, et. al, 1991).

One of the obstacles to empowerment is obtaining employee acceptance of the concepts. There are studies cited that several reasons for employee reluctance to embrace empowerment, includes concerns about accountability and inexperience with team-based employment. Some employees do not want to accept the accountability for their work, which is a key ingredient of empowerment. Others need to believe their efforts will yield positive results, and that their work is meaningful (Ivancevich, et. al, 1994).

The study conducted by Bemowski indicated that employees' experience with teams in the past have not always been positive, and that may preclude them from initially reacting favorably to team work. In addition, the traits required to achieve team successes are not always compatible with the values of individuality and choice. The study found that companies need to demonstrate how individuals will gain a personal benefit from team participation, and to provide each team member with a goal that, if achieved, will lead to a reward (Bemowski, 1995).

As Parker and Price cited in their research that empowerment is actually beneficial to employees, providing more intrinsically rewarding work, generating less stress, and promoting better physical and mental health (Parker and Price, 1994).

The data from the above studies indicated that employees who exhibited reluctance towards empowerment initiatives may not be unwilling to accept responsibility for their own work, but are worried about the team work concept, based on previous experiences.

Furthermore, not all reengineering and empowerment initiatives have been so favorable in outcome. The success rate for Fortune 1000 corporate reengineering efforts has been reported at well below 50% (Strebel, 1996), and participatory management was assessed by more than 250 managers as having generally not accomplished much (Heckscher, 1995). The failure rate of teams is reported to be as high as 55% in some cases (Mention & Jolly, 1996).

As organizations change from hierarchical and authoritarian to more networked , teams may become caught in the confusion of transition. The development of empowered teams requires support from the top. Although bottoms-up approaches are touted as organic and natural, there are many examples of less than successful efforts without management support (Wysocki, 1990). Teams are not often integrated into the organizational hierarchy as reflected in a study of 4,500 teams across 50 organizations. The study found that there was inappropriate compensation and reward systems, and high competition between teams and departments (O'Conner, 1990). Many workers are initially enthused by the opportunity to work in empowered teams, only to become

discouraged and demoralized when they realize their decisions are overlooked or overridden by top management; expected autonomy is compromised by having to seek management approval.

An example is the American Quality Foundation study which found that 70% of American workers were afraid to speak up or ask for clarification of a communication (Hammonds, 1991). The degree of organizational commitment to teams is pivotal in their introduction, and is demonstrated by the degree of support the teams receive (Pence, 1996).

Managers themselves can become a source of resistance to teamwork. The downsizing and delayering of organizations has often made middle managers, perhaps more than other segments, vulnerable. An example is a Canadian Aerospace Company which reduced its middle manager by 50%. Although many displaced managers are often reassigned as trainers, coaches, team leaders, or technical experts, such changes are perceived as striking at the heart of one's security, identity, and power (Wellins, et. al, 1991). Without training and changing management philosophy, these reassigned managers may continue their directive styles as team leaders, thereby vitiating team spirit and confusing members with another inconsistency.

In summary, based on the literature above, empowerment can be comprehensively classified to benefit the team members as follows: empowerment to do what is right and needed; more information, knowledge, and decision-making capability; more involvement in decisions; ability to solve problems; ability to innovate change; more personal pride in the quality of the product or service; a feeling of ownership in the company; a team effort; rewards: tied to productivity; individual growth and

development: constant training; tapping into one's leadership abilities; and variety and challenge.

2.3.2 Empowerment of processes and events. Obviously, empowerment does not form spontaneously. As Lovey (1998), pointed out that there are three basic conditions which are required for the creation of empowered team and empowered organization: *leadership*: leaders themselves need to be prepared, trained and coached; *training*: team members need training in the skills and mindsets; and *regular retreats or camp meetings* where the team can look at itself in perspective.

A study conducted by Howard (1997), revealed that in empowered organization, leaders need training in empowering leadership. Thus, leaders must learn to change not only their mental images but their behaviors. This is best accomplished by developing programs which emphasized practicing empowering leadership concepts in daily behaviors, receiving feedback, and practicing again. If leaders at the top can show pace-setting role models of empowering leadership, those in the lower part of the organization will be both guided and rewarded.

There are some tools that are available to managers to assist employees in overcoming their reluctance and/or inability to accept empowerment initiatives. Those basic conditions are required for the empowered organizations as follows :

2.3.2.1 Leadership. An empowered leadership concept does not focus exclusively on the “individual manager as a hero” but looks at the group or organization development in a process as a whole (Bradford and Cohen, 1984).

The conceptualization and implementation of empowerment points clearly to the need for a new style of effective leadership. Tannenbaum, Kallajian & Weschler (1954), described five behavioral tasks for the group leader, which have direct application for today's empowered manager as follows: *create situations conducive to learning*: The leader's role in establishing the necessary learning climate is an essential aspect of empowerment; *establish a model of behavior*: Leaders' willingness to take risks change work patterns, recognize their own strengths and limitations, and actively integrate self and work which provides others with models from which to try out as being empowered; *introduce new values*: Accepting the validity of value clarifications and allowing time for that process as part of the empowering process; *facilitate the flow of communications*: Empowerment requires information sharing, especially as it relates to expectations. And it also requires information relevant to task achievement; and *participate as an expert*: The leader's key function is to empower others, often by sharing his or her expertise developed from experience, research, or course work, knowing *when* to be expert is a critical factor in the empowering process.

Kouzes and Posner, in *"The Leadership Challenge"* (1987), presented a leadership model and suggested that there are five different dimensions of leadership that exist within the teams in the empowered organization: *a shared and inspired vision*: team members must be sure that they understand and believe in the team's purpose and that everyone in the team will grow from pursuing that vision. In the team this can be presented by: the level of energy given in the team task; the quality of ideas coming from team; and the values displayed through team culture.

Challenging team and task processes: team members must develop the skills and attitudes necessary to be innovative. In the team this can be presented by: use of constructive conflict in decision making; tolerance for diversity in people and responsibilities; and ability to think outside current mindsets. *Modeling team behavior:* team members must follow the ground rules they establish and commit the time and energy necessary for the team to define and achieve its purpose. In the team this can be presented by: use of effective facilitation skills; evidence of rituals supporting team rules and events; and extent of sharing information with those inside and outside team.

Enabling team members and others: a characteristic of effective teams is that they strive to make each other successful and to build trust with those inside and outside the team. Everyone on the team must be better off for having been on the team. Relationships outside the team are based on partnerships. This can be presented by: a high level of trust within the team and with external constituencies; evidence of continuous team learning and growth; and development of self-esteem and confidence in team members. *Encouraging the heart:* teams are often given difficult tasks. Within the team there must be a supportive climate where individual talents and contributions are recognized and successes celebrated. This can be presented by: public recognition of team member competency and expressed value of team members; rituals of celebration; and an ability to acknowledge and build on the ideas of others.

Shackleton (1995), identified six aspects of a leader's role in empowerment. The leader who being referred to is the person with high position in the organization, who is actually empowering the team - the team's manager, rather than the leader within the team itself. The qualities required of an empowered leader, according to Shackleton, is

identified as follows: *respect and belief*: people who believe in the potential of the team, and are able to identify and build on people's strengths as well as their weaknesses; *confidence*: the leaders find new roles, through encouraging the work-force to take on more challenges, and through opening up new avenues and directions for their own work. Self-confident leaders know that their value to their organization is more than just being able to tell people what to do; and *training*: the leaders to involve the work-force in the process, encouraging employees to identify their own training needs while also fostering their self-confidence and encouraging them to become more aware of, and to apply, their existing skills.

Boundaries: setting clear boundaries so that everyone - both staffs and managers - can be sure about what actually has been empowered, and which aspects of the work remain under higher levels of control; *information*: the team itself is able to specify the information that it needs, when it will need the information, and which of their members will need to have it. The manager's task, in this respect, is to facilitate the transfer of this information and make sure that the team is provided with what it needs; and *rate Of Progress*: the manager will need to work closely with the team's leader, to ensure that the team has practical working objectives which can help the team members to know whether they are working effectively to their organizational schedules or not.

Katzenbach and Smith (1993), identified six principles of good team leadership or the role of leadership in empowering team as follows: *keep the purpose, goals and approach of the team relevant and meaningful*: make sure that the goals and targets of the team are clear, so that all team members know what the team has to achieve. Break the overall goal down into a number of smaller, manageable targets; *build commitment*

and confidence in team members: encouraging team members' commitment to the overall goal, as well as encouraging the development of responsibility and autonomy; and *strengthen the mix and level of skills in the team:* work towards developing a set of sub-goals or targets which can be used to identify training needs within the team.

Manage relationships with outsiders, including removing obstacles from the team's path: communicating clearly about the team's values, aims and objectives, so that others in the organization will gain a better understanding of what the team is doing and why; *create opportunities for other members of the team:* individual team members can take on responsibility and contribute to the overall task at hand. Use these to help to build up self-confidence, which in turn will contribute to a professional and committed approach; and *do real work:* streamline obstructive organizational processes which cause delays in the transmission of information or the implementation of reforms. Really do believe in the team and are prepared to do their utmost to make it work.

Due to empowerment, it does not mean that empowered teams have no leaders. On the contrary, such teams must have leaders who know the concepts, understand empowerment and have all the skills to guide the team through the path of becoming empowered team. The team needs a certain amount of outside help, inspiration and facilitation. Leaders play a key role here. Some leaders have some idea of what empowerment is and want their team to work in an empowered way, but seize control even in a minor crisis and so disturb the operation of the team.

Kanter (1977), defined empowerment as giving power to people who are at a disadvantaged spot in the organization. She sees a continuum of power from

powerlessness to empower. Continuing in this tradition, Block (1987) and Sullivan (1994) also focused on the role of the manager in empowering employees.

This perspective suggested that an empowered organization is one where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Malone, 1997). Managers act like coaches and help employees solve problems. Employees, he concluded, have increased responsibility. Superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior's expectations. (Keller and Dansereau, 1995).

Interventions provided by leaders to achieve empowerment deal with systemic, structural, and problematic issues as well as individual and managerial responsibilities. An example includes creating a shared vision; providing clear top-management support; the use of team and temporary group models of organization; responding to external circumstances and developing a strategy for continually scanning the environment; redesigning work to reflect collaborative norms; the use of job-enrichment; creative use of sponsorships, role models, peer alliances, coaching, and mentoring; the development of reward systems that build "win-win" rather than "win-lose" attitudes; and identification and clarification of common goals (Vogt and Murrell, 1990).

Simply providing opportunities for employees to take power is not enough. Employees must also chose to be engaged in those options. Although, employee have reluctance to accept empowerment, it can be a problem, the most frequently cited reason that empowerment failed to gain acceptance within an organization is lack of middle management acceptance of the empowerment concepts. Middle managers are often

fearful about empowerment because, in an organization that embraces empowerment, they no longer make decisions or control the flow of information (Story, 1993). Some studies suggested that managers may even work to undermine empowerment programs when they feel threatened by them (Yin, 1984). Yet these same managers are key components in an organization's ability to effectively empower their employees. Managers, through their considerable knowledge and technical skills, are invaluable to those organizations that successfully make the transition to an empowered organizational structure (Wellins, Byham, and Wilson, 1991).

Hayes (1997), mentioned that empowerment presents a model of leadership which is all about listening to the work-force, encouraging employees, coaching employees where necessary and building up their self-confidence through pointing out and setting up small successes. The manager becomes the "facilitator" who helps the team to get on with its work, rather than the "boss" who tells everyone what they should be doing and when.

He also indicated that the important issues surrounding effective leadership concerns the type of power possessed by the team leader and how that power is actually used. And understanding how power works in organizations is relevant for successful team management.

The issue becomes one by defining what are the proper role of managers should be in the empowered organization, Kizilos (1990), suggested that managers need to progress from the traditional managerial role of controlling employees to one of "coaching" employees to make good decisions.

Belasco and Stayer (1994), also suggested that the current leadership paradigm is obsolete. If managers believe that their role is to solve problems, employees will

continue to bring their problems to the managers, and will not develop their own problem solving skills. They also believe that managers need to become coaches, who ask questions that encourage employees to take the appropriate action, rather than providing answers.

One company, determined to change their first level manager's controlling behavior, increased individual managerial workloads to the point that managers were forced to share decision making responsibility with their employees as a survival technique (Story, 1993). Some researches indicated that "influence" or empowerment, is not a zero-sum game within an organization. Managers who exhibit more influence, or empowering behaviors, encourage their employees to act empowered. This, in turn, increases the manager's effectiveness and reduces their reluctance to accept the necessary role changes (Peter and Price, 1994).

A first step in creating empowered teams or empowered organization, the leaders themselves need to be prepared, trained and coached (Lovey, 1998). Training in empowering leadership had a positive impact on the performance of nearly all high-involvement roles. On the down side, leaders with more extensive training were more likely to overstate how often they took an empowering approach. Thus, training might have influenced leaders' ideas of what to do, but it also might have fooled them into thinking that their behaviors had changed when it had not. This underscores the importance of augmenting training of concepts with skill development and practice. Without specific attention to skills, training might change leaders' self-images but not their behaviors.

2.3.2.2 Learning process. The need for ongoing learning in organizations has gained attention because of the incredible changes in technology and markets that are driving business today.

A learning organization is one which helps individuals develop an appetite for beneficial change, in terms of behavior and skills that stick. Empowerment is not only a tool that can help bring about the learning organization, it is a necessary part of a learning organization. If individuals do not have the freedom to improve the situation in which they find themselves to common purpose, then management does not have a learning organization in place.

The concept of life-long learning is central to empowerment. Believing that healthy human beings are constantly striving for self-development and are able and willing to continue learning. Vogt and Murrell (1990), pointed out that learners learn best when they have the opportunity to participate in the learning process - setting goals, defining the environment, and evaluating the results.

A study conducted by Senge, et. al, (1995), revealed that the core of learning organization work is based upon five “learning discipline” as follows: *personal mastery*: learning to expand our personal capacity to create the results we most desire, and creating an organizational environment which encourages all its members to develop themselves toward the goals and purposes they choose; *mental models*: reflecting upon, continually clarifying, and improving our internal pictures of the world, and seeing how they shape our actions and decisions; and *shared vision*: building a sense of commitment in a

group, by developing shared images of the future we seek to create, and the principles and guiding practices by which we hope to get there.

Team Learning is transforming conversational by dialogue and skillful discussion and collective thinking skills, so that groups of people can reliably develop intelligence and ability greater than the sum of individual members' talents; and *systems thinking*: a way of thinking about, and a language for describing and understanding, the forces and inter-relationships that shape the behavior of systems. This discipline helps us see how to change systems more effectively, and to act more in tune with the larger processes of the natural and economic world.

Aranda, Aranda and Conlon (1998), also said that team learning goes beyond team building which tends to focus on interpersonal skill development. A team with a learning culture fosters both individual and group development. And team learning addresses how the team thinks, as well as improving interaction and problem-solving skills. Conflict, diversity and thinking skills are the important aspects of team learning.

Dodd (1999), pointed out the keys to a learning organization is by sowing the seeds of organizational learning; the organization has to build a culture where talented people love to work. Change, which used to be thought of as negative and threatening, is becoming an ally. Strategies that have contributed to the positive shift includes the following: creating a shared vision; opening up communications; committing to training and education; keeping learning alive with fun; and celebrating successes.

A study conducted by Smith (1998), revealed that in learning, most of organizations used dialogue in their practice for dialogue learning, conflict resolution, inclusion of diversity, planning and visualizing whole system, and creating cultures of continuous

learning. She also pointed out that dialogue is uncovering the group mind, discovering shared meaning, rather than problem solving which moves towards an outcome or solution.

Integrating dialogue learning into the lives and work of employees, the organizations gain not only a greater understanding of their colleagues, resulting in improved working relationships but also gain a greater understanding of the organization as a whole.

Empowered employees often have to take over roles which are traditionally not within their job description - an example is training others, advising more senior people, holding seminars, and even research and development. The only way they can cope with these added demands is if they work in an organization that allows them to develop continually and helps them to keep abreast of the needs of their job by giving them access to learning tools which these tools can range from links with universities, to training seminars and open learning centers.

2.3.2.2.1 Training. The first tool or basic condition of learning process which is required for the empowerment is employee training. Due to training, it is a distinct and vital dimension of today's workplace. It prepares people, human resources, to be more effective and efficient. Vogt and Murrell (1990), mentioned that if an organization is to develop into an empowering system, training must become a central focus of attention and effort.

Senge (1990), pointed out in his book, *The Fifth Discipline*, articulated a comprehensive view of learning. He asserted that there is a need to tie individual

development with organizational performance and that development is an ongoing process that emphasizes self-sustaining performance, not simply single project performance. To create a learning culture, the organization must have mechanisms to continually upgrade the competencies of its people. Senge also pointed out that team can develop skills faster if it can receive on-the-job training.

The finding of Kizilos (1990), showed that the specific types of training deemed necessary include team building, conflict resolution, decision-making, and organization-specific training employees needs to expand their skills and perform more functions within the team.

In order to be ready and effective, empowerment requires workers who have the knowledge and skills to perform their job effectively, or managers must provide employees with training in these essentials if they are lacking. It must start with management. Top management must truly understand what empowerment is, how such an organization looks and works, what are its benefits and drawbacks, what is management's role in creating an empowered organizational culture, when they should and when they should not intervene, and what support and facilitation skills they specifically need.

Team members needs training in the skills and mindsets required for empowerment. Empowered organization requires much higher levels of drive, initiative, responsibility, and cooperation than their traditionally run counterparts. People accustomed to the old ways cannot be expected to grasp the essence of empowerment and make the transition overnight. Although the required skills are there, the organization needs to recognize, activate and further develop them.

2.3.2.2.2 Reward. The second management tool or basic conditions of learning processes which is required for the empowerment or to motivate employees acceptance of their new role in an empowered organization is a properly structured reward system.

Wallace (1993), stressed that actions are shaped by consequences, and therefore it is essential to link rewards to the employee behavior management wants to foster.

The preferred compensation system, according to Caudron (1994), included a team component, a company-wide bonus component, and an individual component. In order to encourage team identity and recognize team accomplishment it is necessary to base at least a portion of employee pay on team accomplishments. And in order to minimize competition within the team, individual contributions should be skill-based.

Ivancevich, Lorenzi, and Skinner (1994), recognized profit-sharing, a company-wide incentive plan, and skill-based compensation as valid options for corporations to foster teamwork.

Empowered organizations considered that financial rewards were the least used strategy to promote change in business units. They were seldom offered for team or group performance, acquiring new skills or knowledge, or total organization performance. As senior management should align reward system and gain-sharing plans with the values of empowerment through new compensation schemes targeted to desired behaviors or outcomes. Rewards are inexpensive but highly effective.

In summary, empowerment process events – learning process works best when it is coupled with rewards for the increased performance decentralization and delegation can

bring as well as training in the skills necessary to take true responsibility for one's own work process.

2.3.3 Organizational readiness. Once timing, goals and scope are developed, the process of empowerment can begin. However it is vital to understand that those in power - management must be willing for their employees to attain empowerment. Without top-down permission or approval, it is almost impossible to gain any sense of empowerment. This does not mean that those at the top will eventually approve of the empowerment, or that it will be a smooth process. Those attempting to attain empowerment may try to do so through violent or illegal means. Only when management allow these strategies to work will the system change to allow that empowerment and have the resources and own the means of production, they can control the environment, keeping people in situations where empowerment cannot occur.

In "Use Empowerment For Bottom-Line Results." Kirwan (1995), stated that there are four key ingredients for organizational readiness for an empowerment program to succeed. These are: top management must agree to support the program; need feedback of performance; rewards must be offered for ideas generated and accepted; and training is essential for team leaders, program coordinators and evaluation committee members.

It is a paradox that in order for empowerment to succeed, there must initially be more structure in the system. If the goal is more control by individuals over their work or private lives, there must be a level of understanding about how these new systems can operate. This means that training, practice are inherent in this process. Thorlakson (1996), outlined this in "An Empirical Study of Empowerment in the Workplace". He

stated that empowerment is getting workers to do what needs to be done rather than doing what they're told, and that it involves delegation, individual responsibility, autonomous decision making, and feeling of self-efficacy.

Vogt and Murrell (1990), pointed out that there are five criteria of organizational readiness which must be satisfied for a successful empowerment program as follows: *desire to improve*: people must want to become better; *realization of need*: people must be aware of the need for change; *acceptable climate*: the organization must maintain a climate conducive to the initiation and maintenance of change; *need for feedback*: people must know their input has been received and utilized; *reward for improvements*: people must believe in and experience rewards for their efforts from management.

2.3.3.1 Personal responsibilities. The first criteria of organizational readiness which is required for successful empowerment is personal responsibilities. On an individual level the prerequisite to rising wages and benefits is to assume responsibility for rising education and skill levels. Employees need to make themselves more valuable to their employers.

Honold (1997), pointed out the major components of high performing organizations to be very similar to those found in the literature on empowering organizations. They include activities such as multi-skilling, cross training, self-directed work teams, and horizontal design; human resource systems such as learning and development, job enrichment/enlargement, peer review, and innovative compensation plans.

Mclagan and Nel (1997), also provided a multi-dimensional perspective on empowerment. For them it consists of the establishment of a system of corporate values;

a flowing structure as opposed to a hierarchy with boxes; facilitating leadership; each person becoming a manager of his/her own job; open and honest communication; relationships of partnering for performance; employees who understand business and industry as well as finance and economics, who possess critical thinking skills, who are flexible in their learning and decision making, and who are competent in their jobs; controls based on checks and balances and feedback on performance; and a pay system that rewards everyone when the organization performs well.

2.3.3.2 Structural change. The need for changing the processes of work within an organization as critical to achieving empowerment. To help structure be more effective procedures by establishing a fit between person and job centered around empowering members of work groups to become more involved in structuring their jobs and deciding whom to hire in the department.

From a study conducted by Howard (1997), revealed that there were many barriers to empowerment as the following: *senior management barriers*: senior managers themselves engaged in directive rather than empowering leadership practices; *systems barriers*: lack of financial rewards for empowerment-increasing knowledge and skills, although senior/higher managers saw this as much less of a barrier; *front-line employee barriers*: employees and leaders considered mistrust and lack of self-motivation as front-line employees' most significant deterrents. Senior/higher managers, however, seriously underestimated associates' level of mistrust; and *leader/manager barriers*: leaders' skills, leaders' motives, and lack of joint action among managers were of equal

importance as barriers to empowerment. Leaders' skills deficits-either a lack of coaching skills or lack of leader development.

2.3.3.3 Management support. Normally, management attempting to enhance employees' empowerment provide them with needed resources and ensure that workers receive adequate and ongoing training and development experiences. Sufficient technical and administrative support are provided to ensure success. Managers give employees space, time, or equipment that may not be readily available otherwise. They ensure that workers have access to communication and/or interpersonal networks that will make their jobs easier. Workers can also be given discretion to spend money or commit resources to activities that they consider important.

However, management in the organization also needed to provide support to employees by praising, encouraging, expressing approval for, and reassuring others when they perform well; writing letters or notes of praise to employees, as well as to their family members and co-workers, in recognition of noteworthy accomplishments; providing regular feedback to people; fostering informal social activities in order to build cohesion among people; supervising less closely and providing more time between reports on results; and holding formal and informal recognition ceremonies (Whetten & Cameron, 1995).

Harper and Harper (1991), classified the elements which is required from management to be an empowered organization as follows: management support; participative leadership; eliminate traditional supervision: boss--> facilitator; patience: it takes 2-4 years for the team to develop; start with a Steering Committee, then a Design

Team, then a Pilot; training in new attitudes, new roles and new skills; union-Management participation; empowerment: of the team; rewards: such as pay-for-learning, profit-sharing, employee stock ownership, pay-for-productivity; motivation: inspire people to use teams vs. fear and threats.

An example which succeed in implementing empowerment, by using the empowerment process at Colgate-Palmolive as a model, Caudron (1995), suggested that the key components include: empowered work teams; free flow of information about company goals and directions; training and continual development of work, management, and leadership skills by all employees; managers who are more like coaches and who empower gradually; employee control of needed resources, provision for performance measurement; continual positive feedback and reinforcement on performance.

2.3.3.4 Feedback. The final criteria of organizational readiness is to open feedback channels. Workers need to know how well or how poorly they are performing their jobs if any kind of improvement is expected. Thus it is imperative that they receive timely and consistent feedback, which allows them to make appropriate adjustments in their behavior so they can receive desired rewards.

Whetten and Cameron (1995), pointed out that the more feedback individuals receive about how well their jobs are being performed, the more knowledge of results they have. Knowledge of results permits workers to understand the benefits of the jobs they perform. Employees' knowledge of results may be enhanced by increasing their

direct contact with clients or by giving them feedback on how their jobs fit in and contribute to the overall operation of the organization.

Clutterbuck and Kernaghan (1994), stated that it is too easy to convince individuals that they've changed. They need objective data, from managers, peers and subordinates, to tell them if they really have changed, and how much.

2.3.4 Organizational empowerment. Much of the most current writing on empowerment suggests that one-dimensional approaches are not enough. For empowerment to be effective it must be multi-dimensional.

From recent developments, in the wider society, have helped to raise up the idea of empowerment and have prompted major changes in the culture. New social relationships such as the emergence of women as active and equal participants, increased volunteerism, changes in family structure and membership, and altered teaching/learning relationships in elementary through university classrooms have widened the group of active participants and signaled a search for communal values. New information technologies and the rapid increase of information sharing, assisted by the personal computer revolution, have brought the legal, political, and medical fields under intense scrutiny.

Some social commentators have also seen a new emphasis on the spirituality of life. These developments have led to a society that sees itself differently and acts differently; they have altered the values, norms, and attitudes brought to the daily lives and to the nation's relationships with other nations. And they have combined to influence the shape and management of the organizations.

Argyris (1998), indicated in his publication that if management wants employees to take more responsibility for their own destiny, it must encourage the development of internal commitment. The more the top management wants internal commitment from its employees, the more it must try to involve employees in defining work objectives, specifying how to achieve them, and setting targets. Thus, the benefits of empowerment can be comprehensively classified in the organization as follows: more efficiency and productivity; higher quality; world-class products; better customer service: faster, more responsive; constant improvement: of processes; and working smarter.

Other benefits are better able to make decisions and able to compete in time; utilization of everyone's brains, commitment, creativity; better communication: up, down, sideways; a more satisfying and effective workplace; a sense of belonging and commitment; and constant growth of the organization and its people.

2.3.4.1 Commitment and achievement of corporate objectives. The first condition of organizational empowerment is that individuals will put far more into a task if they understand the purpose behind it. That is to overcome the barriers to empowerment within individuals requires a coherent approach to ensuring that employees understand and commit to the purpose behind the empowerment initiative. Once individuals have committed themselves to empowerment, the organization must set out policies and structural guidelines to support their empowerment behaviors.

Wellins, William and Jeanne (1991), classified key requirements for success in empowerment as follows: *design careful, thoughtful, well-planned implementations:* have a clearly communicated vision and implementation plan; *set realistic goals:*

manage expectations; *provide appropriate training*: don't take short-cuts; *teams should be part of the overall strategy*: be sure they are "right" for the organization; and *always look back*: take time to evaluate and modify the progress.

As Orsburn, et. al, Zenger (1990), classified key requirements for empowerment as follows: top-level commitment; management-employee trust; willingness to take risks; willingness to share information; enough time and resources; commitment to training; operations conducive to work teams: a range of employee tasks that could be improved with more skill and employee commitment; union participation; and access to help: an expert on teams.

2.3.4.2 Enhancement of decision making authority and responsibility.

One of the primary elements of organizational empowerment is an advanced level of understanding of empowerment. For individuals to be successful in making decision, they need access to information. And they need to be able to understand this information. They must be educated in its meaning. Educated empowerment provides employees with skills, information, and decision-making responsibility.

Although empowerment can help enhance organizational competitiveness, it is not a simple solution. To support the empowerment, organizations must share information, knowledge, power to act, and rewards throughout the workforce. Moreover, employees cannot be expected to assume new functional responsibilities and authority without a great deal of guidance and support from their leaders. This means that the roles of the leader must change dramatically.

In an empowered organization, employees are able to fully participate as partners, they take initiative, work on teams as well as individually, and have the authority to make strategic decisions (Garfield, 1993). Management's job from this perspective is to create a culture of participation by providing a compelling mission, a structure that emphasizes flexibility and autonomy, rewards for participation and a lack of punishment for risk taking, as well as ongoing involvement programs and support for the integration of employees' work and family lives.

2.3.4.3 Viability / profitability. It is possible to create a work environment in which each employee can make an impact on the organization's viability / profitability. Such an approach has been taken by a few leading-edge organizations with dramatically successful results. Their success stems from creating a partnership with all employees. This partnership is developed through the application of a combination of proven and innovative human resources initiatives that are based on trust and sharing and free from the concept of exploitation, that is empowerment.

Clutterbuck and Kernaghan (1994), pointed to McDonelly Corporation, a Michigan-based manufacturer of mirrors and glass products, where empowered workers is credited with improving productivity between 1975 and 1984 by 110 percent, a compounded rate of better than 7 percent a year, or five times greater than the national average. He also pointed out that despite the grave recession that struck the auto industry in the early 90s, the company continued to expand and remain profitable. And the company openly credits its success to employee empowerment.

2.3.4.4 Product quality / productivity. Now the organization compete in the emerging new economy. The new economy is indeed new. It is an economy based on global competition, high technology, and instant access to information. It promises high-quality, custom-tailored products and services at mass-produced prices. It is an economy in which productive skills are the key to economic success. To continue to exist, all organizations will be required to pass from the old economy into the new.

Productivity, a key element of successful competition, is also a key element in determining a nation's standard of living. An increase in productivity can lead to an increase in net earnings and/or growth for organizations and can result in higher wages and greater job availability for employees. In the new economy, success comes to those who can develop the most effective partnerships. Successful empowering results in united commitment toward a common goal.

Clutterbuck and Kernaghan (1994), cited the work of Harvard professor Quinn Mills, who claims that companies he has studied, which have successfully empowered their employees, often achieve productivity gains of 30-50 percent year on year.

They also point to a measure of productivity at the British finance company, Frizzell Financial Services which showed a 62 percent gain. The company claimed well over \$250,000 in savings resulting from empowerment. Although some of these savings are arguably associated with the general re-engineering of the company, others can be directly attributed to people taking increased responsibility. They mentioned that empowerment has definitely saved 18 jobs. Localized problem solving has saved \$198,000. There has also been a drop in sickness absence, an increase in calls handled

and a rise in total sales, some of which is put down to empowerment. However, it should be pointed out that the company was undergoing a rapid expansion anyway.

2.3.4.5 Enhancement of employee morale and potentials. Openness is ownership - ownership of information, of responsibility, of results, and much more. An empowered organization provides all participants with an understanding of the intent of their organization. It provides all participants with the capacity to comply with the intent of their organization and the opportunity to develop agreement with the intent of their organization.

The information available in an empowered organization enables all employees to calculate which of their actions will improve profits and which will not. Teamwork is strengthened through the development of interpersonal relationships. Morale and attitudes are improved as the result of increased understanding. These results support the business objectives of improving revenue, growth, profit, cash, employee income, and job availability.

Wilson (1994), pointed out that real empowerment is not achieved through management rules or directives, but through reconsidering how people are treated and managed. For empowerment to be effective, organizations and all managers must adopt a style that encourages and reinforces individual growth and teamwork processes. Managers have to set standards, give directions and then allow people freedom to do their work in the way they consider most effective. Managerial control is kept to a minimum while skills such as coaching, facilitation, counseling and mentoring become important.

Managers concentrate on assisting people to achieve their objectives rather than telling them what to do and how to do it.

Pokras (1995), described that the empowerment isn't absolute. Teamwork means sharing power. The organization's job is to define what the team will be responsible for, their authority, and what management's role will be. And the cost of empowerment is clearly communicating goals, requirements and boundaries from the start. Thus, teams must be enabled to achieve their mission by the organization as follows: giving clear general direction without being over-prescriptive; negotiating instead of imposing a team; providing training and support to develop potential; giving time, tools, money, space and equipment; helping them to consider new options when they make hard choices; removing barriers and troubleshooting problems they can't control; and rewarding initiative, innovation, cooperation and risk taking.

An example of success in implementing empowerment is a Britain company, the Rover group managed the transition of their culture from an old, authoritarian hierarchical system to one which involved the work-force in day to day decision-making, that is empowerment organization. Bower (1994), described the critical success factors in this process and discussed the way that much of the transformation was achieved by re-organizing the work-force into empowered teams, which could take responsibility for their sector of the organization's work. He mentioned that during its transformation, the Rover Group adopted the following aims:

“Create a culture which provides purpose, dignity and recognition to every individual in an environment of trust which is open, safe and secure; help the leaders by empowering and supporting them in pursuit of company goals; and achieve world class

resourcing standards, ensuring the organization has the right people in the right numbers with the right skills, in the right places at the right time - right first time;

Other aims are to create continuous learning with development opportunities for everyone and sharing of best practice; to ensure company-wide understanding of the compelling business needs by maintaining continuous dialogue; to empower individuals and teams to achieve success through commitment, motivation, flexibility and skills development; and to foster positive involvement relationships with the broader Rover community”.

2.4 Summary

From literature search, interest in researching the concept of empowerment appeared to be growing in strength. Writers on empowerment view it from several perspectives. However, from research on the topic only four were chosen (Mark, 1991; Lovey, 1998; Wallace, 1993; Vogt & Murrell, 1990; Argyris, 1998). These researchers suggested that factors associated with empowerment are multi-dimensional. The multiple dimensions of empowerment make it a difficult concept to define. Additionally, writers on the concept use different words to describe similar approaches.

However, empowerment will not happen naturally in organizations. Too many disempowering structures have been built into them over the years. Creating team, changing empowerment of processes and events will not engender an empowered organization nor organizational readiness about empowerment. Both team, empowerment of processes and events, organizational readiness and organizational

empowerment will have an impact but they will not be as successful as they could be. According to the literature, only when a multi-dimensional approach is taken will the organization become empowering.

The multi-dimensional constructs that appear repeatedly in the literature are: *teams* (Mark, 1991 & Lovey, 1998): create culture; structure; sharing information; goals; boundaries, givens, limitations; roles; norms & values; and internalized discipline for its successful operation; *empowerment of processes and events* (Wallace, 1993 & Lovey, 1998): leadership focused on the development of the individuals throughout the organization, creating a vision and developing common goals, and continually scanning the environment and adapting to it; as learning process focused on training in the skills and mindsets, regular retreats or camp meetings required for empowerment and contingent reward system with such components as employee stock option programs, pay for performance, and win-win strategies;

Organizational readiness (Vogt & Murrell, 1990): personal responsibility for performance exemplified in job autonomy, control over decisions directly relating to one's work, job enrichment through multi-skilling and cross training, access to information to measure one's own performance and make good decisions, and allowance of risk taking; structure that is decentralized, has controls based on checks and balances, and is flexible allowing for development over time; empowerment should be a valued part and receive support and feedback of performance from top management;

And *organizational empowerment* (Argyris, 1998): empowerment offers a powerful tool for enhancing organizational effectiveness. The empowerment will occur if members in the organization are willing to invest substantial effort in supporting the

concept, by creating commitment and achievement of corporate objectives; enhancement of decision making authority and responsibility; viability / profitability; product quality / productivity; and enhancement of employee morale and potentials.

The recent literature does not fully explain what managers in an empowered organization should be responsible for in the role as employee coach, how managers should be evaluated or compensated, or whether these same number of managers are needed in the newly structured-empowered organization. More research is needed to determine how to persuade managers that empowerment is in their best interests. Possible areas to explore include beneficial training that can be offered to managers of newly-empowered employees and a fuller explanation of what the functions of manager-coach should be.

Therefore, empowered organization is not just more productive, efficient and competitive. Empowerment, the tool which releases so much intellectual power, ability and creativity, makes employees more human as well. And this should matter to leaders and businessmen who care about ethical norms and values.

CHAPTER 3

THEORETICAL AND CONCEPTUAL FRAMEWORKS

Empowerment, difficult as it is to define, is a process that virtually every organization must at least consider if it is to remain competitive. Considering it is one thing – making it a reality is another.

In an increasingly competitive service sector, empowerment, and the greater customer responsiveness it can bring, is for many service organizations the best and quickest way to gain a competitive advantage. Yet in the service sector there is no “way to empower” any more than there is a “way to serve”. Thus, empowerment in the service sector must be redefined to determine what factors are associated within that organization.

From a service perspective, empowerment gives employees the authority to make decisions concerning customer service. True empowerment means that employees can bend and break rules to do whatever is necessary (within reason) to take care of the customer. In other words, empowerment is the wisdom to know what to do and the will to do what needs to be done.

Empowerment is sometimes portrayed as a “good thing” without being clearly why. It is a significant means of improving customer satisfaction. Empowerment is a process which takes time and commitment. Numerous organizations have found that it is a vehicle to facilitate closer proximity to the customer. A major benefit of empowerment is the increased loyalty it generates and the greater commitment of employees through their ownership of decisions affecting the workplace. To be successful; however, empowerment needs to take place within a supportive framework as management support - managers will need help in making the transition to become coaches and facilitators and exemplars of the values of the company; training can help empowerment, but it is likely to need other tools too - for example, team building, building the right culture, reward and recognition programs.

This chapter will outline the factors associated with organizational empowerment. Then, through the use of theoretical models of the study from literature search in Chapter 2, the key conceptual part of the study will be developed.

3.1 Theoretical Frameworks

The first theoretical framework came from two literatures search which were chosen for empowered team to be successfully introduced to an empowered organization (Mark, 1991 and Lovey, 1998). The adapted framework is shown in Figure 3.1:

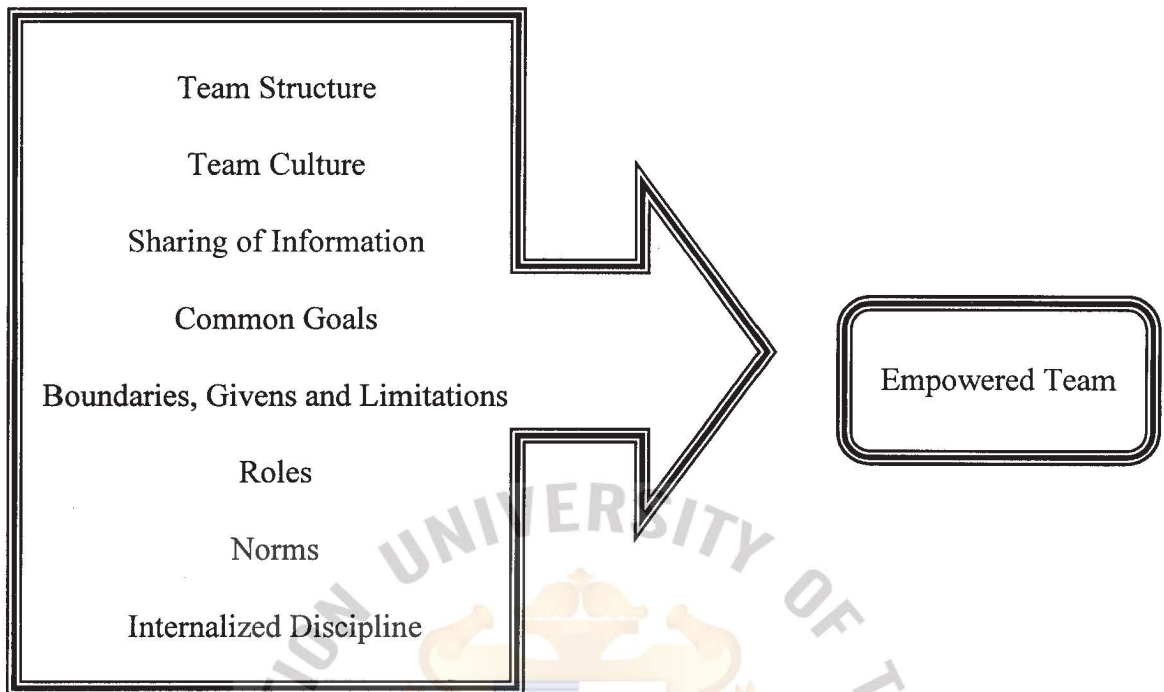


Figure 3.1: Theoretical Framework of Empowered Team

(Adapted from Mark, 1991 and Lovey, 1998)

Based on the above model, a cooperative relationship should be formed with workers by emphasizing team structure; culture; open communication; common goals and the benefits of teams to all stakeholders; team must be aware of and accept its boundaries, givens and limitations; team has to perform reliably within its roles, responsibilities, decision making authorities, and work sharing rules; team has to embrace its common set of norms and values; and team has to operate in a disciplined way under the conditions.

The second theoretical framework came from two major literatures search which were chosen for empowerment of processes and events to be successfully introduced to

an empowered organization (Wallace, 1993 and Lovey, 1998). The framework is shown in Figure 3.2:

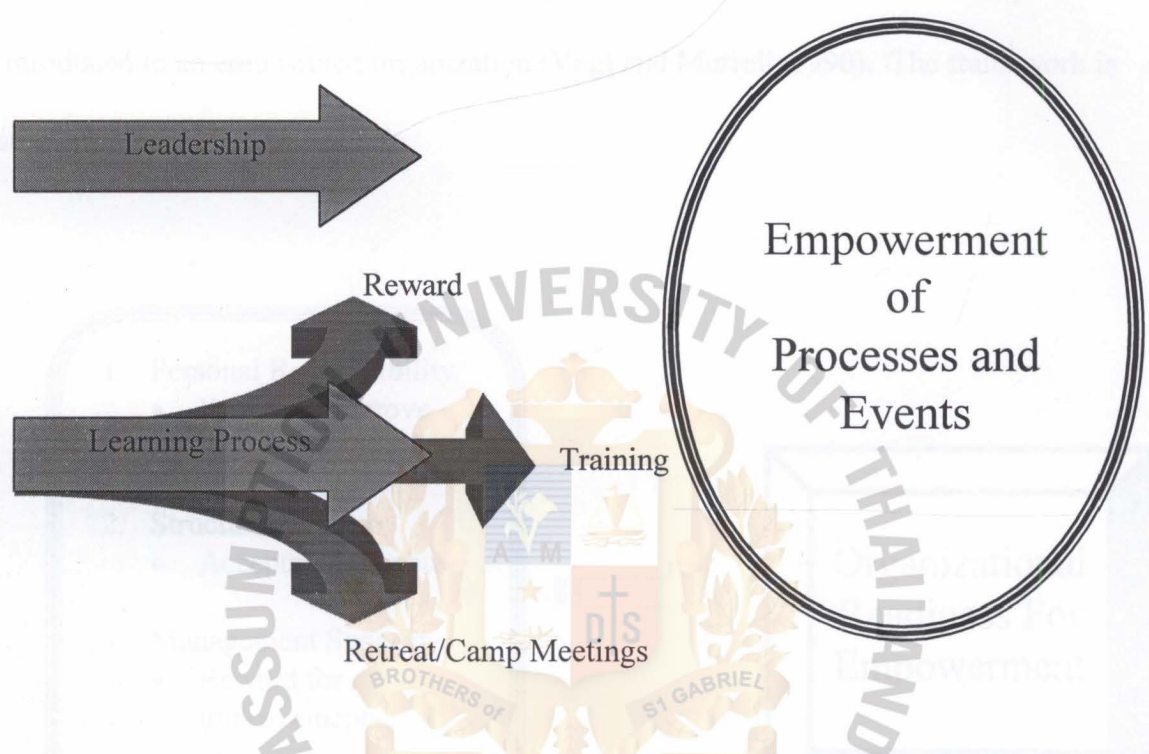


Figure 3.2: Theoretical Framework of Empowerment of Processes and Events
(Adapted from Wallace, 1993 and Lovey, 1998)

From the above model, expectations for improvement should be realistic and based on time needed for training and transition; employees should receive training in leadership and team skills and build an organizational culture that fosters reflective learning and continuous improvement; employees should be involved in formulating performance appraisals and recognition and reward structures for their work; and

employees should have regular retreats or camp meeting where they can look at itself in perspective.

The third theoretical framework came from one set of literatures search which were chosen for organizational readiness for empowerment which can be successfully introduced to an empowered organization (Vogt and Murrell, 1990). The framework is shown in Figure 3.3:

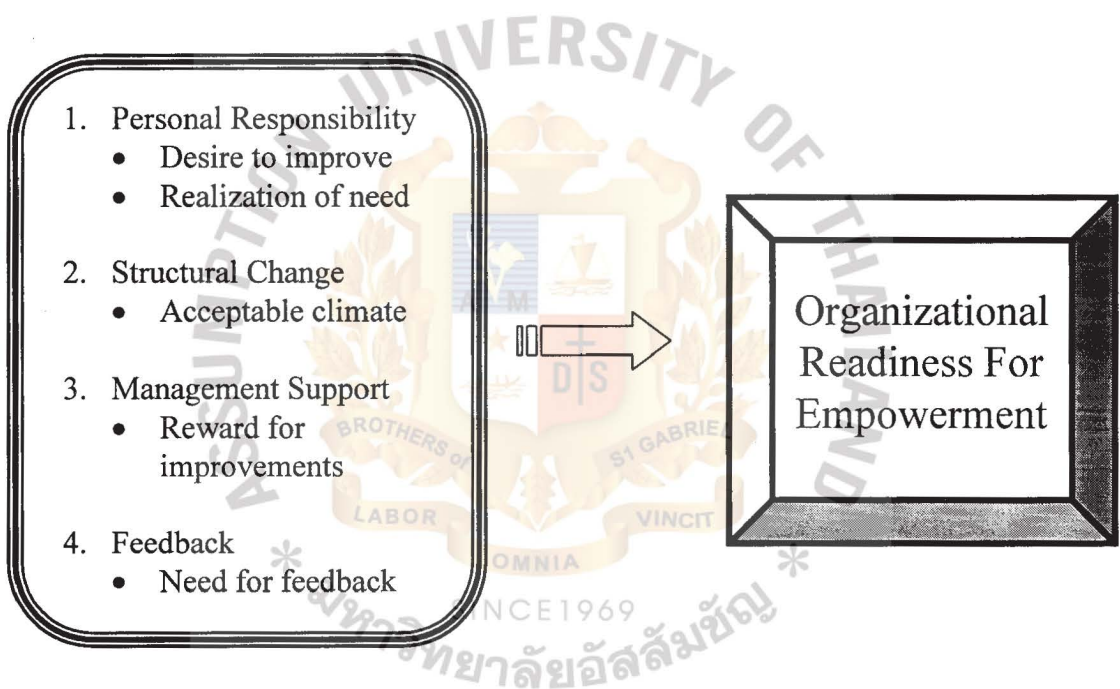


Figure 3.3: Theoretical Framework of Organizational Readiness

(Adapted from Vogt and Murrell, 1990)

Based on the above model, employees must want to become better, to increase knowledge and skills and must be aware of the need for change while the organization must maintain a climate conducive to the initiation and maintenance of change.

Employees must know their input has been received and utilized and also must believe in and experience rewards for their efforts from the management.

The fourth theoretical framework came from one set of literatures search which were chosen for organizational empowerment and can be successfully introduced to an empowered organization (Argyris, 1998). The framework be shown in Figure 3.4:

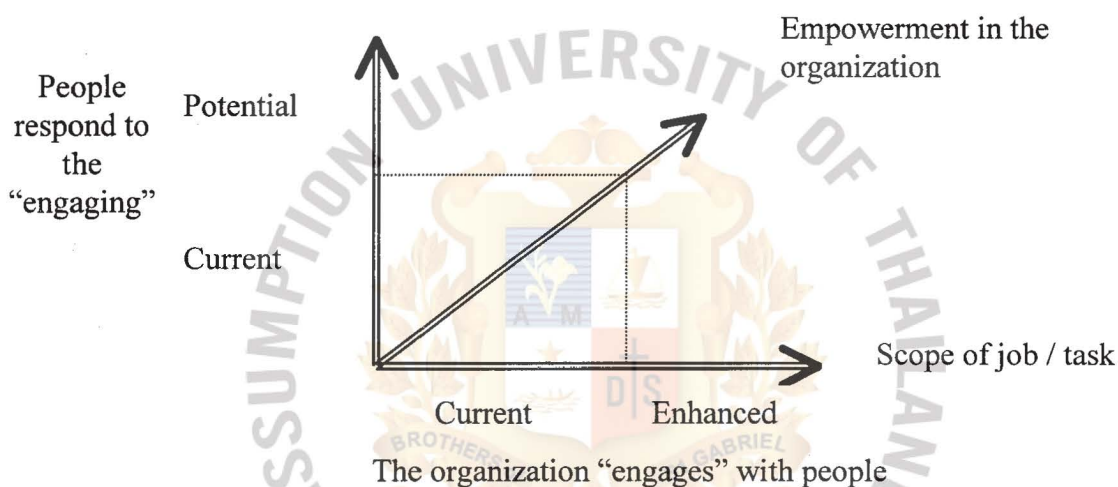


Figure 3.4: Theoretical Framework of Organizational Empowerment

(Adapted from Argyris, 1998)

Based on the above model, an empowered workforce is a committed workforce. Everything we have learned over the years about creating commitment is applicable to the process of empowerment. To create commitment, organizations “engage” with their people, giving them a sense of belonging and excitement in their jobs. In their turn, people respond to these “engaging” efforts, giving more of themselves in their work.

Operationally, the scope of job or task is chosen as the best representation of “engagement” on the horizontal axis while growth in personal capability is used to represent the respond that people make to this engagement on the vertical axis. Argyris indicated that as people respond and develop within the expanding scope of the job or task, their personal capability correspondingly grow. And the interaction of these two factors develops empowerment in the organization.

The diagram helps to make evident a self-reinforcing, upward spiral that actively drives the development of empowerment in an organization. As the scope of the job / task is expanded, people respond to the opportunity. As they do so, their personal capability develops, making it easier to expand further the scope of their activities.

3.2 Conceptual Framework

A conceptual framework to stimulate research the factors associated with organizational empowerment is shown at Figure 3.5: Conceptual framework. The core of the framework is presented as four octagons which is integrated from Figure 3.1 to 3.4 discussed under the theoretical framework. There are the *three important independent variables* of:

- a) Team;
- b) Empowerment of processes and events; and
- c) Organizational readiness; and *one important dependent variable* of:
 - d) Organizational empowerment.

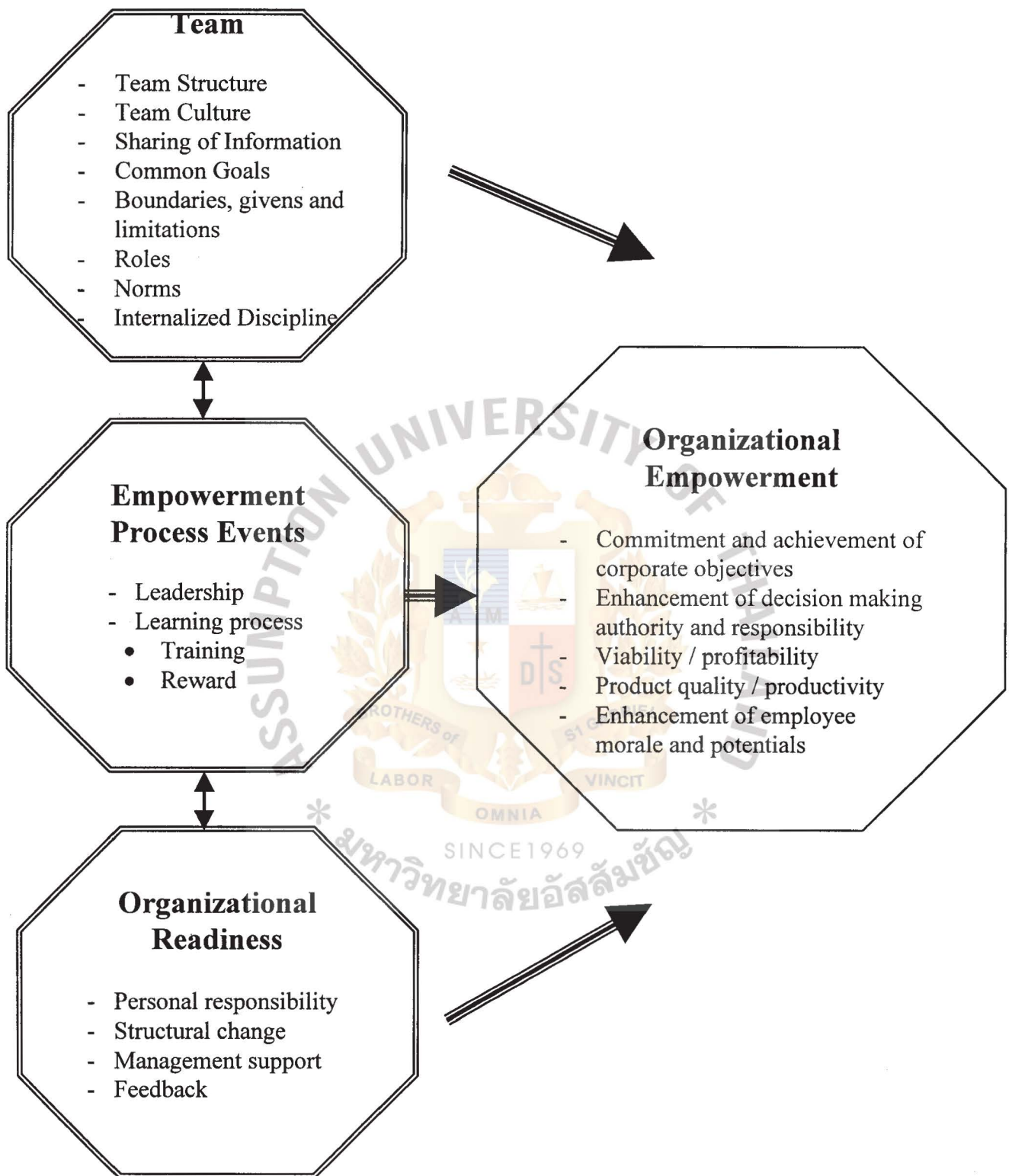


Figure 3.5: Conceptual Framework

In this scheme the organizational empowerment is the aggregated influence of the independent variables which impact the overall team, empowerment of processes and events and organizational readiness. There is a number of contributing elements in these independent variables. It is well documented that these types of independent variables have direct relationships with the organizational empowerment. That means that their combined effect creates a state of empowerment in the organization.

In the operationalization of the study, variables in the conceptual framework will be used to test their relationship with organizational empowerment under the statements of hypothesis as stated below.

3.3 Research Hypothesis

Under theoretical/conceptual/substantive definition, hypothesis is a statement of the relation between two or more variables. Thus, hypothesis testing is a statistical procedure in which sample data is used to make an inference about the likelihood of a hypothesis concerning a population. Its basic steps are generating hypothesis about population, obtaining random sample from population and then comparing sample data with hypothesis; if sample data are essentially the same as the hypothesized population parameter, then the hypothesis is assumed to be likely true. However, if the sample data are substantially different from the hypothesized population parameter, then the hypothesis is assumed to be likely untrue (Logan, 1997). Under this study, three core independent variables which were developed from research of Mark, 1991; Lovey, 1998; Wallace, 1993; and Vogt & Murrell, 1990 are tested against dependent variable –

organizational empowerment which developed from research of Argyris, 1998. The statement of alternative hypothesis are shown as follows:

H1a : There is significant relationships between team and empowerment of processes and events and between empowerment of processes and events and organizational readiness.

H2a : There is a positive correlation of a team, empowerment of processes and events and organizational readiness to empowerment of organization.

H3a : There are significant differences in the responses of the four levels of respondents in terms of the factors associated of a team, empowerment processes and events, organizational readiness and empowerment of organization.

H4a : There are significant problems and suggestions of the respondents regarding organizational empowerment.

The hypothesis tests using confidence intervals, and, the confidence interval is 95%, then $\alpha = (1 - .95) = 0.05$. The α is the level of significance, which is the proportion of the time that the null hypothesis is rejected when in fact is true. Because the null hypothesis is rejected when the value for μ in the null hypothesis is outside the confidence interval, rejection occurs when the μ value in the null hypothesis is above or below the notched interval. Thus, this form of a hypothesis test is said to be a two-sided hypothesis test. And in this survey, the researcher will used this two-sided hypothesis test which level of significance = 0.025 ($\alpha = 0.05/2 = 0.025$).

3.4 Attributes Model of Organizational Empowerment

As presented in this paper, the tools which are required for successfully setting up an empowered organization came from the research done by Mark, 1991; Lovey, 1998; Wallace, 1993; Vogt & Murrell, 1990; and Argyris, 1998. Under this study, the attributes model (fifteen independent variables and five dependent variables) of organizational empowerment which are extracted from four important variables are shown in Figure 3.6 as follows:

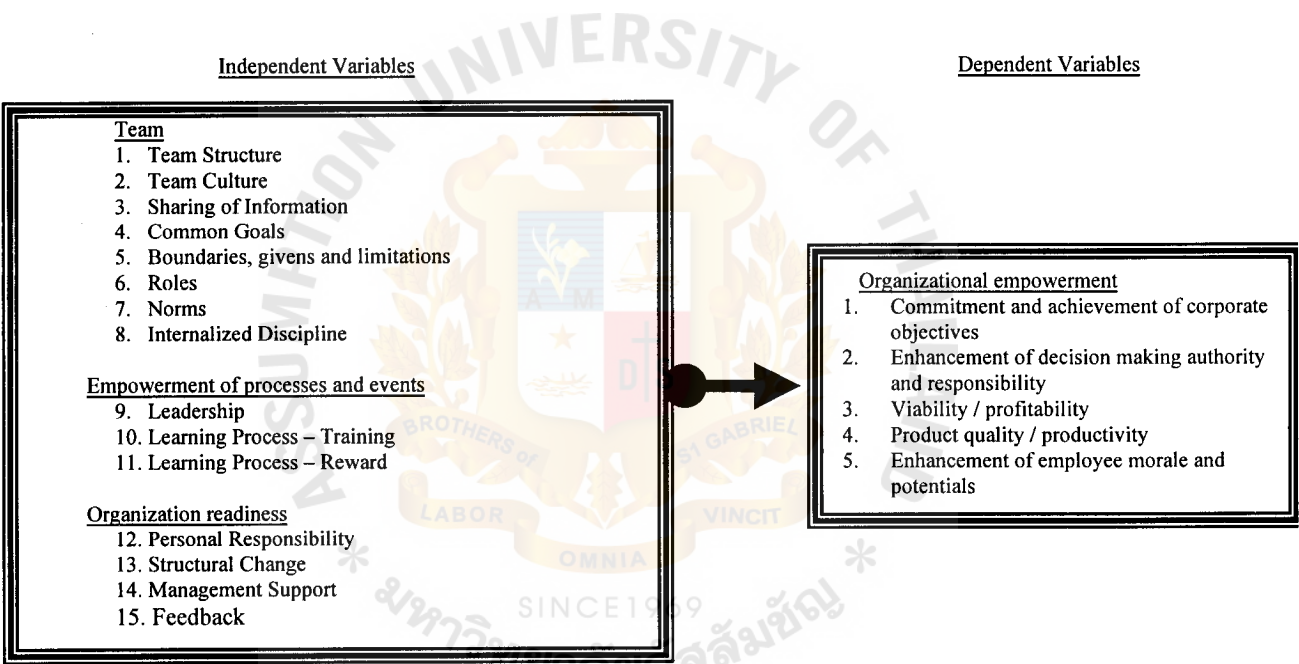


Figure 3.6: Attributes Model of Organizational Empowerment

Independent attributes for the study of organizational empowerment are as follows:

1. *Team Structure*: One of the more basic approaches to dealing with intergroup issues is to establish structures. These may be as simple as establishing a few decision-making rules or more complex strategies such as integrating whole departments. The strategy should depend on the degree to which the groups are interdependent and/or

need to share information with each other. Sometimes it is nice to keep others informed but is not truly necessary to accomplishing tasks. Other times, neither group can be successful unless the work of each is closely coordinated. The following is a hierarchy of strategies based on the criteria of need for information flow and task interdependency (Huszczko, 1996):

- Integrating departments
- Permanent problem solving committee
- Temporary task forces
- Liaison members assigned across groups
- Planning and resource allocations to reduce interdependency
- Appeal to hierarchy
- Rules and regulations
- Physical separation

This attribute is operated by the sentence of: “The team creates policies and guidelines”.

2. *Team Culture*: Some project teams may have a limited, and perhaps quite short, life-span and may re-form with a different composition when one project is finished and another about to begin. However, the teams usually operate with a fair degree of autonomy within their project parameters. Team culture offers a considerable degree of job satisfaction to staffs and is an effective way to organize work in situations where staffs have a high degree of expertise. Team culture also promotes team spirit

and cooperation amongst both team members and organizational teams (Harris, 1986).

This attribute is operated by the sentence of: “Team believes there is a spirit of cooperation within the team”.

3. *Sharing of Information*: Challenge the team regularly with fresh facts and information – new information causes a potential team to redefine and enrich its understanding of the performance challenge, thereby helping the team shape a common purpose, set clearer goals, and improve on its common approach (Katzenbach and Smith, 1993).

This attribute is operated by the sentence of: “Team’s corporate communications are frequent enough”.

4. *Common Goals*: The development process of effective empowered team starts with the members’ agreeing with, accepting and committing to a set of common goals. In order to have the team agree on its goals, it must be involved in their selection, definition and eventual modification. The strength of the team’s commitment is directly proportional to its involvement in all these steps by investing a tremendous amount of time and effort exploring, shaping, and agreeing on common goals that belongs to them both collectively, and individually. With enough time and sincere attention, one or more broad, meaningful aspirations invariably arise that motivate teams and provide a fundamental reason for their extra effort (Katzenbach and Smith, 1993).

This attribute is operated by the sentence of: “The goals of the team create a vision that focuses the efforts”.

5. *Boundaries, givens and limitations*: The team must be aware of and accept its boundaries, givens and limitations. Lots of autonomous work teams get into trouble when the team's all embracing democracy blinds them to the boundaries, givens and limitations their environment imposes on them. Such non-negotiable conditions may include work schedules, safety rules and budgets. A number of conditions must be accepted as given for a particular timeframe and teams can waste a lot of energy trying to negotiate them. However, givens must be followed until those authorized to change them do so and team members can't be expected to comply with limitations they don't see, understand and accept (Lovey , 1998).

This attribute is operated by the sentence of: "Team conditions are accepted by negotiating with all members".

6. *Roles*: Specific team / team members roles are explored and clarified. The concept of effectively capitalizing on all available resources to address team issues is examined. That means that once the team has understood and accepted external givens and limitations, it has to identify internal roles, responsibilities, decision making authorities and work sharing rules. Everybody must clearly see how they contribute to reaching the team's common goals. What support do they give to and need from other team members. On one hand, roles and responsibilities must be clearly understood. On the other hand, however, they must be kept flexible to prevent the erection of walls along functional boundaries and to enable team members help each other when needed (Sherriton & Stern, 1997).

This attribute is operated by the sentence of: "Team responsibilities are clearly defined".

7. *Norms*: The team must develop a common set of norms and values. These represent the team's day to day interaction protocol that all members must agree with, accept and follow. The process of developing these norms and values is at least as important as the final result. It is through discussions, encounters and common thinking that team members internalize these values. Simply issuing the team with a ready-made system of norms and values in writing is counterproductive and futile. Team members will not own, nor have the motivation to observe and apply norms and values they have not helped to shape and develop.

Team norms must be established that promote conformity in terms of interactive behaviors amongst team members and that support the distribution of power in such a way as to maintain harmony amongst those members (Lovey , 1998).

This attribute is operated by the sentence of: "Team exercises to follow the standard rules".

8. *Internalized Discipline*: the team needs internalized discipline for its successful operation. Internalized discipline means the following four things for empowered teams and their members:

- Abide by the rules and norms which jointly developed and accepted.
- Feel responsible for carrying out the tasks that follow from roles.
- Observe all known givens and limitations, and
- Act to reach the goals which have defined and set together.

Violations can be tied to punishment (Lovey , 1998).

This attribute is operated by the sentence of: “Team has punishment if I violate what I have jointly developed with the team”.

9. *Leadership*: People with the ability to lead others successfully are rarely recognized before the fact. In other words, successful leadership is not usually predictable. The leader of today who will still be here for the year 2000 are those with vision; who have the ability to communicate that vision to others; and, who have the moral authority and credibility so that others will follow where they lead. Principles and values must not only be believed by leaders, but their actions must follow their beliefs. They should also be able to follow through with decisions that support their values and beliefs. Their visions must be meaningful and yet expandable by the other members of their teams. The leaders must have the ability to communicate their visions to their team members and gain their support.

Innovation and imagination should be keywords by which the teams do their brainstorming. Furthermore, leaders must be able to motivate others to do their best for the organization. In addition, leaders must have the ability to give credit to others. Likewise, when a decision goes wrong, they must be willing to take the blame and when it goes right, they must be willing to give the credit. Therefore, leaders must recognize the human need for recognition in other people. Hence, leaders must have the welfare of other people on their minds and not their own welfare. And the best in leaders acclaim their great successes are because they have the ability to motivate and bring out the talents of those who work around them. They understand that employees like and need ownership and empowerment in order to grow emotionally and intellectually (Nykodym, et.al, 1995).

This attribute is operated by the sentence of: “There is confidence in the leadership of the organization”.

10. *Learning Process – Training*: It is how the skills and knowledge necessary for effective empowerment are acquired. It is recognized as important to the success of most organizational change efforts. Training helps in preparing the organization for change, in accomplishing the change itself, and in making the change a permanent part of the organization. Furthermore, it is generally accepted that motivation and other attitudes can influence training outcomes, and that the outcomes of training are not only knowledge and understanding, but also emotions and attitudes (Kappelman & Richards, 1996).

This attribute is operated by the sentence of: “The organization assigns me those that are within my training and capability”.

11. *Learning Process – Reward*: Keeping the best performing team players necessitates a delicate balancing act. On the one hand, managers want to reward the team as a whole to reinforce the idea that the team is the important thing and that the team is bigger than its individual heroes. Equally, however, managers don’t want to discourage high performers by ignoring what they have done on behalf of the team. A possible compromise is to have two kinds of recognition for team achievements:

- Rewards for outstanding team performance, and
- Rewards for most valued player(s) in the team.

The team works best if the reward at the end is for all team members and not just for individuals (salary for individual achievement, reward for team performance).

Lack of recognition of team effort has always been the disadvantage of merit schemes. Best performing individuals, however, should be given pay increases (Kaye, 1997).

This attribute is operated by the sentence of: “The pay provided around here is worthwhile for a person to work especially hard”.

12. *Personal Responsibility*: Employees who are empowered have low ambiguity about their role in organizations. The leaders in empowered organizations have a wide span of control which leads to more autonomy for the employee. Empowered employees feel that their organization provides them sociopolitical support, that they have greater access to information and resources than in traditional organizations, and that their work climate is participatory, while good to have access to resources was not significantly related to a perception of being empowered (Honold, 1997).

This attribute is operated by the sentence of: “The organization makes me feel I am making some effort, not just for myself but for the hotel as well”.

13. *Structural Change*: The need for changing the processes of work within an organization as critical to achieving empowerment. There are three critical elements in determining empowerment (Honold, 1997):

- Clarity and consistency of the organization’s over-all production and development goals, and an alignment of all systems and management and employee levels toward those goals,
- Ongoing evaluation and development of the professional needs of the employees with preparation for a greater sense of process ownership and accountability,

- Assurance of congruence between corporate goals, management goals, and the goals of the organization's employees.

This attribute is operated by the sentence of: "The organization has clarity and consistency on its development goals".

14. *Management Support*: The management must be prepared for the costs and effects of the change. That means the support from the executive-level management in the organization in resources, including time, funding, personnel, assistance from outside experts, facilities, materials, etc., must all be provided by the organization and this must be clearly defined and guaranteed up front. This must also include resources to pursue development and further assessment in the future, as needed (Jones and Bearly, 1996).

This attribute is operated by the sentence of: "The organization gives enough authority to do my job".

15. *Feedback*: To implement a successful feedback system, the first step is to determine exactly what the need for and the purpose is of the feedback system. Goals and objectives are established, and specific competencies which are to be studied must be clearly established, and aligned with the organization's vision and mission. The next step is to ensure commitment and support from the executive-level management in the organization.

There are three main groups of people for whom feedback is appropriate:

- The first group includes managers and supervisors. This involves the managers (or supervisors) being rated by their subordinates in areas such as employee interaction, communication, effectiveness as a leaders, etc.
- The second group includes most employees. The employees are assessed by their co-workers and supervisors, and are rated on their performance in particular tasks, their interaction with others, etc.
- The third group includes work teams, whose members can be rated individually and as a group. Group rating systems involve their own particular effects and difficulties.

Thus, commitment from the employees who will be rating and be rated must be obtained. This involves a certain degree of trust between the employees, the organization, and the entity that is conducting the feedback system. However, the best method to ensure this trust is to utilize an outside source, such as a consulting firm, to conduct the surveys and compile the results (Jones and Bearly, 1996).

This attribute is operated by the sentence of: “The organization has suggestion box for all workers”.

Dependent attributes for the study of organizational empowerment are as follows:

1. *Commitment and achievement of corporate objectives:* When individuals come to an intellectual understanding about the need for change, they may indeed change; but effective, long-term change will only happen when they really believe in their hearts that they need to change their behavior.

Most importantly, however, it is commitment to the purpose behind change that leads to lasting behavioral change. Individuals change their behavior when they have a reason to do so and that reason means something to them. Commitment to change is based on an awareness and acceptance of the reasons behind the change and of the benefits to be gained from implementing the change (Clutterbuck & Kernaghan, 1994).

This attribute is operated by the sentence of: “The organization gives me an opportunity to participate in the process of strategic planning and goal setting”.

2. *Enhancement of decision making authority and responsibility*: An individual can take responsibility and have decision making at several levels:

- For tasks directly allocated to him or her alone.
- For tasks allocated to a group of people in general – for example, whoever is nearest an unattended phone is the person responsible for answering it and for ensuring that the inquiry is dealt with properly.
- For tasks that aren't allocated to anyone, but which clearly need attending to – for example, a badly packaged parcel, another employee in distress, or a misdirected visitor.
- For tasks that haven't yet been conceived, such as developing and piloting a new and better system, or improving a product.

In helping to move management trust towards empowerment, an individual's empowerment comes in three stages:

- Dependence: a hierarchical dependence on orders.

- Independence: when an individual is able to take decisions alone. At this stage he or she gains confidence, becomes rebellious and tests the limits of their empowerment.
- Interdependence: an individual discovers that no man is an island, and learns a new sort of dependence based on equality, cooperation and trust in co-workers (Clutterbuck & Kernaghan, 1994).

This attribute is operated by the sentence of: “The organization has the authority to do what I am supposed to do at work”.

3. *Viability / profitability*: Unless a company makes a profit, that is, takes in more revenue than it pays out for costs and expenses, it will not be able to stay in business. First and foremost, employee partners need to understand this fundamental concept as the heart of the company’s effort. In order to contribute to this effort, they need to be educated in how their company makes a profit. This means they should understand how sales generate revenues and how the company’s costs and expenses reduce them.

Part of what determines profitability is the difference between the selling price and the costs directly related to producing the product or delivering the service.

Understanding the level of profit that each product or service produces enables them to focus on what is important (Mccoy, 1996).

This attribute is operated by the sentence of: “The organization thinks financial success is greater when attitudes are better and empowerment is the key to success”.

4. *Product quality / productivity*: A successful organization is one with high levels of both group achievement and product or service quality. Empowering efforts must,

therefore, focus on departmental, project, or ad hoc groups because it is in such groups that an organization's human and product or service quality come together. In an empowered organization, the association of group well-being and product quality is clearly verbalized in statements of policies and goals. Quality teams, whether they are a part of the formal organizational structure or temporary, are at the heart of empowerment (Vogt and Murrell, 1990).

This attribute is operated by the sentence of: "The organization makes me to believe there has been improvement in work quantity and quality".

5. *Enhancement of employee morale and potentials*: If employees are informed only in the most general terms as to the reasons for the management decisions, have no understanding of the underlying issues, the greatest negative effect of these actions on morale is the perception on the part of the employees that the decisions and actions are arbitrary.

Employee morale and attitudes are improved as the result of increased understanding, that means, the information must be available in the empowered organization (Mccoy, 1996).

This attribute is operated by the sentence of: "The organization makes me feel I am valued at this hotel".

CHAPTER 4

RESEARCH METHODOLOGY

This chapter justifies the use of descriptive method, correlational method and case study method as the research methodology, provides a description of the research population and sampling technique, and addresses the development of the research instrument. Data analysis procedures and limitations of the research design are also presented.

4.1 Methods of Research Used

The literature review presented in Chapter 2 identifies several characteristics that a number of authors consider to be keys of factors associated with organizational empowerment. Due to the qualitative nature of the research topic, these factors are not well suited to empirical study. Research of quality management subjects, such as organizational empowerment, is best conducted within the setting of the organization to be studied; however, in such studies events are outside the control of the researcher (Creswell, 1994).

The methods of research used in this study are as follows:

- *Under descriptive method*, it involves techniques for describing data in abbreviated, symbolic fashion. It's a sort of shorthand, a series of precise symbols for the description of what could be great quantities of data. It is the process of summarizing data in the form of tabular, graphical, and numerical methods, that is easy for the reader to understand. Summary statistics are used such as means, standard deviations and other measures of normalcy (Sprinthall, 1997).
- *Under correlational method*, it is defined as the degree to which two or more variables are associated. It involves the calculation of a correlation coefficient, which is a numerical measure of linear association between two variables that takes values between -1 and $+1$. Values near $+1$ indicate a strong positive linear relationship, values near -1 indicate a strong negative linear relationship, and values near zero indicate lack of a linear relationship.

Multiple correlation combines two or more independent variables to enhance the relationship to a dependent variable, that is, the technique used for combining independent variables and relating them to a dependent variable (Sprinthall, 1997).

- *Under case study research* may provide an appropriate vehicle for investigation. Case study research is a form of qualitative research well suited to collecting data about management or organizational subjects (Yin, 1984). In case study research, the researcher investigates a single entity in-depth. The researcher seeks to document information about a specific subject, in order to advance the

level of knowledge about the subject, or to support or discount existing theories about the subject. The researcher is interested in observing and documenting, rather than rigidly controlling events to capture a specific population characteristic (Cooper & Emory, 1995). Case studies are concerned with the identification of connections between theory and observation, rather than the identification of causation factors, it is therefore an appropriate methodology for the conduct of this research (Creswell, 1994).

4.1.1 Research design. This research effort is focused on increasing the body of knowledge available to the hotel on the subject of empowerment. The intent of the research is to identify whether key characteristics frequently associated with organizational empowerment were present in the subject hotel, the collection of data from one source provides maximum insight into the true state of the situation. This, however, will have no bias. It is inherent that the study will have one data source location. For this reason, the research design included the collection of data through structured questionnaires with both management and staffs, as well as a review of information contained in the hotel's policy statements.

4.2 Respondents and Sampling Procedure

Population and Sample. In this case study, there is no intention or justification for the generalization of characteristics from a sample to a population. Therefore, non random sampling methods were used as judgment or purposive sampling. The results of

the research are intended only to add to the store of knowledge about empowered organization available to the hotel.

The identification of specific subjects for filling questionnaire was driven by convenience by hotel management, and the researcher's desire to interfere as little as possible with the primary work duties of the subjects. At the same time, it was essential to obtain a cross section of subjects in the *preliminary survey*, in sufficient numbers in order to corroborate or develop (if necessary) the appropriate questionnaire and/or any significant findings. As a result, in the preliminary survey, the subjects consisted of 20 employees assigned to various departments within the company. Five of the subjects are management-level employees.

Next, for *field study*, the subjects were managers and staffs of a service industry; a hotel industry which is located at the southern town of Phuket, with a population of less than 500. The hotel business has been divided into two parts as Operational Office (Front Office) and another is Back Office. In the part of Operational Office (Front Office), it consisted of the following departments: Engineers; Food & Beverage-Kitchen; Food & Beverage-Service; Front Office & Telephone; Housekeeping; Sales & Marketing and Recreation. In the part of Back Office, it consisted of the following departments: Account; Human Resources; Securities and Administration. Managers and staffs will be completing similar questionnaire which is, composed of four parts of questions which addressed conditions associated with the organizational empowerment.

The study included 33 managers (21 managers from operational office and 12 managers from the part of back office) represents 100 percent response rate and 143 staffs (132 staffs from operational office and 11 staffs from the part of back office). The figure

of total 143 staffs arrive from picking up an even number of the questionnaire responding from those operational office and back office respondents. This represents more than 50 percent response rate (Table 4.1). The researcher requested the hotel business through Mr. Mark Hennebry, one director of hotel's owner group, to participate in the study about the factors associated with organizational empowerment. It is acknowledged that these employers probably had some knowledge and interest on the topic of empowerment in the organization. In an objective manner, this, however, will not be biased in the comparative study of the responses of the managers and their staffs on the topic, the factors associated with organizational empowerment.

Table 4.1 : Number of population and sampling size of managers and staffs of the hotel industry

Department	Manager Level		Staff Level		Total	
	Population	Sampling	Population	Sampling	Population	Sampling
<u>Operational Office</u>						
1. Engineer	2	2	30	15	32	17
2. Food & Beverage - Kitchen	3	3	68	34	71	37
3. Food & Beverage - Service	9	9	63	31	72	40
4. Front Office & Telephone	2	2	40	20	42	22
5. Housekeeping	2	2	49	24	51	26
6. Sales and Marketing	3	3	1	1	4	4
7. Recreation	0	0	14	7	14	7
Total Operational Office	21	21	265	132	286	153
<u>Back Office</u>						
1. Account	6	6	13	6	19	12
2. Human Resources	5	5	2	1	7	6
3. Securities	0	0	6	3	6	3
4. Administration	1	1	2	1	3	2
Total Back Office	12	12	23	11	35	23
<u>Grand Total</u>						
	33	33	288	143	321	176

(Source : Human Resources Department (1999), Banyan Tree Resort Hotel, Phuket)

4.3 Research Instrument / Questionnaire

Data Collection Method: The researcher chose questionnaire as the primary research instrument, in order to collect as much in-depth information, and maintain as much control over variation as possible. In each questionnaire, it contained with four parts including as follows: a five point Likert scale was used to judge the degree of effective/ineffective in Part I; the degree of adequate/inadequate in Part II; the degree of responsive/unresponsive in Part III; and the degree of agreement/disagreement in Part IV. Weak rating scale with the statement was associated with a 4, or 5 rating; strong rating scale was associated with a 1, or 2 rating; and the number of statements be listed from possible problems and suggestions was also used in Part IV the respondents just fill a number from a scale of 1 to 10 in the blank of ranking, for any problems and suggestions that best describes their organizational empowerment. However, in order to ensure consistency of responses, and comparability of data, in questionnaire, the same basic questions were utilized to both managers and staffs level. And all questions addressed to what extent the organization to become an empowered organization.

Questionnaire Questions Development: The primary purpose of the questionnaire was to determine the degree to which certain key elements of empowerment were present or perceived to be present within the subject hotel. Therefore, questions were structured to determine if these key factors were present, and to elicit the subjects' opinions on whether these factors are important markers of organizational empowerment, or critical to success in achieving performance goals.

Conducting The Questionnaire: Due to the sample population in the hotel business has both foreigner and Thai staffs, in order to ensure minimal interpretation errors by the subjects, the questionnaire will be prepared in English language and then be translated into Thai language to suit for those native speakers. The translation will be done by the professional and then rechecked by the expert in order to retain the original meaning of English version questionnaire. Therefore, the general nature of the questionnaire questions was provided to the subjects in advance. This will be done in order to increase the amount of relevant information collected and to increase the reliability of the data. Two primary concerns regarding the conduct of answering the questionnaire were to minimally disrupt the functioning of hotel's business, and to elicit open and honest answers from the subjects. In order to achieve these goals, the questionnaire was structured to take no more than half an hour, and the questionnaire was initiated with a non-attribution statement relating to individuals' specific responses.

Table 4.2 : The Construction of the Questionnaire

Attributes	Question #
Part I : Team (80 questions)	
Team Structure	01-10
Team Culture	11-20
Sharing Of Information	21-30
Common Goals	31-40
Boundaries, givens and limitations	41-50
Roles	51-60
Norms	61-70
Internalized Discipline	71-80
Part II : Empowerment Process Events (20 questions)	
Leadership	01-10
Learning process – training	11-14
Learning process – reward	15-20
Part III : Organizational Readiness (40 questions)	
Personal responsibility	01-10
Structural change	11-20
Management Support	21-30
Feedback	31-40
Part IV : Organizational Empowerment (25 questions and 2 ranking statements)	
Commitment and achievement of corporate objectives	01-05
Enhancement of decision making authority and responsibility	06-10
Viability / profitability	11-14
Product quality / productivity	15-19
Enhancement of employee morale and potentials	20-25

Based from the statement of the problem:

Question no.1 – will be answered by Part I of the questionnaire of team.

Question no.2 – will be answered by Part II of the questionnaire of empowerment of processes and events.

Question no.3 – will be answered by Part III of the questionnaire of organizational readiness.

Question no.4 – will be answered by Part IV of the questionnaire of organizational empowerment.

Question no.5 – will be answered after analysis of Part I and II by both the questionnaire of team and empowerment of processes and events.

Question no.6 - will be answered after analysis of Part II and III by both the questionnaire of empowerment of processes and events and organizational readiness.

Question no.7 – will be answered after analysis of Part I, II, III and IV by both the questionnaire of team, empowerment of processes and events, organizational readiness and organizational empowerment.

Question no.8 – will be answered after analysis of Part I, II, III and IV by both the questionnaire of team, empowerment of processes and events, organizational readiness and organizational empowerment.

Question no.9 – will be answered after analysis of Part IV of the questionnaire of organizational empowerment.

Question no.10 – will be answered after analysis of Part IV of the questionnaire of organizational empowerment.

Pre-questionnaire Procedures: In order to obtain the full cooperation of hotel's management in the research, specific questionnaire questions were provided in advance for their review and approval. In addition, hotel executives were consulted about the general scope and content of the research questions prior their formation.

Historical Data Review: Formal personnel and organizational policies of the hotel are a critical element in understanding empowerment and empowering management behaviors. Therefore, hotel's corporate policy statements were reviewed to identify any evidence that supported the research objectives.

4.4 Collection of Data / Gathering Procedures

The researcher first step is to request for permission from the Director of Banyan Tree Resort Hotel for the conduct of the study. Then to prepare the letter of request to General Manager for the administration of the questionnaire.

The researcher will work directly with the respondents who included in the study. The study was approved and supported by top management, questionnaire will be distributed by and returned to the researcher and the results remain anonymous.

The model utilized for the procedural section of the study contained the following phases:-

- *Introduction Phase* – all respondents will be informed by the document attach in front of each questionnaire as follows:
 - Explain to respondents of the organization the management's goods, i.e.

- To determine what problems existed in the organization as perceived by the respondents at each level through use of questionnaire.
- To generate options.
- To recommend solutions.
- To implement change.
- Explain the questionnaire to respondents, respond to questions regarding the questionnaire, etc.

- Explain the necessity for objectivity in responding to the questionnaire.

During this phase the researcher attempt to develop a non-threatening environment, thrust, confidentiality, and openness. Respondents will be informed that all responses are anonymous; no one within the organization would see individual questionnaire; and only aggregate data will be included in the feedback phase.

- *Data Gathering Phase* - This is the sole responsibility of the researcher.

Respondents are instructed to complete the questionnaire at the organization or at home and return by inter-office mail. Questionnaire will be completed from three hundred twenty one respondents which thirty three will come from 100 percent response rate from all managers and another two hundred eighty eight from all staffs will be picked up by even number of questionnaires. So 50 percent response rate that is one hundred forty three will come from all staffs. Again, anonymity is emphasized. Respondents are not required to sign the questionnaire.

- *Analysis of Data Phase* - This will be conducted independently by the researcher.

- *Feedback Phase* - Results of the questionnaire will be shown and discussed with the top management of the organization. In addition, the researcher was available for ranking types of individual sessions which will be conducted in confidence.

The primary data of this study will be collected from the use of a questionnaire. The secondary data will be coming from books, journals, annual reports of the organization, hotel’s magazine, from the internet, and libraries in the university.

4.5 Statistical Treatment of Data

One of the main objectives of statistics is to draw generalizations about a population based on the data collected from a sample. In most cases it is difficult to work with the complete distribution of values; thus, summary measures are introduced to help answer the statistical questions.

The researcher used the following statistical tools:

Question no.1 – *Average Weighted Mean* as relative weights or value points were used to analyze the perception of the respondents in the factors associated to a team which were assigned to the categories of ratings:

<u>Descriptive rating</u>			<u>Arbitrary level</u>
Very Ineffective	5	points	4.20 - 5.00
Ineffective	4	points	3.40 - 4.19
Undecided	3	points	2.60 - 3.39
Effective	2	points	1.80 - 2.59
Very Effective	1	point	1.00 - 1.79

Question no.2 – same as no.1. *Average Weighted Mean* as relative weights or value points were used to analyze the perception of the respondents in the factors associated to empowerment of processes and events which were assigned to the categories of ratings:

<u>Descriptive rating</u>			<u>Arbitrary level</u>
Very Inadequate	5	points	4.20 - 5.00
Inadequate	4	points	3.40 - 4.19
Undecided	3	points	2.60 - 3.39
Adequate	2	points	1.80 - 2.59
Very Adequate	1	point	1.00 - 1.79

Question no.3 – same as no.1. *Average Weighted Mean* as relative weights or value points were used to analyze the perception of the respondents in the factors associated to organizational readiness which were assigned to the categories of ratings:

<u>Descriptive rating</u>			<u>Arbitrary level</u>
Very Unresponsive	5	points	4.20 - 5.00
Unresponsive	4	points	3.40 - 4.19
Undecided	3	points	2.60 - 3.39
Responsive	2	points	1.80 - 2.59
Very Responsive	1	point	1.00 - 1.79

Question no.4 – same as no.1. *Average Weighted Mean* as relative weights or value points were used to analyze the perception of the respondents in the empowerment of organization which were assigned to the categories of ratings:

<u>Descriptive rating</u>			<u>Arbitrary level</u>
Strongly Disagree	5	points	4.20 - 5.00

Disagree	4	points	3.40 - 4.19
Undecided	3	points	2.60 - 3.39
Agree	2	points	1.80 - 2.59
Strongly Agree	1	point	1.00 - 1.79

Under question no.1-4, the tools that have been designed for finding the average or typical score in a distribution are called measures of central tendency. They include the mean, which is the actual arithmetic average and in averaging a set of observation, it is often necessary to compute a weighted average in order to arrive at the desired measure of central location. And because the data are in interval form, the distribution is unimodal and evenly balanced; then the Average Weighted Mean will be used as a tool to analyze on the perceptions of the respondents.

Question no.5 – *Chi-Square Tests* will be used to analyze the relationship between team and empowerment of processes and events.

Question no.6 – same as no.5. *Chi-Square Tests* will be used to analyze the relationship between empowerment of processes and events and organizational readiness.

By far the most popular test for nominal data is the Chi-Square. So it is the statistical test which be spotlighted under question no 5-6. It uses to determine whether or not frequency differences have occurred on the basis of chance. It provides the basis for judging whether more than two population proportions may be considered to be equal. This type of Chi-Square Tests furnish a conclusion on whether a set of observed frequencies differs so greatly from a set of theoretical frequencies that the hypothesis under which the theoretical frequencies were derived should be rejected.

For its distribution, the exact shape depends upon the number of degrees of freedom (which, in turn, depends upon the number of independent random observations). For small values of the number of degrees of freedom, the distribution is highly skewed to the right. As the number of independent observation increases, the distribution approaches the normal form. There are two interesting features of the Chi-Square distribution are that its expected value is always equal to the number of degrees of freedom and its variance is always equal to twice the number of degrees of freedom.

Question no.7 – *Pearson Correlation Coefficient* will be used to analyze the correlation of team, empowerment of processes and events, and organizational readiness to empowerment of organization.

Due to a quantitative formulation of the relationship existing among two or more variables. A correlation is said to be positive when high scores on one variable associate with high scores on another variable, and low scores on the first variable associate with low scores on the second. A correlation is said to be negative when high scores on the first variable associate with low scores on the second, and vice versa. Correlation coefficients range in value from +1.00 to -1.00. Correlation coefficients falling near the zero point indicate no consistent relationship among the measured variables. It is usually based on taking several response measures of one group of subjects. This method takes into account simultaneously the relationship between all variables when two or more independent variables are being used to predict the value of one dependent variable. This is a reminder that Pearson's correlation coefficient measures linear relationships.

Question no.8 – *F ratio / ANOVA* and *T ratio* will be used to analyze the significant differences in the responses of the four levels of respondents in terms of a team,

empowerment of processes and events, organizational readiness and empowerment of organization.

This statistical test of significance is designed to establish whether a significant (nonchance) difference exists among several sample means. Statistically, it is the ratio of the variance occurring between the sample means to the variance occurring within the sample groups. A large F ratio—that is, when the variance between is larger than the variance within—usually indicates a nonchance or significant difference.

When testing this hypothesis of differences, if the results show reject on the null hypothesis, T ratio will be used to analyze the significance for paired sample test. That's because it is the statistical test which used to establish whether significant (nonchance) differences can be detected between two means. With two samples, it is the ratio of the difference between the sample means to an estimate of the standard error of difference. With one sample, it is the ratio of the difference between the sample mean and population mean to an estimate of the standard error of the mean.

Question no.9 – Ranking method - *Frequency Table and Spearman's Rank Correlation Coefficient* will be used to analyze the problems encountered by the respondents in adapting organizational empowerment.

Question no.10 – same as no.9. Ranking method- *Frequency Table and Spearman's Rank Correlation Coefficient* will be used to analyze the respondents' suggestions which regard the empowerment of the hotel industry.

Under question no.9-10, the researcher will prepare a table that lists the different categories of categorical data and the corresponding frequencies with which they occur, that is a frequency table. For categorical data, the form often used is a frequency count of

each of the categories. The frequency is simply a count of the number of subjects who fall into the different categories.

Spearman's Rank Correlation Coefficient will be used to measure of correlation for categorical data that can be ranked. That means it is based on rank-order (ordinal data). For tied observations, the average of the ranks that would have been assigned had there been no ties is given to each tied observation. This statistic method is the same as Pearson's correlation coefficient except that it is applied to the ranks of the data.

4.6 Summary

The data from this research was collected through a series of structured questionnaires with staffs and managers of Banyan Tree Resort Hotel, Phuket and a review of posted or published hotel wide-documents. Since the hotel has little in the way of published policy statements, the primary data source was the structured questionnaires. And the specific questions included in the structured questionnaires are included at Appendix 3.

There is one set of questions that was presented to the subjects, does not based on whether the questionnaires were posed to the staffs or the managers. In order to ensure consistency of responses, and comparability of data, in most instances, comparable questions were asked of both the staffs and the managers. Because the intent in such cases was to elicit the same information, the questions were structured similarity to reflect the subjects' different roles within the hotel. Notable differences, or similarities in

responses between staffs and managers have been identified in the subsequent sections of this thesis. A total of 321 questionnaires were distributed and the response rate was 95%.

Several questions were structured to elicit from the respondents their general beliefs about empowerment and their experiences working in an empowered environment, in order to provide as complete an understanding of how empowerment operates in their work situation as possible. Although these questions were general in nature, the responses concerned the key characteristics of empowerment, such as team, empowerment of processes and events, organizational readiness and organizational empowerment. The responses to these questions served to provide an overview of the empowerment environment at the hotel, and offered supplemental data used to amplify the responses to other questions.

This chapter identified the case study as the methodology for conducting the research, and provides the justification for utilizing that methodology. The specific procedures utilized in the research were also identified. The results of the research and the analysis of the research data are presented in Chapter Five.

CHAPTER 5

PRESENTATION AND CRITICAL DISCUSSION OF RESULTS

This chapter presents the results of the research effort. General background information has been provided, including a profile of the research subjects and an outline of the data collection effort. A summary of the research result follows, grouped by specific management functions that have been identified as potentially empowering.

5.1 Presentation of Data, Data Analysis and Data Interpretation

The questions were grouped by topic, including team, empowerment of processes and events, organizational readiness and organizational empowerment. The full range of answers has been condensed to reflect the general consensus of the respondents. In the field survey, 2 levels (managers and staffs) and 2 parts of office (operational office and back office) were classified, analyzed and interpreted in a format for discussion of findings. The questionnaire subjects represented a cross section of the various work teams included in the hotel. The individuals included 33 managerial employees (managers) and 143 non-managerial (staffs). Of the 33 managerial employees, 21 was

managers with responsibilities for the operational office (front office) and 12 was managers with responsibilities associated with back office function in the hotel. Of the 143 non-managerial, 132 was staffs with responsibilities for the operational office (front office) and 11 was staffs with responsibilities associated with back office function in the hotel.

In order to determine the factors associated with organizational empowerment that exists within Banyan Tree Resort Hotel, questions were developed to explore the hotel's empowerment are as follows:

5.1.1 The perceptions of the respondents in the factors associated to a team.

The first question of the research focused on the factors associated to a team as perceived by the respondents in terms of team structure; team culture; sharing of information; common goals; boundaries, givens and limitation; roles; norms; and internalized discipline.

Table 5.17 and Table 5.18 contain the summarization of the results from statistical test in factors associated to team by comparing the means and standard deviations scores of the responses from the manager group and the staff group under the part of operational office and back office of the hotel. However, the statistical results in the independent attributes of team can be found at Table 5.1 – 5.16 (Appendix 2).

Under the Part of Operational Office (Front Office) : Table 5.17 contains the means and standard deviations of the factors associated to team from managers and staffs questionnaires.

Table 5.17 : Means and Standard Deviations of Team from Operational Office

TEAM	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Team Structure	2.68	2.87	2.84	0.70	0.59	0.61
2. Team Culture	2.35	2.70	2.65	0.49	0.65	0.65
3. Sharing of Information	2.52	2.76	2.73	0.64	0.68	0.68
4. Common Goals	2.42	2.76	2.71	0.54	0.62	0.62
5. Boundaries, Givens and Limitations	2.91	3.03	3.01	0.51	0.57	0.56
6. Roles	2.50	2.74	2.71	0.68	0.61	0.63
7. Norms	2.54	2.92	2.86	0.45	0.58	0.58
8. Internalized Discipline	2.56	2.99	2.93	0.60	0.56	0.58
Total Team	2.56	2.85	2.81	0.47	0.51	0.51

The average weight mean scores of team from the operational office (2.56 and 2.85) indicated that while the staffs did not give their opinions so much in team, the managers were. The managers' score indicated that in the hotel, there was effectiveness in the factors associated in a team in terms of the following important factors (in priority) as *team culture*: quality was a top priority with the team; team gave enough recognition for work that's well done; and team considered themselves a "team player" at work; *common goals*: team had work objectives that were very clear and specific; they knew exactly what their job were. Besides, they thought that team felt they were a part of a team working towards shared goals and there was awareness in team goals and objectives;

Roles: team believed their job was secure; physical working conditions were good for them; and team liked the type of work that they did; *sharing of information*: the managers thought that their team had good interaction among their co-worker; team facilitated information needed to carry out their jobs; team's corporate communications kept them up to date on the hotel; they also got along with the communication systems in

the department; and team had access to information to get things done within the organization;

Norms: the managers believed that team allowed them to control their own work pace; team followed guideline on procedures; and they also believed that the work they did on their job were meaningful to them; and *internalized discipline*: team operated in a disciplined way under the team's conditions; besides, team felt responsible for carrying out the tasks that followed their roles; and team had no negative consequence if their act were unsuccessful in achieving the desired end.

Under the Part of Under the Part of Back Office : Table 5.18 contains the means and standard deviations of the factors associated to team from the managers and staffs questionnaires.

Table 5.18 : Means and Standard Deviations of Team from Back Office

TEAM	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Team Structure	2.57	2.42	2.50	0.34	0.52	0.43
2. Team Culture	2.46	2.47	2.47	0.57	0.37	0.47
3. Sharing of Information	2.34	2.58	2.45	0.78	0.68	0.73
4. Common Goals	2.33	2.29	2.31	0.50	0.46	0.47
5. Boundaries, Givens and Limitations	3.45	2.67	3.08	0.45	0.55	0.63
6. Roles	2.31	2.34	2.32	0.68	0.47	0.58
7. Norms	2.62	2.36	2.50	0.38	0.49	0.44
8. Internalized Discipline	3.19	2.67	2.94	0.62	0.67	0.68
Total Team	2.66	2.47	2.57	0.39	0.45	0.42

The average weighted mean scores of team from the back office (2.66 and 2.47) indicated that the staffs tend to feel more effective in team than the managers did. That's

because while managers felt effective in roles; common goals; sharing of information; team culture; and team structure, they felt ineffective in boundaries, givens and limitations and had not share any idea in the hotel's norms and internal disciplined. On the other hand, staffs felt effective in most of the factors associated in team except for their boundaries, givens and limitations and factors in terms of internalized discipline.

From the results of data, they showed the reasons that managers in back office felt effective in some factors associated in teams as follows; *roles*: they believed that team responsibilities were clearly defined; team believed their job were secure; and team felt a part of the team's activities; *common goals*: they felt that team had work objectives that were very clear and specific; they knew exactly what their jobs were; besides, team was aware of team goals and objectives; and team were still moving towards the goal; *sharing of information*: managers felt that the team had good interactions among their co-workers; they provided enough information to enable them to do their job well; facilitated information needed to carry out their jobs; and knew what's going on & in team in the hotel;

Team culture: quality was a top priority with the team; team gave enough recognition for work that's well done; and team treated them like a person, not a number; and *team structure*: the team area was a pleasant place to work; the team had adequate planning objectives; team worked together instead of doing separately; team always asked for member's feedback on how to perform the work assigned and accomplish goals; and team motivated its members to act independently.

However, managers felt ineffective in terms of boundaries, givens and limitations when team thought that they'll not be able to satisfy the conflicting demands of various

people over them; felt that they have to do things on the job that were against their better judgment; told them to do things that they don't think they should do at work; was unclear on what were the scope and responsibilities of their jobs; had complexity in their jobs to allow for initiative and decision making; and seemed that one person told them to do one thing and another person told them to do something else at work.

For the perception of staffs, the reasons that supported their opinions in effectiveness were as follows: *common goals*: team had suggestion box for all members; were still moving towards the goals; and had work objectives that were very clear and specific; they knew exactly what their jobs were; *roles*: physical working conditions were good for them; team believed their jobs are secured; decision making processes in their team contributes team motivation; and team responsibilities were clearly defined; *norms*: the work they do on their jobs were meaningful to them; team allowed them to control their own work pace; exercised to follow the standard rules; members of the team seemed to be working towards the same goals; and followed guidelines or procedures;

Team structure: team had adequate planning objectives; worked together instead of doing separately; had the opportunity for participation in the determination of methods, procedures and goals; always asked for member's feedback on how to perform their work and to accomplish goals; *team culture*: quality was a top priority with the team; team gave enough recognition for work that's well done; and team treated them like a person, not a number; and *sharing of information*: team got along with the communication systems in the department; had good interaction among their co-workers;

team's corporate communications kept them up to date on the company; and provided enough information to enable them to do their job well.

Nevertheless, the overall, average weighted mean scores of all employees under back office showed that there was effectiveness on the factors associated to a team especially in terms of *common goals*: team had work objectives that was very clear and specific; they knew exactly what their jobs were; and *roles*: team responsibilities were clearly defined.

5.1.2 The perceptions of the respondents in the factors associated to empowerment of processes and events. The second question of the research was focused on the factors associated to empowerment of processes and events as perceived by the respondents in terms of leadership and learning processes (training and rewards).

Table 5.25 and Table 5.26 contained the summarization of the results from statistical test in the factors associated to empowerment of processes and events by comparing the means and standard deviations scores of the responses from the manager group and the staff group under the part of operational office and back office of the hotel. However, the statistical results in the independent attributes as leadership, learning processes – training and learning - reward can be found at Table 5.19 – 5.24 (Appendix 2).

Under the Part of Operational Office (Front Office) : Table 5.25 contains the means and standard deviations of the factors associated to empowerment of processes and events from the managers and staffs questionnaires.

Table 5.25 : Means and Standard Deviations of Empowerment of Processes and Events from Operational Office

EMPOWERMENT OF PROCESSES AND EVENTS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Leadership	2.20	2.69	2.62	0.77	0.78	0.79
2. Learning Process - Training	2.46	2.76	2.72	0.50	0.78	0.75
3. Learning Process - Reward	2.77	2.94	2.91	0.89	0.74	0.76
Total Empowerment of Processes and Events	2.41	2.77	2.72	0.64	0.66	0.67

The average weighted mean scores of empowerment of processes and events from the operational office (2.41 and 2.77) indicated that while the staffs did not give the idea so much in empowerment of processes and events, the managers were. The managers' score indicated that in the hotel, there were adequate factors associated in empowerment of processes and events in terms of leadership and learning processes – training; but for learning processes – rewards, they did not give any opinions.

There were many reasons to support managers' perceptions such as: *leadership*: direct superior treated them fairly and with respect; was competent in doing his or her job; and *learning processes – training*: the organization trained them to incorporate the opinions of others; provided as much initial and ongoing training as they needed; and assigned them those that were within their training and capability. For staff's perception, they did not share idea so much in these factors associated to empowerment of processes and events.

Under the Part of Back Office : Table 5.26 contains the means and standard deviations of the factors associated to empowerment of processes and events from the managers and staffs questionnaire.

Table 5.26 : Means and Standard Deviations of Empowerment of Processes and Events from Back Office

EMPOWERMENT OF PROCESSES AND EVENTS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Leadership	2.09	2.23	2.16	0.51	0.59	0.54
2. Learning Process - Training	2.96	2.42	2.70	0.55	0.67	0.66
3. Learning Process - Reward	2.89	2.36	2.64	0.96	0.43	0.78
Total Empowerment of Processes and Events	2.51	2.31	2.41	0.43	0.40	0.42

The average weighted mean scores of empowerment of processes and events from the back office (2.51 and 2.31) indicated that both groups tend to feel adequate in the above mentioned factors, especially from the perceptions of staffs. Staffs felt that there were adequate factors associated in empowerment of processes and events in terms of the followings: *leadership*: direct superior treated them fairly and with respect; told them when their work needed improvement and when they did their work well; was competent in doing his or her job; and there was confidence in the leadership of the hotel;

Learning processes – reward: the organization satisfied them with the hotel's benefit packages; the amount of money they made influence their over all attitudes towards their job; the organization provided accommodation for them and their pay was adequate; and the pay provided around here was worthwhile for a person to work especially hard; and *learning processes – training*: the organization provided as much initial and ongoing training as they needed; trained them to incorporate the opinions of others; and assigned them those that were within their training and capability.

Nevertheless, the managers felt that there was adequate in the factors associated to empowerment of processes and events only in terms of *leadership* which the reasons

supported are as follows: direct superiors treated them with respect and fairly; was competent in doing his or her job; was successful in getting people to work together; told them when their work needed improvement; and asked them for their input to help make decisions.

From the overall responses of the employees under the back office, they felt adequate on the factors associated in empowerment of processes and events in terms of *leadership* only. They believed that their direct superior treated them fairly and with respect and they also told them when their work needed improvement.

5.1.3 The perceptions of the respondents in the factors associated to organizational readiness. The third question of the research was focused on the factors associated to organizational readiness as perceived by the respondents in terms of personal responsibilities; structural change; management support; and feedback.

Table 5.35 and Table 5.36 contained the summarization of the results from statistical test in the factors associated to organizational readiness by comparing the means and standard deviations scores of the responses from the managers group and the staff group under the part of operational office and back office of the hotel. However, the statistical results in the independent attributes as personal responsibilities, structural change, management support and feedback can be found at Table 5.27 – 5.34 (Appendix 2).

Under the Part of Operational Office (Front Office) : Table 5.35 contained the means and standard deviations of the factors associated to organizational readiness from the managers and staffs questionnaires.

Table 5.35 : Means and Standard Deviations of Organizational Readiness from
Operational Office

ORGANIZATIONAL READINESS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Personal Responsibilities	2.46	2.73	2.69	0.57	0.56	0.57
2. Structural Change	2.70	2.85	2.83	0.70	0.56	0.58
3. Management Support	2.78	2.95	2.92	0.72	0.74	0.74
4. Feedback	2.54	3.01	2.94	0.76	0.68	0.71
Total Organizational Readiness	2.62	2.88	2.85	0.60	0.56	0.58

The average weighted mean scores of organizational readiness from the operational office (2.62 and 2.88) indicated that both managers and staffs did not share their opinions so much in these factors associated to organizational readiness. However, when the results were analyzed in each factors, the data showed that under the perceptions of managers, they tend to feel responsive in the area of personal responsibilities and feedback. The reasons were supported as follows: *personal responsibilities*: managers felt that the major satisfaction in their lives came from their job; the most important things that happened to them involved their work; their loyalty were to their works, not to any particular hotel; and the organization did not have the right to expect more when they did what their job description required; and *feedback*: the organization had suggestion boxes for all workers; management took steps that would make empowerment more effective; and the organization had a great deal of feedback and guidance on the quality of their works.

Although the mean scores of managers showed positive than staffs', it showed that both managers and staffs did not share any idea so much in these factors of organizational readiness.

Under the Part of Back Office : Table 5.36 contained the means and standard deviations of the factors associated to organizational readiness from the managers and staffs questionnaires.

Table 5.36 : Means and Standard Deviations of Organizational Readiness from Back Office

ORGANIZATIONAL READINESS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Personal Responsibilities	2.61	2.25	2.44	0.21	0.35	0.34
2. Structural Change	2.74	2.50	2.62	0.39	0.41	0.41
3. Management Support	2.66	2.51	2.59	0.79	0.51	0.66
4. Feedback	2.93	2.33	2.64	0.41	0.62	0.59
Total Organizational Readiness	2.73	2.40	2.57	0.36	0.44	0.43

The average weighted mean scores of organizational readiness from the back office (2.73 and 2.40) indicated that staffs tended to feel more responsive under the factors associated to organizational readiness than managers did. Managers themselves did not share much idea. However, from the results the mean scores showed that the staffs felt responsive in the area of personal responsibilities, structural change, management support and feedback which there were reasons to support as follows:

Personal responsibilities: their loyalty were to their work, not to any particular hotel; the major satisfaction in their life came from their jobs; the organization made

them feel they were making some effort, not just for themselves but for the hotel as well; and the organization did not have the right to expect more when they did what their jobs descriptions required; *Feedback*: the organization had suggestion boxes for all workers; the organization had adequate feedback that helped improve the performance of their employees; management took steps that would made empowerment more effective; top management always asked for worker's feedback on how to accomplish goals; and the organization received a considerable amount of feedback concerning their quantities of output on the job;

Structural change: the offer of a bit more money with another employer would not seriously made them thought of changing their jobs; they would do if it were possible to move to another hotel at this time; even if the hotel was not doing too well financially, they would be reluctant to change to another employer; the organization gave them freedom to solve minor problems; and management knew whether their lives goals were compatible with the hotel goals; and *management support*: the organization was concerned about giving everyone a chance to get ahead; the management provided initial instructions and gave more and more freedom as needed; the organization had adequate support functions, such as human resources that could help them by providing information & training; and the organization gave enough authority to do their job.

Furthermore, the data from results showed that from the overall responses of the employees under back office, they felt responsive in the factors associated to organizational readiness in terms of *personal responsibilities*: their loyalty were to their work, not to any particular hotel; the major satisfaction in their lives came from their jobs; and the organization made them felt they were making some effort, not just for

themselves but for the hotel as well; and *management support*: the organization was concerned about giving everyone a chance to get ahead; the organization gave enough authority to do their jobs; and the management provided initial instructions and gave more and more freedom as needed.

5.1.4 The perceptions of the respondents in the empowerment of organization.

The fourth question of the research was focused on the empowerment of organization as perceived by the respondents in terms of commitment and achievement of corporate objectives; enhancement of decision making authority and responsibility; viability/profitability; product quality/productivity; and enhancement of employee morale and potentials.

Table 5.47 and Table 5.48 contained the summarization of the results from statistical test in the factors associated to empowerment of organization by comparing the means and standard deviations scores of the responses from the managers group and the staff group under the part of operational office and back office of the hotel. However, the statistical results in the dependent attributes of empowerment of organization can be found at Table 5.37 – 5.46 (Appendix 2).

Under the Part of Operational Office (Front Office) : Table 5.47 contains the means and standard deviations of the factors associated to empowerment of organization from the managers and staffs questionnaires.

Table 5.47 : Means and Standard Deviations of Empowerment of Organization from Operational Office

EMPOWERMENT OF ORGANIZATION	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Commitment and achievement of corporate objectives	2.53	2.85	2.80	0.80	0.68	0.70
2. Enhancement of decision making authority and responsibility	2.32	2.78	2.71	0.76	0.71	0.73
3. Viability/profitability	2.51	2.67	2.65	0.60	0.70	0.69
4. Product quality/productivity	2.47	2.94	2.87	0.58	0.66	0.67
5. Enhancement of employee morale and potentials	2.91	3.36	3.30	0.98	0.87	0.89
Total Empowerment of Organization	2.45	2.81	2.76	0.61	0.61	0.62

The average weighted mean scores of organizational empowerment from the operational office (2.45 and 2.81) indicated that managers tended to agree in most of the factors associated to organizational empowerment except in the area of enhancement of decision making authority and responsibility. On the other hand, staffs did not share their opinions in this field.

From the results, it was found that managers tends to agree in the following areas: *enhancement of decision making authority and responsibility*: the hotel made them felt that they were a part of the hotel; had the authority to do what they were supposed to do at work; and made them felt they were contributing to the hotel’s mission; *product quality/productivity*: the hotel had given them freedom to produce higher quality and more productive; always pushed them to increase production; and made them to believe there had been improvement in work quantity and quality;

Viability/profitability: the hotel tried very hard to improve on its profitability; it thought financial success was greater when attitudes were better and empowerment was

the key to success; and it recognized good work they can count on making more money; and *commitment and achievement of corporate objectives*: the hotel promoted a strong sense of loyalty toward the hotel; it had a long-term strategy of the hotel; it contributed to the planning process at the hotel.

To combine the overall responses of the employees under the operational office, it was found that they showed “undecided” in the empowerment of organization. It means that some of the policies on the factors of empowerment were not cleared or achieved.

Under the Part of Under the Part of Back Office : Table 5.48 contained the means and standard deviations of the factors associated to empowerment of organization from the managers and staffs questionnaires.

Table 5.48 : Means and Standard Deviations of Empowerment of Organization from Back Office

EMPOWERMENT OF ORGANIZATION	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. Commitment and achievement of corporate objectives	3.09	2.54	2.83	0.60	0.65	0.67
2. Enhancement of decision making authority and responsibility	2.49	2.26	2.38	0.41	0.54	0.48
3. Viability/profitability	2.52	2.33	2.43	0.38	0.55	0.47
4. Product quality/productivity	2.65	2.50	2.58	0.68	0.53	0.60
5. Enhancement of employee morale and potentials	2.91	2.84	2.88	1.11	0.72	0.92
Total Empowerment of Organization	2.63	2.40	2.52	0.50	0.44	0.48

The average weighted mean scores of organizational empowerment from the back office (2.63 and 2.40) indicated that staffs tended to agree in most of the factors associated in organizational empowerment except in the area of enhancement of

employee morale and potentials. While managers' perceptions showed that they agreed in the factors of enhancement of decision making authority and responsibility and also in the factors of viability/profitability in the following reasons:

Enhancement of decision making authority and responsibility: the hotel made them felt they were contributing to the hotel's mission; made them felt that they were a part of the hotel; and had the authority to do what they were supposed to do at work; and *viability/profitability:* the hotel tried very hard to improve on its profitability; and thought financial success was greater when attitudes were better and empowerment was the key to success.

Under staffs' perceptions, they agreed to the following factors: *enhancement of decision making authority and responsibility:* the hotel made them felt that they were a part of the hotel; had the authority to do what they were supposed to do at work; and made them felt they were contributing to the hotel's mission; *viability/profitability:* the hotel tried very hard to improve on its profitability; recognized good work they could count on making more money; and took moderate risks to get profit from work;

Product quality/productivity: the hotel made them to believe there had been improvement in work quantity and quality; had given them freedom to produce higher quality and more productive; always pushed them to increase production; and always asked them to work harder; and *commitment and achievement of corporate objectives:* the hotel promoted a strong sense of loyalty toward the hotel; contributed to the planning process at the hotel; and gave them an opportunity to participate in the process of strategic planning and goal setting.

Under the perceptions of all employees within back office, it was found that they agreed in the following factors in the empowerment of the hotel: *enhancement of decision making authority and responsibility*: the hotel made them felt that they were a part of the hotel; *viability/profitability*: the hotel tried very hard to improve on its profitability; and *product quality/productivity*: the hotel had given them freedom to produce higher quality and more productive; and made them believe there had been improvement in work quantity and quality.

5.1.5 The relationship between team and empowerment of processes and

events. The fifth question of the research was focused on the relationships between team and empowerment of processes and events. And because testing hypothesis is a problem of deciding between the null and alternative hypothesis which based on the information contained in a random sample, then, in order to test this relationship, the null and alternative hypothesis have been formulated as follows:

The null hypothesis is

Ho : “There is no significant relationship between team and empowerment of processes and events”.

And the alternative hypothesis is

Ha : “There is a significant relationship between team and empowerment of processes and events.”

Chi-Square Tests was the appropriate test statistic, that was used to test the null hypothesis. Two-sided alternatives was determined to be the rejection region which is on the right and left tail of the sampling distribution of the test statistic under the assumption

that the null hypothesis was true. So, level of significance (α) is $0.05/2 = 0.025$. Then if $p\text{-value} < 0.025$, the results are statistically significant ($P < 0.025$). If $p\text{-value} > 0.025$, the results are insignificant.

Table 5.49 contained the results of the relationships between team and empowerment of processes and events comparing the part of operational office and back office and also showed two levels of managers and staffs.

Table 5.49 : Pearson Chi-Square Tests of the Relationship Between Team and Empowerment of Processes and Events

Pearson Chi-Square	Value			df			Asymp. Sig. (2-sided)		
	Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total
Operational Office	16.036	74.160	91.219	4	4	4	.003	.000	.000
Back Office	3.086	2.037	4.790	1	1	1	.079	.154	.029
Total	25.660	81.471	106.08	4	4	4	.000	.000	.000

Under the Part of Operational Office (Front Office) : The results of testing statistic showed that, from the responses of managers and staffs, the $p\text{-value} = .003$ and $.000$ respectively and also the same as when their data be combined, its $p\text{-value} = .000$, which $p\text{-value} < 0.025$, then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there were relationships between team and empowerment of processes and events.

Under the Part of Back Office : The results of testing statistic showed that, from the responses of managers, staffs and combine from both, the p -value = .079, .154 and .029 respectively which p -value > 0.025 , then, it can be concluded that there was insufficient evidence to reject H_0 . There is no significant relationship between team and empowerment of processes and events.

Under the Part of Overall Hotel : From combining all data from both employees, the results of testing statistic showed the p -value of total managers and total staffs who come from operational office plus back office = .000, thus, p -value < 0.025 . It means there was statistical evidence to reject H_0 . The data suggested that there were relationships between team and empowerment of processes and events. This can be supported by the literature review of Lovey (1998) who pointed out that there are some basic conditions which are required for the creation of empowered teams or empowered organization. Those were leadership, training and regular retreats or camp meetings. Moreover, Kanter (1977) mentioned that leaders should have the leadership ability to persuade team members to make their commitments needed in order to achieve project success; to objectively evaluate the relative contributions of team members to the success of the team; and to have special knowledge or experience that can be used to guide others.

5.1.6 The relationships between empowerment of processes and events and organizational readiness. The sixth question of the research was focused on the relationships between empowerment of processes and events and organizational

readiness. To test this relationships, the null and alternative hypothesis have been formulated as follows:

The null hypothesis is

Ho : “There is no significant relationship between empowerment of processes and events and organizational readiness”.

And the alternative hypothesis is

Ha : “There is significant relationship between empowerment of processes and events and organizational readiness.”

Chi-Square Tests was the appropriate test statistic, that was used to test the null hypothesis. Two-sided of the level of significance determined to be the sampling distribution of the test statistic under the assumption that the null hypothesis was true. So, level of significance was $0.05/2 = 0.025$. Then if $p\text{-value} < 0.025$, the results were statistically significant ($P < 0.025$). If $p\text{-value} > 0.025$, the results were insignificant.

Table 5.50 contained the results of the relationships between empowerment of processes and events and organizational readiness comparing in the part of operational office and back office and also showed in two levels of managers and staffs.

Table 5.50 : Pearson Chi-Square Tests of the Relationship Between Empowerment of Processes and Events and Organizational Readiness

Pearson Chi-Square	Value			df			Asymp. Sig. (2-sided)		
	Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total

Operational Office	5.225	94.671	99.144	4	4	4	.265	.000	.000
Back Office	6.000	2.933	9.436	1	1	1	.014	.231	.009
Total	12.660	99.341	114.99	4	4	4	.013	.000	.000

Under the Part of Operational Office (Front Office) : The results of testing statistic showed that, from the responses of managers and staffs, the p -value = .265 and .000 respectively which p -value from the responses of managers > 0.025 . There was insufficient evidence to reject H_0 so it can be concluded from this data that there was no relationship between empowerment of processes and organizational readiness. In the opposite side, the p -value from the responses of staff < 0.025 , then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there was significant relationship between empowerment of processes and events and organizational readiness.

If the data from managers and staffs are combined, however, as in Table 5.50, it was found out that a significant p -value = .000. There was sufficient evidence to reject H_0 , thus, it can be concluded that there was a significant relationship between empowerment of processes and events and organizational readiness.

Under the Part of Back Office : The results of testing statistic showed that, from the responses of managers and staffs, the p -value = .014 and .231 respectively which p -value from the responses of managers < 0.025 . There was sufficient evidence to reject H_0 so it can be concluded from this data that there was a significant relationship between empowerment of processes and organizational readiness. In the other side, the p -value

from the responses of staffs > 0.025 , then, it can be concluded by saying that there was insufficient evidence to reject H_0 . The data suggested that there was no significant relationship between empowerment of processes and events and organizational readiness.

If the data from managers and staffs are combined, however, as in Table 5.50, it was found out that a significant p -value = .009. There was sufficient evidence to reject H_0 , thus, it can be concluded that there was a significant relationship between empowerment of processes and events and organizational readiness.

Under the Part of Overall Hotel : From combining all data in the hotel by dividing into group of managers and group of staffs; even if, combine all groups, the results of testing the statistic showed that p -value = .013, .000 and .000 respectively, thus, p -value < 0.025 . It meant there was a high significant evidence to reject H_0 . The data suggested that there was a significant relationship between team and empowerment of processes and events. This can be supported by the literature review of Vogt & Murrell (1990), they mentioned that if an organization is to develop into an empowering system, training and willingness to learning must become a central focus of attention and effort. Besides those mention, desire to improve; realization of need; acceptable climate; need for feedback; and reward for improvement also be the criteria which must be satisfied for a successful empowerment program. Moreover, Kizilos (1990) cited two tools that were available to managers to assist employees in overcoming their reluctance and/or inability to accept empowerment initiatives. The first was employee training. The second management tool was to motivate employees to accept empowerment on a properly structured reward system.

5.1.7 The correlation of team, empowerment of processes and events, and organizational readiness to empowerment of organization. The seventh question of the research was focused on the correlation of team, empowerment of processes and events and organizational readiness to empowerment of organization.

Pearson Correlation Coefficient was an appropriate test statistic, that was used to test the null hypothesis of this question. The magnitude of a correlation coefficient (r) can range from -1 to $+1$. When $r = -1$ or $+1$, the variables were perfectly correlated. These extremes represented the strongest possible relationship. A sample correlation coefficient of $r = 0$ suggested no relationship between a pair of variables, and $r = \pm 1$ suggested the strongest possible relationship. Often the strength of the relationship was between these extremes and the sample correlation coefficient falls between these values $-1 < r < 0$ or $0 < r < +1$.

Two-sided on the level of significance. It was determined to be the sampling distribution of the test statistic under the assumption that the null hypothesis was true. So, the level of significance was $0.05/2 = 0.025$. Then if $p\text{-value} < 0.025$, the results were statistically significant ($P < 0.025$). If $p\text{-value} > 0.025$, the results were insignificant.

To test the correlation of the variables, the null and alternative hypothesis had been formulated into three parts as follows:

5.1.7.1 The correlation of team to empowerment of organization.

The null hypothesis is

Ho : “There is no correlation of team to empowerment of organization”.

And the alternative hypothesis is

Ha : “There is positive correlation of team to empowerment of organization.”

Table 5.51 contained the results of the correlation of team to empowerment of organization comparing on the part of operational office and back office and also showed in two levels of managers and staffs.

Table 5.51 : Pearson Correlation Coefficient Tests for the Correlation of Team to Empowerment of Organization

			TEAM			ORG_EMP		
			Mgr	Staff	Total	Mgr	Staff	Total
Pearson Correlation (r)	TEAM	Front Off.	1.000	1.000	1.000	.662*	.737*	.739*
		Back Off.	1.000	1.000	1.000	.446*	.778*	.629*
		Total	1.000	1.000	1.000	.612*	.746*	.733*
	ORG_EMP	Front Off.	.662*	.737*	.739*	1.000	1.000	1.000
		Back Off.	.446*	.778*	.629*	1.000	1.000	1.000
		Total	.612*	.746*	.733*	1.000	1.000	1.000
Sig. (2-tailed)	TEAM	Front Off.				.001	.000	.000
		Back Off.				.146	.005	.001
		Total				.000	.000	.000
	ORG_EMP	Front Off.	.001	.000	.000			
		Back Off.	.146	.005	.001			
		Total	.000	.000	.000			
N	TEAM	Front Off.	21	132	153	21	132	153
		Back Off.	12	11	23	12	11	23
		Total	33	143	176	33	143	176
	ORG_EMP	Front Off.	21	132	153	21	132	153
		Back Off.	12	11	23	12	11	23
		Total	33	143	176	33	143	176

* Correlation was significant at the 0.05 level (2-tailed).

Under the Part of Operational Office (Front Office) : The results of testing statistic showed that, from the responses of managers and staffs, the value of $r = .662$ and $.737$ respectively which the r -value close to $+1$, then, it meant that there was the stronger the linear relationship between team and empowerment of organization in the idea of staffs than managers. However both groups in operational office seemed to think that there was very close relationship between team and empowerment of organization ($r = .739$)

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = $.001$ and $.000$ respectively. These p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significance evidence to reject H_0 . The data suggested that there was a positive correlation of a team to empowerment of organization.

If the data from managers and staffs were combined, however, as in Table 5.51, it was found out that a significant p -value = $.000$. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of a team to empowerment of organization.

Under the Part of Back Office : The results of testing statistic showed that, from the responses of managers and staffs, the value of $r = .446$ and $.778$ respectively which the r -value close to $+1$, then, it meant that there was the stronger the linear relationship between team and empowerment of organization in the idea of both groups. Nevertheless the staffs' scores of over $.5$ indicates that they thought there was a correlation between team and empowerment of organization more than managers do. For both managers and

staffs in back office, they thought that there was very close relationship between team and empowerment of organization ($r = .629$)

The above can be supported by the p -value from the statistic test, the result of p -value from staffs showed that their p -value = .005. This p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significance evidence to reject H_0 . The data suggested that there was a positive correlation of a team to empowerment of organization.

Although the p -value from the result of managers showed .146 which $> .025$, when the data from managers and staffs were combined, however, as in Table 5.51, it was found out that a significant p -value = .001. That's meant there was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of a team to empowerment of organization.

Under the Part of Overall Hotel : From combining the data of managers in operational office and back office and the same combining the data of staffs in operational office and back office, showing the value of $r = .612$ and $.746$ respectively which the r -value close to $+1$, then, it meant that there was the stronger the linear relationship between team and empowerment of organization in the idea of both groups ($r = .733$)

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = .000 and .000 respectively. These p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significance evidence to reject H_0 . The data suggested that there was a positive correlation of a team to empowerment of organization.

Besides the above, if the data from managers and staffs were combined, however, as in Table 5.51, it was found out that a significant p -value = .000. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of a team to empowerment of organization.

As mentioned by Wellins, William, Jeanne (1991) that the successful in empowerment required some key as teams that should be a part of the overall strategy, that meant be sure that they were “right” for the organization. The same as Pokras (1995), described that the empowerment isn’t absolute. Teamwork meant sharing power. The organization’s job was to define what the team will be responsible for, their authority, and what management’s role will be. While Wilson (1994), pointed out that for empowerment to be effective, organizations and all managers must adopt a style that encourages and reinforces individual growth and teamwork processes.

5.1.7.2 The correlation of empowerment of processes and events to empowerment of organization.

The null hypothesis is

H_0 : “There is no correlation of empowerment of processes and events to empowerment of organization”.

And the alternative hypothesis is

H_a : “There is positive correlation of empowerment of processes and events to empowerment of organization.”

Table 5.52 contained the results of the correlation of empowerment of processes and events to empowerment of organization comparing in the part of operational office and back office and also showed in two levels of managers and staffs.

Table 5.52 : Pearson Correlation Coefficient Tests for the Correlation of Empowerment of Processes and Events to Empowerment of Organization

			EMPOWER			ORG EMP		
			Mgr	Staff	Total	Mgr	Staff	Total
Pearson Correlation (r)	EMPOWER	Front Off.	1.000	1.000	1.000	.668*	.775*	.771*
		Back Off.	1.000	1.000	1.000	.626*	.714*	.682*
		Total	1.000	1.000	1.000	.662*	.777*	.766*
	ORG_EMP	Front Off.	.668*	.775*	.771*	1.000	1.000	1.000
		Back Off.	.626*	.714*	.682*	1.000	1.000	1.000
		Total	.662*	.777*	.766*	1.000	1.000	1.000
Sig. (2-tailed)	EMPOWER	Front Off.				.001	.000	.000
		Back Off.				.029	.014	.000
		Total				.000	.000	.000
	ORG_EMP	Front Off.	.001	.000	.000			
		Back Off.	.029	.014	.000			
		Total	.000	.000	.000			
N	EMPOWER	Front Off.	21	132	153	21	132	153
		Back Off.	12	11	23	12	11	23
		Total	33	143	176	33	143	176
	ORG_EMP	Front Off.	21	132	153	21	132	153
		Back Off.	12	11	23	12	11	23
		Total	33	143	176	33	143	176

* Correlation was significant at the 0.05 level (2-tailed).

Under the Part of Operational Office (Front Office) : The results of testing statistic showed that, from the responses of managers and staffs, the value of $r = .668$ and $.775$ respectively which the r -value close to $+1$, then, it meant that there was the stronger the linear relationship between empowerment of processes and events and empowerment

of organization in the idea of staffs than managers. However both groups in operational office seemed to think that there was very close relationship between empowerment of processes and events and empowerment of organization ($r = .771$)

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = .001 and .000 respectively. These p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there was a positive correlation of empowerment of processes and events to empowerment of organization.

If the data from managers and staffs are combined, however, as in Table 5.52, it was found out that a significant p -value = .000. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of empowerment of processes and events to empowerment of organization.

Under the Part of Back Office : The results of testing statistic showed that, from the responses of managers and staffs, the value of $r = .626$ and $.714$ respectively which the r -value close to +1, then, it meant that there was the stronger the linear relationship between empowerment of processes and events and empowerment of organization in the idea of both groups. Nevertheless both groups' scores of over .5 indicates that they thought there was a correlation or very close relationship between empowerment of processes and events and empowerment of organization ($r = .682$)

The above can be supported by the p -value from the statistic test, the result of p -value from staffs showed that their p -value = .014. This p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a

high significant evidence to reject H_0 . The data suggested that there was a positive correlation of empowerment of processes and events to empowerment of organization.

Although the p -value from the result of managers showed .029 which $>.025$, when the data from managers and staffs were combined, however, as in Table 5.52, it was found out that a significant p -value = .000. That's meant there was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of empowerment of processes and events to empowerment of organization.

Under the Part of Overall Hotel : From combining the data of managers in operational office and back office and the same combining the data of staffs in operational office and back office, showing the value of $r = .662$ and $.777$ respectively which the r -value close to +1, then, it meant that there was the stronger the linear relationship between empowerment of processes and events and empowerment of organization in the idea of both groups ($r = .766$)

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = .000 and .000 respectively. These p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there was a positive correlation of empowerment of processes and events to empowerment of organization.

Besides the above, if the data from managers and staffs were combined, however, as in Table 5.52, it was found out that a significant p -value = .000. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of empowerment of processes and events to empowerment of organization.

As revealed by Howard (1997) that in empowered organization, leaders needed training in empowering leadership. Thus, leaders must learn to change not only their mental images but their behaviors.

5.1.7.3 The correlation of organizational readiness to empowerment of organization.

The null hypothesis is

Ho : “There is no correlation of organizational readiness to empowerment of organization”.

And the alternative hypothesis is

Ha : “There is positive correlation of organizational readiness to empowerment of organization.”

Table 5.53 contained the results of the correlation of organizational readiness to empowerment of organization comparing in the part of operational office and back office and also showed in two levels of managers and staffs.

Table 5.53 : Pearson Correlation Coefficient Tests for the Correlation of Organizational Readiness to Empowerment of Organization

			ORG_READ			ORG_EMP		
			Mgr	Staff	Total	Mgr	Staff	Total
Pearson Correlation (r)	ORG_READ	Front Off.	1.000	1.000	1.000	.953*	.887*	.899*
		Back Off.	1.000	1.000	1.000	.577*	.887*	.682*
		Total	1.000	1.000	1.000	.868*	.889*	.887*
	ORG_EMP	Front Off.	.953*	.887*	.899*	1.000	1.000	1.000
		Back Off.	.577*	.887*	.682*	1.000	1.000	1.000
		Total	.868*	.889*	.887*	1.000	1.000	1.000

Sig. (2-tailed)	ORG_READ	Front Off.				.000	.000	.000
		Back Off.				.049	.000	.000
		Total				.000	.000	.000
	ORG_EMP	Front Off.	.000	.000	.000			
		Back Off.	.049	.000	.000			
		Total	.000	.000	.000			
N	ORG_READ	Front Off.	21	132	153	21	132	153
		Back Off.	12	11	23	12	11	23
		Total	33	143	176	33	143	176
	ORG_EMP	Front Off.	21	132	153	21	132	153
		Back Off.	12	11	23	12	11	23
		Total	33	143	176	33	143	176

* Correlation was significant at the 0.05 level (2-tailed).

Under the Part of Operational Office (Front Office) : The results of testing statistic showed that, from the responses of managers and staffs, the value of $r = .953$ and $.887$ respectively which the r -value very close to $+1$, then, these showed an almost perfect straight-line relationship between organizational readiness and empowerment of organization in the idea of managers than staffs. However both groups in operational office seemed to think that there was very close relationship between organizational readiness and empowerment of organization ($r = .899$)

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = $.000$ and $.000$ respectively. These p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there was a positive correlation of organizational readiness to empowerment of organization.

If the data from managers and staffs were combined, however, as in Table 5.53, it was found out that a significant p -value = .000. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of organizational readiness to empowerment of organization.

Under the Part of Back Office : The results of testing statistic showed that, from the responses of managers and staffs, the value of r = .577 and .887 respectively which the r -value close to +1, then, it meant that there was the stronger the linear relationship between organizational readiness and empowerment of organization in the idea of both groups. Nevertheless the staffs' scores of over .5 indicated that they thought there was a correlation between organizational readiness and empowerment of organization more than managers do. For both managers and staffs in back office, they thought that there was very close relationship between organizational readiness and empowerment of organization (r = .682).

The above can be supported by the p -value from the statistic test, the result of p -value from staffs showed that their p -value = .000. This p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there was a positive correlation of organizational readiness to empowerment of organization.

Although the p -value from the result of managers showed .049 which $> .025$, when the data from managers and staffs were combined, however, as in Table 5.53, it was found out that a significant p -value = .000. That's meant there was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of organizational readiness to empowerment of organization.

Under the Part of Overall Hotel : From combining the data of managers in operational office and back office and the same combining the data of staffs in operational office and back office, showing the value of $r = .868$ and $.889$ respectively which the r -value close to $+1$, then, it meant that there was the stronger the linear relationship between organizational readiness and empowerment of organization in the idea of both groups ($r = .887$)

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = $.000$ and $.000$ respectively. These p -value had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significant evidence to reject H_0 . The data suggested that there was a positive correlation of organizational readiness to empowerment of organization.

Besides the above, if the data from managers and staffs were combined, however, as in Table 5.53, it was found out that a significant p -value = $.000$. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there was a positive correlation of organizational readiness to empowerment of organization.

From a study conducted by Argyris (1998), revealed that if management wanted employees to take more responsibility for their own destiny, it must encouraged the development of internal commitment. The more the top management wanted internal commitment from its employees, the more it must try to involve employees in defining work objectives, specifying how to achieve them, and setting targets. Thus, the empowerment can be comprehensively classified its benefits to the organization as more efficiency and productivity; higher quality; world-class products; better customer

service (faster, more responsive); constant improvement (of processes); and working smarter.

5.1.8 The differences in the responses of the four levels of respondents in terms of team, empowerment of processes and events, organizational readiness and empowerment of organization. The eighth question of the research focused on the differences in the responses of the four levels of respondents in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

F ratio / ANOVA was an appropriate test statistic, that was used to test the null hypothesis of this question. It compared the relative magnitude of the between-sample variability (MST) with the within-sample variability (MSE). A significantly large F value indicated that the variability between the samples (MST) was significantly larger than the variability within the samples (MSE), which in turn indicates that the null hypothesis H_0 should be rejected. However, the sampling distribution of F was not easily obtainable when the researcher were sampling from arbitrary populations. If the null hypothesis was true, however, and if the samples were independent and from normal populations with equal variances, then the sampling distribution was an F distribution.

To interpret large F value and assess the statistical evidence against H_0 , the researcher needed to compare the F value test statistic in the ANOVA table to a standard or critical F value. If F value test statistic $>$ critical F value ($F_{\alpha,(1,n-2)}$ which can be found in Appendix 4), therefore, reject H_0 , the sample mean were significantly different.

Besides that, the researcher also needed to determine the tail probability (p -value) of the

F distribution. Two-sided of the level of significance determined to be the sampling distribution of the test statistic under the assumption that the null hypothesis was true. So, level of significance was $0.05/2 = 0.025$. Then if $p\text{-value} < 0.025$, the results were statistically significant ($P < 0.025$). If $p\text{-value} > 0.025$, the results were insignificant.

Due to testing the hypothesis of differences in many levels, if the results showed reject on the null hypothesis, T ratio will be used to further analyze the significance for paired sample test.

To test the difference of the variables, the null and alternative hypothesis had been formulated as follows:

The null hypothesis is

Ho : “There are insignificant differences in the responses of the four levels of respondents in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization”.

And the alternative hypothesis is

Ha : “There are significant differences in the responses of the four levels of respondents in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization”.

Table 5.54 contained the results of the difference in the responses of the four levels of respondents in terms of the factor associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization comparing in the part

of operational office and back office and also showed in two levels of managers and staffs.

Table 5.54 : F Ratio / ANOVA for the Differences of The Factors Associated of a Team, Empowerment of Processes and Events, Organizational Readiness and Empowerment of Organization

		Sum of Sq.	DF	Mean Square	F	Prob.
Front Off.	Managers	.662	3	.221	2.364	.080
	Staffs	.807	3	.269	3.567	.014
	Total	1.275	3	.425	5.471	.001
Back Off.	Managers	.319	3	.106	1.213	.320
	Staffs	.261	3	.087	1.931	.146
	Total	.541	3	.180	2.780	.048
Overall	Managers	.881	3	.294	3.284	.024
	Staffs	.965	3	.322	4.406	.005
	Total	1.665	3	.555	7.304	.000

Under the Part of Operational Office (Front Office) : The results of testing statistic showed that, from the responses of managers and staffs, the value of $F = 2.364$ and 3.567 respectively which the F value from the responses of staffs larger than managers. The result was a large F value. Thus, a significantly large F value indicated that the variability between the samples (MST) was significantly larger than the variability within the samples (MSE), which in turn indicates that the null hypothesis H_0 should be rejected.

Nevertheless, when the researcher compared the above F value test statistic with the critical F value, it can be found that from the responses of managers, F value test statistic

($F = 2.364$) < critical F value ($F_{.05,(3,20)} = 3.10$); therefore, accept H_0 . The sample means were insignificantly different. While from the responses of staffs, F value test statistic ($F = 3.567$) > critical F value ($F_{.05,(3,131)} = 2.60$); therefore, reject H_0 . The sample means were significantly different. Furthermore, F value test statistic of both groups in operational office ($F = 5.471$) > critical F value ($F_{.05,(3,152)} = 2.60$), thus, reject H_0 . There were significant differences in the responses of the four levels of employees in operational office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = .080 and .014 respectively. Only p -value from the responses of staffs had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that in the idea of staffs there was a high significant evidence to reject H_0 . The data suggested that there were significant differences in the responses of the four levels of staffs in operational office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization, but managers do not.

If the data from managers and staffs were combined, however, as in Table 5.54, it was found out that a significant p -value = .001. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there were significant differences in the responses of the four levels of all employees in operational office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

Under the Part of Back Office : The results of testing statistic showed that, from the responses of managers and staffs, the value of $F = 1.213$ and 1.931 respectively which the F value from the responses of staffs showed no more different from managers. The result was a small F value. Thus, a significantly small F value indicated that the variability between the samples (MST) was significantly smaller than the variability within the samples (MSE), which in turn indicates that the null hypothesis H_0 should be accepted.

Nevertheless, when the researcher compares the above F value test statistic with the critical F value, it can be found that from the responses of managers, F value test statistic ($F = 1.213$) < critical F value ($F_{.05,(3,11)} = 3.59$); therefore, accept H_0 . The sample means were insignificantly different. The same as the responses from staffs, F value test statistic ($F = 1.931$) < critical F value ($F_{.05,(3,10)} = 3.71$); therefore, accept H_0 . The sample means were still to be insignificantly different. Furthermore, F value test statistic of both groups in operational office ($F = 2.780$) < critical F value ($F_{.05,(3,22)} = 3.05$), thus, accept H_0 . There were insignificant differences in the responses of the four levels of employees in operational office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = $.320$ and $.146$ respectively. These mentioned p -value from the responses of both groups had higher degree than the level of significance (> 0.025), then, it can be conclude by saying that in the idea of both managers and staffs, there were insufficient evidence to reject H_0 . So the data suggested that there were insignificant differences in the responses of the four levels of managers

and staffs in back office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

If the data from managers and staffs were combined, however, as in Table 5.54, it was found that a significant p -value = .048. The same, there were insufficient evidence to reject H_0 , thus, this again can be concluded that there were insignificant differences in the responses of the four levels of all employees in back office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization

Under the Part of Overall Hotel : From combining the data of managers in operational office and back office and the same combining the data of staffs in operational office and back office, showing the value of $F = 3.284$ and 4.406 respectively which the result was a large F value. Thus, a significantly large F value indicated that the variability between the samples (MST) was significantly larger than the variability within the samples (MSE), which in turn indicated that the null hypothesis H_0 should be rejected.

Nevertheless, when the researcher compared the above F value test statistic with the critical F value, it can be found that from the responses of managers, F value test statistic ($F = 3.284$) > critical F value ($F_{.05,(3,32)} = 2.92$); therefore, reject H_0 . The sample means were significantly different. Like the responses of staffs, F value test statistic ($F = 4.406$) > critical F value ($F_{.05,(3,142)} = 2.60$); therefore, reject H_0 . The sample means were significantly different. Furthermore, F value test statistic of both groups in both operational office and back office ($F = 7.304$) > critical F value ($F_{.05,(3,175)} = 2.60$), thus, reject H_0 . There were significant differences in the responses of the four levels of all

employees in the hotel in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

The above can be supported by the p -value from the statistic test, the result of p -value from managers and staffs showed that their p -value = .024 and .005 respectively. These mentioned p -value from the responses of both groups had lesser degree than the level of significance (< 0.025), then, it can be concluded by saying that there was a high significance evidence to reject H_0 . The data suggested that there were significant differences in the responses of the four levels of employees in both operational office and back office in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

If the data from managers and staffs were combined, however, as in Table 5.54, it was found that a significant p -value = .000. There was sufficient evidence to reject H_0 , thus, this again can be concluded that there were significant differences in the responses of the four levels of all employees in the hotel in terms of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

5.1.8.1 The paired samples test under T test statistic. After testing the above hypothesis of differences, if look at the results from testing statistic by functional (Table 5.54), it be shown that there was only p -value from the responses of staffs in operational office = .014 which $< .025$, that meant, reject H_0 . Then, t ratio will be used to analyze the significance of paired samples test. These can be shown on the following Table 5.55.

Table 5.55 : T Test Statistic Under the Part of Staffs in Operational Office

		Paired Differences					
		Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)
Pair 1	TEAM-EMPOWER	.000	.406	.000	2.051	131	.042
Pair 2	TEAM-ORG READ	.000	.373	.000	-.954	131	.342
Pair 3	TEAM-ORG EMP	.000	.416	.000	1.071	131	.286
Pair 4	EMPOWER-ORG READ	-.104	.406	.000	-2.932	131	.004
Pair 5	EMPOWER-ORG EMP	.000	.428	.000	-.907	131	.366
Pair 6	ORG READ-ORG EMP	.000	.282	.000	2.838	131	.005

From the above table, it showed that there were pair #4 and pair #6 which the significant values $< .025$, thus, there were sufficient evidence to reject H_0 . These can be summarized that there were significant differences in the responses of staffs in operational office in terms of the factors associated of empowerment of processes and events and organizational readiness. And also there were significant differences in the responses of them in terms of the factors associated of organizational readiness and empowerment of organization.

The above points can be supported by Belasco and Stayer (1994), who mentioned that if managers believed that their role was to solve problems, employees will continue to bring their problems to the managers, and will not develop their own problem solving skills. They also believed that managers needed to become coaches, who asked questions that encouraged employees to take the appropriate action, rather than providing answers. And also be supported by Wilson (1994), who pointed that real empowerment was not

achieved through management rules or directives, but through reconsidering how people were treated and managed.

5.1.9 The problems encountered by the respondents in adapting organizational empowerment. The ninth question of the research focused on the problems encountered by the respondents in adapting organizational empowerment. The results from this survey were organized and displayed in the form of tables for the purpose of illustrating their distribution. For categorical data, the form used was a frequency count of each of the categories. And a frequency table will be used to list the different categories of categorical data and the corresponding frequencies with which they occurred.

Note that the results of the survey, were presented in the frequency table in Table 5.56, were simply count of the number of respondents who filled a number “1”, which indicated that there was most significance, into the statement they thought it’s most significance in their opinion.

Table 5.56 : Frequency Table of Number of Respondents in Most Significant Problem

PROBLEM #	FREQUENCY (PERSON)								
	Operational Off.			Back Off.			Overall		
	Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total
1. Problems with expectations- has progressed slower than some people expected.	3	19	22	3	2	5	6	21	27
	2%	10%	12%	2%	1%	3%	4%	11%	15%
2. Conflicts or hostility between members is present.	1	13	14	2	1	3	3	14	17
	1%	7%	8%	1%	1%	2%	2%	8%	10%
3. Some people are confused about assignments, or their relationships with other people are unclear.	6	18	24	0	1	1	6	19	25
	3%	10%	13%	0%	1%	1%	3%	11%	14%

4. Personality issues between the team leader and team members	0 0%	7 4%	7 4%	0 0%	1 1%	1 1%	0 0%	8 5%	8 5%
5. Team leaders are sometimes overbearing	3 2%	14 7%	17 9%	1 1%	0 0%	1 1%	4 3%	14 7%	18 10%
6. No, not really	0 0%	5 2%	5 2%	1 1%	0 0%	1 1%	1 1%	5 2%	6 3%
7. Insufficient innovation, risk taking, imagination, or initiative exists	4 2%	5 3%	9 5%	1 1%	0 0%	1 1%	5 3%	5 3%	10 6%
8. Waste time	0 0%	3 1%	3 1%	0 0%	1 1%	1 1%	0 0%	4 2%	4 2%
9. Ineffective and inefficient meetings are common	0 0%	7 4%	7 4%	0 0%	1 1%	1 1%	0 0%	8 5%	8 5%
10. Didn't see the changes implemented	1 1%	6 3%	7 4%	0 0%	0 0%	0 0%	1 1%	6 3%	7 4%

Under the Part of Operational Office (Front Office) : The results on frequency table showed that there were 6 managers thought that the most significant problem which they encountered in adapting organizational empowerment was some people were confused about assignments, or their relationships with other people were unclear. While most of staff's opinion thought that they encountered problems with expectations, that was, the empowerment program had progressed slower than they expected.

When combined the data in operational office, it can be found that the most significant problem was the employees were confused about assignments, or their relationships with other people were unclear.

Under the Part of Back Office : The results from frequency count found that most of managers and staffs thought that the most significance problem which they encountered in their adapting organizational empowerment were the problems from expectations. These occurred from their organizational slower progress in empowerment.

Under the Part of Overall Hotel : From combining the data of managers in operational office and back office and the same combining the data of staffs in operational office and back office, the results showed that most of managers thought that there were two significance problems which they encountered, those were, problems with expectations and confusion about assignments or relationships with other people were unclear. While most of staffs shared managers' opinion in their problems occurred from their expectations only.

Besides the most significant problems which can find from the above frequency count, the most insignificant problem also can be seen from the above table. The results measured from all employees in the hotel showed that most of employees thought the time wasting was the insignificant problems regarding organizational empowerment.

However, the relationship between statement of problems can be tested for their significant by using statistic method, then, in order to test this relationship, the null and alternative hypothesis had been formulated as follows:

The null hypothesis is

Ho : "There are no significant problems of the respondents regarding organizational empowerment".

And the alternative hypothesis is

Ha : "There are significant problems of the respondents regarding organizational empowerment".

Spearman's Rank Correlation Coefficient was an appropriate test statistic, that was used to test the null hypothesis. Two-sided alternatives was determined to be the rejection region which was on the right and left tail of the sampling distribution of the test

statistic under the assumption that the null hypothesis was true. So, level of significance (α) was $0.05/2 = 0.025$. Then if $p\text{-value} < 0.025$, the results were statistically significant ($P < 0.025$). If $p\text{-value} > 0.025$, the results were insignificant.

Table 5.57 contained the results from the measure of correlation for categorical data that can be ranked, these were, the significant problems of all employees in the hotel regarding organizational empowerment.

Table 5.57 : Spearman's Rank Correlation Coefficient of All Respondents Regarding Problems in Organizational Empowerment

		PROBLEM #									
		1	2	3	4	5	6	7	8	9	10
Spearman's Correlation Coefficient	1	1.000	.109	.060	-.034	-.196	-.133	-.129	-.249	-.137	-.195
	2	.109	1.000	.297	.158	-.122	-.126	-.273	-.363	-.162	-.294
	3	.060	.297	1.000	.141	-.040	-.211	-.161	-.483	-.269	-.328
	4	-.034	.158	.141	1.000	-.022	-.170	-.125	-.260	-.303	-.226
	5	-.196	-.122	-.040	-.022	1.000	.002	-.235	.011	-.159	-.224
	6	-.133	-.126	-.211	-.170	.002	1.000	-.047	.150	-.108	-.175
	7	-.129	-.273	-.161	-.125	-.235	-.047	1.000	.097	-.075	-.016
	8	-.249	-.363	-.483	-.260	.011	.150	.097	1.000	-.019	.083
	9	-.137	-.162	-.269	-.303	-.159	-.108	-.075	-.019	1.000	.234
	10	-.195	-.294	-.328	-.226	-.224	-.175	-.016	.083	.234	1.000
Sig. (2-tailed)	1	.	.216	.498	.699	.025	.131	.144	.004	.119	.026
	2	.216	.	.001	.073	.167	.153	.002	.000	.066	.001
	3	.498	.001	.	.111	.653	.016	.068	.000	.002	.000
	4	.699	.073	.111	.	.802	.053	.156	.003	.000	.010
	5	.025	.167	.653	.802	.	.986	.007	.905	.070	.010
	6	.131	.153	.016	.053	.986	.	.594	.088	.220	.047
	7	.144	.002	.068	.156	.007	.594	.	.275	.396	.860
	8	.004	.000	.000	.003	.905	.088	.275	.	.834	.350
	9	.119	.066	.002	.000	.070	.220	.396	.834	.	.007
	10	.026	.001	.000	.010	.010	.047	.860	.350	.007	.

From the above table, the results of test statistic showed that the p -value under shading area $< .025$, thus, there were high significantly evidence to reject H_0 , there were significance problems of all respondents regarding organizational empowerment. And from the results, the researcher can interpret the relationship exists among two variables by look at the value of correlation of p -value which $< .025$. Most of correlation was said to be negative when high scores on the first problem associated with low scores on the second, and vice versa. And there was some correlation was said to be positive when high scores on one statement of problem associated with high scores on another statement of problem (problem #2 & #3), and low scores on the first problem associated with low scores on the second (problem #9 & #10).

The above results can be supported by Jones and Bearly (1996) who indicated that employees' expectation to empowerment program can met by supporting from the executive-level management in the organization in resources, including time, funding, personnel, assistance from outside experts, facilities, material, etc., and must all be provided by the organization and this must be clearly defined and guaranteed up front. This must also included resources to pursue development and further assessment in the future, as needed.

Furthermore, Sherriton & Stern (1997) mentioned that role and responsibilities must be clearly understood. All members in the organization must be kept flexible to prevent the erection of walls along functional boundaries and to enable members help each other when needed. This will avoid confusing and unclear their relationships with other people in the organization.

5.1.10 The respondents' suggestions regarding the empowerment of the hotel

industry. The last question of the research focused on the suggestions regarding the empowerment of the hotel industry. The results from this survey were also organized and displayed in the form of tables for the purpose of illustrating their distribution. For categorical data, the form used was a frequency count of each of the categories. And a frequency table will be used to list the different categories of categorical data and the corresponding frequencies with which they occurred.

Note that the results of the survey, were presented in the frequency table in Table 5.58, were simply count of the number of respondents who filled a number "1", which indicated that there was most significance, into the statement they thought it's most significance in their opinion.

Table 5.58 : Frequency Table of Number of Respondents in Most Significant Suggestion

SUGGESTION #	FREQUENCY (PERSON)								
	Operational Off.			Back Off.			Overall		
	Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total
1. Management could take steps that their actions need to be consistent	7 4%	18 11%	25 15%	2 1%	2 1%	4 2%	9 5%	20 12%	29 17%
2. Let teams make decisions and implement their own recommendations	0 0%	8 5%	8 5%	0 0%	0 0%	0 0%	0 0%	8 5%	8 5%
3. Working relationships across levels and units	1 1%	9 5%	10 6%	0 0%	2 1%	2 1%	1 1%	11 6%	12 7%
4. People are encouraged to work together for the good of the organization	5 3%	13 7%	18 10%	3 2%	2 1%	5 3%	8 5%	15 8%	23 13%
5. Customers and suppliers are part of organizational decision making	0 0%	6 3%	6 3%	0 0%	0 0%	0 0%	0 0%	6 3%	6 3%
6. People or units must coordinate	1	17	18	1	0	1	2	17	19

their activities in order for the work to be accomplished	1%	9%	10%	1%	0%	1%	2%	9%	11%
7. Point out other successful people who can serve as role models	2	2	4	0	1	1	2	3	5
	1%	1%	2%	0%	1%	1%	1%	2%	3%
8. Highlight the important impact that a person's work will have	0	3	3	0	0	0	0	3	3
	0%	2%	2%	0%	0%	0%	0%	2%	2%
9. Foster confidence by being fair and equitable in the decisions	0	15	15	1	0	1	1	15	16
	0%	8%	8%	1%	0%	1%	1%	8%	9%
10. Provide all the information that people need to accomplish their tasks	1	5	6	1	0	1	2	5	7
	1%	2%	3%	1%	0%	1%	2%	2%	4%

Under the Part of Operational Office (Front Office) : The results on frequency table showed that there were most of managers (7) and staffs (18) thought that the most significant suggestion which regarded the empowerment of the hotel industry was management could take steps that their actions need to be consistent. While others suggestions, which they also needed, were encouraging people to work together for the good of the organization and coordinating their activities in order for the work to be accomplished.

Under the Part of Back Office : The results from frequency count found that most of managers and staffs thought that the most significance suggestions, which regarded the empowerment of the hotel industry, were encouraging people to work together for the good of the organization. While some staffs also suggested that the organization should have working relationships across levels and units and management could take steps that their actions needed to be consistent.

Under the Part of Overall Hotel : From combining the data of managers in operational office and back office and the same combining the data of staffs in

operational office and back office, the results shown that most of managers and staffs thought that the most significance suggestions in their opinions were management could take steps that their actions needed to be consistent. While most of staffs shared managers' opinions in their more suggestions about encouraging people to work together for the good of the organization and also coordinating their activities in order for the work to be accomplished.

Besides the most significant suggestion which can find from the above frequency count, the most insignificant problem also be seen from the above table too. The results measured from all employees in the hotel showed most of employees thought that highlight the important impact that a person's work will have was the most insignificant problems regarding the empowerment of the hotel industry.

However, the relationship between statement of problems can be tested for their significance by using statistic method, then, in order to test this relationship, the null and alternative hypothesis had been formulated as follows:

The null hypothesis is

H_0 : "There are no significant suggestions regarding the empowerment of the hotel industry".

And the alternative hypothesis is

H_a : "There are significant suggestions regarding the empowerment of the hotel industry".

Spearman's Rank Correlation Coefficient was an appropriate test statistic, that was used to test the null hypothesis. Two-sided alternatives was determined to be the rejection region which was on the right and left tail of the sampling distribution of the test

statistic under the assumption that the null hypothesis was true. So, level of significance (α) was $0.05/2 = 0.025$. Then if $p\text{-value} < 0.025$, the results were statistically significant ($P < 0.025$). If $p\text{-value} > 0.025$, the results were insignificant.

Table 5.59 contained the results from the measure of correlation for categorical data that can be ranked, these were, the significant suggestions of all employees in the hotel industry regarding organizational empowerment.

Table 5.59 : Spearman’s Rank Correlation Coefficient of All Respondents Regarding Suggestions in Organizational Empowerment

	SUGGESTION #										
		1	2	3	4	5	6	7	8	9	10
Spearman’s Correlation Coefficient	1	1.000	.409	.143	-.181	-.184	-.352	-.180	-.418	-.275	-.138
	2	.409	1.000	.192	-.064	-.071	-.379	-.248	-.297	-.382	-.277
	3	.143	.192	1.000	.064	-.166	-.105	-.333	-.193	-.439	-.221
	4	-.181	-.064	.064	1.000	-.214	.200	-.157	-.210	-.216	-.199
	5	-.184	-.071	-.166	-.214	1.000	-.293	.038	.223	-.112	-.066
	6	-.352	-.379	-.105	.200	-.293	1.000	-.021	.033	.078	-.070
	7	-.180	-.248	-.333	-.157	.038	-.021	1.000	.137	.078	-.222
	8	-.418	-.297	-.193	-.210	.223	.033	.137	1.000	-.052	-.101
	9	-.275	-.382	-.439	-.216	-.112	.078	.078	-.052	1.000	.448
	10	-.138	-.277	-.221	-.199	-.066	-.070	-.222	-.101	.448	1.000
Sig. (2-tailed)	1	.	.000	.105	.041	.037	.000	.041	.000	.002	.119
	2		.	.029	.474	.423	.000	.005	.001	.000	.001
	3	.105	.029	.	.473	.060	.236	.000	.029	.000	.012
	4	.041	.474	.473	.	.015	.023	.075	.017	.014	.024
	5	.037	.423	.060		.	.001	.667	.011	.207	.460
	6			.236			.	.810	.709	.377	.431
	7	.041			.075	.667	.810	.	.123	.382	.011
	8			.029			.709	.123	.	.559	.255
	9					.207	.377	.382	.559	.	.000
	10	.119				.460	.431		.255		.

From the above table, the results of test statistic showed that the p -value under shading area $< .025$, thus, there were highly significantly evidence to reject H_0 , there were significance suggestions from all respondents regarding organizational empowerment. And from the results, the researcher can interpret the relationship existed among two variables by look at the value of correlation of p -value which $< .025$. Most of correlation was said to be negative when high scores on the first suggestion associated with low scores on the second, and vice versa. And there was some correlation was said to be positive when high scores on one suggestion associated with high scores on another suggestion as suggestion #4 & #6, and low scores on the first suggestion associated with low scores on the second as suggestion #5 & #8.

Supported the above by Nykodym, Ariss, Simonetti and Plotner (1995) pointed that management must be able to motivate others to do their best for the organization. In addition, management must have the ability to give credit to others, must recognize the human need for recognition in other people and must have the welfare of other people on their minds and not their own welfare. And the best in management acclaim their great successes were because they had the ability to motivate and brought out the talents of those who worked around them. They understood that employees liked and needed ownership and empowerment in order to grow emotionally and intellectually.

5.2 Summary

This chapter presented the results of the research effort. The primary source of data was the structured questionnaires, where the respondents answer questions under the topic of team, empowerment of processes and events, organizational readiness and organizational empowerment. The analysis and interpretation of the research data also be presented in this chapter. The next chapter used the results to draw summary of findings, conclusions and recommendations about the factors associated with organizational empowerment of the hotel industry.



CHAPTER 6

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Based upon the results of the research effort, this chapter presents the factors associated with organizational empowerment that exists within Banyan Tree Resort Hotel, and offers recommendations for actions that the hotel can undertake to empower its work force, based upon the hotel findings. In addition, the chapter addresses the recommendations for future research.

6.1 Summary of Findings

This section shows the summary of findings in most common statement base from the statement of problems and hypotheses of this research for the factors associated with empowerment in the hotel industry. The answers contain the results of the study indicate the most common responses from managers and staffs by separate to be operational office and back office.

To document the hotel's empowerment, there are ten statement of the problems be addressed. The problem #1 - #4 measure the perceptions of the respondents in the factors associated to a team, empowerment of processes and events, organizational readiness and

organizational empowerment by average weight mean method. The answers are summarized and showed on Table 6.1 for operational office and Table 6.2 for back office as follows:

Table 6.1 : Summarization for the Perceptions of the Respondents Within Operational Office

	OPERATIONAL OFFICE		
	Managers	Staffs	Overall
<i>Team</i>			
1. Team structure	The team area is a pleasant place to work	The team has adequate planning objectives	The team has adequate planning objectives
2. Team culture	Quality is a top priority with the team	Quality is a top priority with the team	Quality is a top priority with the team
3. Sharing of information	Team has good interaction among my co-worker	Team's corporate communications are frequent enough	Team's corporate communications are frequent enough
4. Common goals	Team has work objectives that are very clear and specific; I know exactly what my job is	Team has work objectives that are very clear and specific; I know exactly what my job is	Team has work objectives that are very clear and specific; I know exactly what my job is
5. Boundaries, givens and limitations	Team has a boundary around the areas to which the decision relates	Team has a boundary around the areas to which the decision relates	Team has a boundary around the areas to which the decision relates
6. Roles	Team believes my job is secure	Team believes my job is secure	Team believes my job is secure
7. Norms	Team allows me to control my own work pace	The work I do on my job is meaningful to me	The work I do on my job is meaningful to me
8. Internalized discipline	Team operates in a disciplined way under the team's conditions	Undecided	Team operates in a disciplined way under the team's conditions
<i>Empowerment of processes and events</i>			
1. Leadership	Direct superior treats me fairly	Direct superior is competent in doing his or her job; and Direct superior tells me when my work needs improvement	Direct superior is competent in doing his or her job; and Direct superior tells me when my work needs improvement
2. Learning process --	The organization trains	The organization trains	The organization trains

training	me to incorporate the opinions of others	me to incorporate the opinions of others	me to incorporate the opinions of others
3. Learning process – reward	The amount of money I now make influence my over all attitude towards my job	The amount of money I now make influence my over all attitude towards my job	The amount of money I now make influence my over all attitude towards my job
Organizational readiness			
1. Personal responsibilities	The major satisfaction in my life comes from my job	My loyalty is to my work, not to any particular hotel	My loyalty is to my work, not to any particular hotel
2. Structural change	The organization gives me freedom to solve minor problems	The organization gives me freedom to solve minor problems	The organization gives me freedom to solve minor problems
3. Management support	The organization gives the amount of support I receive from my top management	Undecided	Undecided
4. Feedback	The organization has suggestion box for all workers	Undecided	Undecided
Organizational empowerment			
1. Commitment and achievement of corporate objectives	The organization promotes a strong sense of loyalty toward the hotel	Undecided	Undecided
2. Enhancement of decision making authority and responsibility	The organization makes me feel that I am a part of the hotel	Undecided	The organization makes me feel that I am a part of the hotel; and The organization has the authority to do what I am supposed to do at work
3. Viability/profitability	The organization tries very hard to improve on its profitability	The organization tries very hard to improve on its profitability	The organization tries very hard to improve on its profitability
4. Product quality/productivity	The organization has given me freedom to produce higher quality and more productive	Undecided	Undecided
5. Enhancement of employee morale and potentials	The organization makes me feel I am valued at this hotel	The organization makes me feel a sense of pride in working for this hotel	The organization makes me feel a sense of pride in working for this hotel

From the above table, it shows that there are many attributes that managers shared the staffs' feelings in the same degree as factors associated in team: team culture;

common goals; boundaries, givens and limitations; and roles; factors associated in empowerment of processes and events: learning process – training; and learning process – reward; factors associated in organizational readiness: structural change; and factors associated in organizational empowerment: viability/profitability.

However, staffs themselves did not share idea in some fields as factor associated in organizational readiness: management support and feedback; and in factor associated in organizational empowerment: commitment and achievement of corporate objective; enhancement of decision making authority and responsibility; and product quality/productivity.

Table 6.2 : Summarization for the Perceptions of the Respondents Within Back Office

	BACK OFFICE		
	Managers	Staffs	Overall
<i>Team</i>			
1. Team structure	The team area is a pleasant place to work	The team has adequate planning objectives	The team has adequate planning objectives
2. Team culture	Quality is a top priority with the team	Quality is a top priority with the team	Quality is a top priority with the team
3. Sharing of information	Team has good interaction among my co-worker	Team has good interaction among my co-worker; and Team gets along with the communication systems in the department	Team has good interaction among my co-worker
4. Common goals	Team has work objectives that are very clear and specific; I know exactly what my job is	Team has suggestion box for all members	Team has work objectives that are very clear and specific; I know exactly what my job is
5. Boundaries, givens and limitations	Team has a boundary around the areas to which the decision relates; and Team conditions are accepted by negotiating	Team has a boundary around the areas to which the decision relates	Team has a boundary around the areas to which the decision relates

	with all members		
6. Roles	Team responsibilities are clearly defined	Physical working conditions are good for me	Team responsibilities are clearly defined; Team believes my job is secure; and Physical working conditions are good for me
7. Norms	The work I do on my job is meaningful to me	The work I do on my job is meaningful to me	The work I do on my job is meaningful to me
8. Internalized discipline	Team operates in a disciplined way under the team's conditions	Team operates in a disciplined way under the team's conditions; Team acts to reach the goals I have defined and set with team; and Team feel responsible for carrying out the tasks that follows my role	Team operates in a disciplined way under the team's conditions
Empowerment of processes and events			
1. Leadership	Direct superior treats me with respect	Direct superior treats me fairly; with respect	Direct superior treats me with respect
2. Learning process – training	The organization assigns me those that are within my training and capability	The organization provides as much initial and ongoing training as I needed; and The organization trains me to incorporate the opinions of others	The organization assigns me those that are within my training and capability
3. Learning process – reward	Undecided	The organization satisfies me with the hotel's benefits packages	The amount of money I now make influence my over all attitude towards my job
Organizational readiness			
1. Personal responsibilities	My loyalty is to my work, not to any particular hotel	My loyalty is to my work, not to any particular hotel	My loyalty is to my work, not to any particular hotel
2. Structural change	The organization gives me freedom to solve minor problems	If it were possible to move to another hotel at this time, I would do so	The organization gives me freedom to solve minor problems
3. Management support	The organization had acquired new technology for me to do my job	The organization is concerned about giving everyone a chance to get ahead	The organization is concerned about giving everyone a chance to get ahead
4. Feedback	The organization has suggestion box for all workers	The organization has suggestion box for all workers	The organization has suggestion box for all workers
Organizational empowerment			

1. Commitment and achievement of corporate objectives	The organization has a long-term strategy of the hotel	The organization promotes a strong sense of loyalty toward the hotel	The organization promotes a strong sense of loyalty toward the hotel
2. Enhancement of decision making authority and responsibility	The organization makes me feel I am contributing to the hotel's mission	The organization makes me feel that I am a part of the hotel	The organization makes me feel that I am a part of the hotel
3. Viability/profitability	The organization tries very hard to improve on its profitability	The organization tries very hard to improve on its profitability	The organization tries very hard to improve on its profitability
4. Product quality/productivity	The organization has given me freedom to produce higher quality and more productive	The organization makes me to believe there has been improvement in work quantity and quality	The organization has given me freedom to produce higher quality and more productive; and The organization makes me to believe there has been improvement in work quantity and quality
5. Enhancement of employee morale and potentials	The organization makes me feel that the hotel was not a cold, unfriendly place to work	The organization makes me feel a sense of pride in working for this hotel	The organization makes me feel that the hotel was not a cold, unfriendly place to work

From the above table, it shows that there are many attributes that managers shared the staffs' feelings in the same degree as factors associated in team: team culture; sharing of information; boundaries, givens and limitations; norms; and internalized discipline; factors associated in empowerment of processes and events: leadership; factors associated in organizational readiness: personal responsibilities; and feedback; and factors associated in organizational empowerment: viability/profitability. And while managers did not share idea in the area of learning process – reward, staffs shared their idea in every field.

Based from measuring the perception of all respondents in the hotel, it can be concluded that there is insignificant gap between the perception in the factors associate

with organizational empowerment as viewed by management and the reality as viewed by employees.

Table 6.3 contains the summary of hypothesis tests in statement of problems #5 - #10 of the respondents in operational office.

Table 6.3 : Summarization of Hypothesis Tests in Operational Office

Hypothesis	Statistical Test	Value			Prob. Sig. (2-tailed)			Result		
		Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total
H1a.1 : There is the relationship between team and empowerment of processes and events	Pearson Chi-Square	16.036	74.160	91.219	.003	.000	.000	Reject	Reject	Reject
H1a.2 : There is the relationship between empowerment of processes and events and organizational readiness	Pearson Chi-Square	5.225	94.671	99.144	.265	.000	.000	Accept	Reject	Reject
H2a.1 : There is a positive correlation of team to empowerment of organization	Pearson Correlation	.662	.737	.739	.001	.000	.000	Reject	Reject	Reject
H2a.2 : There is a positive correlation of empowerment of processes and events to empowerment of organization	Pearson Correlation	.668	.775	.771	.001	.000	.000	Reject	Reject	Reject
H2a.3 : There is a positive correlation of organizational readiness to empowerment of organization	Pearson Correlation	.953	.887	.899	.000	.000	.000	Reject	Reject	Reject
H3a : There are significant differences in the responses of the four levels of respondents in term of the factors associated of a team,	F Ratio / ANOVA	2.364	3.567	5.471	.080	.014	.001	Accept	Reject	Reject

empowerment of processes and events, organizational readiness and empowerment of organization										
H4a.1 : There are significant problems of the respondents regarding organizational empowerment	Frequency Distribution	Mgr : Some people are confused about assignments, or their relationships with other people are unclear. Staffs : Problems with expectations has progressed slower than some people expected. Total : Some people are confused about assignments, or their relationships with other people are unclear.								
H4a.2 : There are significant suggestions of the respondents regarding organizational empowerment	Frequency Distribution	Mgr : Management could take steps that their actions need to be consistent. Staffs : Management could take steps that their actions need to be consistent. Total : Management could take steps that their actions need to be consistent.								

* Level of significance is at 0.05 level (2-tailed).

From the results showed on table 6.3, it can be found from testing managers' perception that there is insufficient evidence to reject $H_{10.2}$ and H_{30} , thus, there is no relationship between empowerment of processes and events and organizational readiness. And also there are insignificance differences in the responses of the four levels of respondents in term of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization.

Obviously, there is sufficient evidence to reject all H_0 from testing staffs' perception and in certainly that there is sufficient evidence to reject all H_0 when the data be combined from overall employees in operational office.

Table 6.4 contains the summary of hypothesis tests in statement of problems #5 - #10 of the respondents in back office.

Table 6.4 : Summarization of Hypothesis Tests in Back Office

Hypothesis	Statistical Test	Value			Prob. Sig. (2-tailed)			Result		
		Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total
H1a.1 : There is the relationship between team and empowerment of processes and events	Pearson Chi-Square	3.086	2.037	4.790	.079	.154	.029	Accept	Accept	Accept
H1a.2 : There is the relationship between empowerment of processes and events and organizational readiness	Pearson Chi-Square	6.000	2.933	9.436	.014	.231	.009	Reject	Accept	Reject
H2a.1 : There is a positive correlation of team to empowerment of organization	Pearson Correlation	.446	.778	.629	.146	.005	.001	Accept	Reject	Reject
H2a.2 : There is a positive correlation of empowerment of processes and events to empowerment of organization	Pearson Correlation	.626	.714	.682	.029	.014	.000	Accept	Reject	Reject
H2a.3 : There is a positive correlation of organizational readiness to empowerment of organization	Pearson Correlation	.577	.887	.682	.049	.000	.000	Accept	Reject	Reject
H3a : There are significant differences in the responses of the four levels of respondents in term of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization	F Ratio / ANOVA	1.213	1.931	2.780	.320	.146	.048	Accept	Accept	Accept
H4a.1 : There are significant problems of the respondents regarding organizational empowerment	Frequency Distribution	Mgr : Problems with expectations has progressed slower than some people expected. Staffs : Problems with expectations has progressed slower than some people expected. Total : Problems with expectations has progressed slower than some people expected.								

H4a.2 : There are significant suggestions of the respondents regarding organizational empowerment	Frequency Distribution	Mgr : People are encouraged to work together for the good of the organization. Staffs : Management could take steps that their actions need to be consistent; working relationships across levels and units; and people are encouraged to work together for the good of the organization. Total : People are encouraged to work together for the good of the organization.
--	------------------------	---

* Level of significance is at 0.05 level (2-tailed).

From the results showed on table 6.4, it can be found from testing managers' perception that there is insufficient evidence to reject almost all H_0 except in $H_{1a.2}$. From the results of statistical test showed there is sufficient evidence to reject $H_{1o.2}$, thus, there is relationship between empowerment of processes and events and organizational readiness.

There is sufficient evidence to reject only H_{2o} from testing staffs' perception and in the perception of all respondents in back office, it can be found that there is insufficient evidence to reject $H_{1o.1}$ and H_{3o} .

Table 6.5 contains the summary of hypothesis tests in statement of problems #5 - #10 of the respondents in overall operational office and back office.

Table 6.5 : Summarization of Hypothesis Tests in Overall Operational Office and Back Office

Hypothesis	Statistical Test	Value			Prob. Sig. (2-tailed)			Result		
		Mgr	Staff	Total	Mgr	Staff	Total	Mgr	Staff	Total
H1a.1 : There is the relationship between	Pearson Chi-Square	25.660	81.471	106.08	.003	.000	.000	Reject	Reject	Reject

team and empowerment of processes and events										
H1a.2 : There is the relationship between empowerment of processes and events and organizational readiness	Pearson Chi-Square	12.660	99.341	114.99	.013	.000	.000	Reject	Reject	Reject
H2a.1 : There is a positive correlation of team to empowerment of organization	Pearson Correlation	.612	.746	.733	.000	.000	.000	Reject	Reject	Reject
H2a.2 : There is a positive correlation of empowerment of processes and events to empowerment of organization	Pearson Correlation	.662	.777	.766	.000	.000	.000	Reject	Reject	Reject
H2a.3 : There is a positive correlation of organizational readiness to empowerment of organization	Pearson Correlation	.868	.889	.887	.000	.000	.000	Reject	Reject	Reject
H3a : There are significant differences in the responses of the four levels of respondents in term of the factors associated of a team, empowerment of processes and events, organizational readiness and empowerment of organization	F Ratio / ANOVA	3.284	4.406	7.304	.024	.005	.000	Reject	Reject	Reject
H4a.1 : There are significant problems of the respondents regarding organizational empowerment	Frequency Distribution	Mgr : Problems with expectations has progressed slower than some people expected; and some people are confused about assignments, or their relationships with other people are unclear. Staffs : Problems with expectations has progressed slower than some people expected. Total : Problems with expectations has progressed slower than some people expected.								
H4a.2 : There are significant suggestions of the respondents regarding organizational empowerment	Frequency Distribution	Mgr : Management could take steps that their actions need to be consistent. Staffs : Management could take steps that their actions need to be consistent. Total : Management could take steps that their actions need to be consistent.								

* Level of significance is at 0.05 level (2-tailed).

From table 6.5, the statistical testing on the data from all respondents in the hotel presented that there is sufficient evidence to reject all hypotheses, then, the alternative hypothesis come true. In certainly, it can be concluded from the above findings that there is highly significant in factors associated with organizational empowerment in a case study of the hotel industry.

6.2 Conclusions

Overview : Based upon the research results, Banyan Tree Resort Hotel has successfully explored the factors associated with organizational empowerment within the hotel. Although not all of its employees believed that their team lack policies and guidelines; think that they'll not be able to satisfy the conflicting demands of various people over them; feel that there is trapped in their jobs or their jobs are not at all fulfilling; and be blamed for things that are not their fault, the majority of the hotel's employees perceive that quality is a top priority; the hotel tries very hard to improve on its profitability; there is a boundary around the areas to which the decision relates; and they are a part of the hotel.

All of the key factors associated with organizational empowerment previously identified in the literature review, including team, empowerment of processes and events, organizational readiness and empowerment in organization, are all present to some extent

within the hotel. More importantly, the hotel is actively engaged in attempting to achieve an empowering environment for its employees and creating the effective empowerment for the hotel. The hotel's management perceives that significant benefits have been derived from their move to empower their workers, and this perception has motivated them to continue the evolutionary process that they began in an effort to enhance the company's fortunes.

The expression of concern, by both managers and staffs, that employees are not fully empowered, or that management should take steps to increase the effectiveness of empowerment, are healthy signs. In most cases they reflect that the employees seek empowerment and desire a more prominent role in the decisions that are made in the hotel. The expressions of employees interest in the hotel's operation, the excitement and interest employees display towards the hotel's sharing plan, and the hotel's willingness to share sensitive information with employees, are all reflections of a dynamic, evolving work environment, and management, from the president down, who reflect a strong commitment to empowering its employees.

From the results of this research, it appears that there is an insignificant gap between the perception of studying the factors associated with organizational empowerment as viewed by management and the reality as viewed by employees or even compared between operational office and back office of the hotel. In addition, the conclusions will be presented in overall pictures as follows:

6.2.1 Team. It can be concluded that the hotel has developed a team which its culture encourages empowerment and empowered behavior among its employees. Rigid,

team-wide policies and work procedures are noticeably absent, providing a supportive environment for individuals to attempt innovative and productive methods for accomplishing their duties. Quality is a top priority with the team. Management demonstrates its respect for employees by openly communicating sensitive information, and by offering the hotel's sharing plan and a boundary around the areas to which the decision relates. The team behaviors ensure that the employees' attention is focused on increasing hotel's quality. The data reflect that the team has adequate planning objectives that are very clear and specific until employees' responsibilities are clearly defined.

6.2.2 Empowerment of processes and events. The employees' responses in this area reflect that they are completely comfortable with the environment in which they are working. While managers indicated that their direct superior treated them fairly and with respect, in addition, staffs expressed in the study that their direct superior was competent in doing his or her job and has told them when their works needed improvement. Furthermore, overall respondents indicated that they had received some form of training that was beneficial in enhancing effective employee performance and helping them work in an empowered environment. Moreover, the hotel's reward system made influence their over all attitude towards their jobs.

6.2.3 Organizational readiness. The data reflect that structural change, one factor associated in organizational readiness, is the weakest key empowerment factor addressed in this study. Although the hotel has restructured by assigning employees to team, and according to some managers, eliminating several management positions to flatten the

organization, they continue to retain some of the vestiges of a traditional, hierarchical organization structure. As mentioned by some staffs that the hotel still has old style managers who could not accept the changes; and if it were possible to move to another hotel at this time, they would do so. However, the majority of respondents felt that the hotel was concerned about giving everyone a chance to get ahead; gave the amount of support and feedback from top management.

6.2.4 Organizational empowerment. The data collected from this research showed that the management behaviors ensure that the employees' attention is focused on increasing their productivity and enhancing the hotel's profitability. Both managers and staffs perceived that the quality and quantity of their output, and the level of customer satisfaction, have increased significantly since empowerment was introduced. In addition, overall employees appeared to be very focused on improving their own job performance and concerned about the overall performance of the company. They felt that they were a part of the hotel, then, promoted a strong sense of loyalty toward the hotel. They reported higher levels of job satisfaction since empowerment was initiated, which was in and of itself a substantial benefit that had already been derived from the empowerment initiatives that the hotel had pursued.

6.3 Recommendations

The challenge faced by all major organizations is to design cost-effective management systems and to ensure that such systems enable the enterprise to allocate and

utilize resources in the most effective way. The implementation of an empowered workforce is not a “ready-made” process and requires a commitment of time, energy, and resources to be effective and successful.

Organizations need to design/implement the factors associated with organizational empowerment and must have the capacity for continuous learning and innovations to ensure the continued performance of the empowered workforce. To implement this management philosophy there must be trust between the groups and upper management so that the employees know that they have ownership to make decisions. Unless there is a serious, long-term commitment to changing the organization’s culture in radical ways, it may be better to walk away from the empowerment game (Kizilos, 1990).

It is important to remember that control is action oriented and also oriented toward the future. A feedback-control process is useful in repetitive situations. As the results of an activity become known, they are compared to goals and standards. If the variance between results and goals is unacceptably large, management must intervene to bring the activity back into control. Feedback control can be an effective strategy when a particular business operation repeats itself and when results can be objectively measured.

As this research has indicated that team, empowerment of processes and events, organizational readiness and empowerment of organization are important factors associated with organizational empowerment in a case study of the hotel industry. Under such a circumstance, there are some subjects that could be considered to develop the degree of sophistication from the employees’ perceptions within the hotel as follows:

6.3.1 Team. The hotel could contribute to their employees' sense of well being under their team by providing them with guidelines or boundaries for the employees' exercise of empowered behavior. For example, they might set a baht amount below which employees are free to obligate company funds for new tools, or supplies, without additional approvals. Hotel's management needs to strongly encourage the behaviors that they want employees to adopt or continue, through some other form of guidance, such as a policy statement. However, it is very likely that the employees will not become completely comfortable with their new roles until they have gained significantly more time and experience working in an empowered environment.

6.3.2 Empowerment of processes and events. Due to hotel's management needs employees to adopt or continue to incorporate the opinions of others, thus, additional training in such areas as decision-making, working effectively in teams, and communications would benefit the employees by helping them become more confident, by allaying their anxieties concerning a new work environment, and by reinforcing what the company expects from them in the new structure.

The primary training need within the hotel will be to help managers overcome the long-established tradition of "top-down" management. Managers may require training to move toward the role of coach and away from traditional directive supervisory behavior. Although some employees will require training to help them embrace the concepts of being empowered to act independently, this is not likely to be an extensive problem. For the most part, the hotel has an extremely well educated and professional work force

which will enthusiastically embrace empowerment when the culture is restructured to promote and reward empowered behavior among its employees.

This is best accomplished by developing programs which emphasized practicing empowering leadership concepts in daily behaviors, receiving feedback, and practicing again. If leaders at the top can show pace-setting role models of empowering leadership, those in the part lower of the organization will be both guided and rewarded.

6.3.3 Organization readiness. In order to achieve the intention to have a fully empowered work force, the hotel will need to adopt a more empowering organization structure throughout the hotel. Self-directed, cross-functional work teams for all employees would provide the framework in which employees could become more aware of all aspects of their business, and accept “ownership” of its products. The hotel must study its own self-directed, cross-functional work team to determine how this team has met the goals and objectives that were envisioned when it was initiated, and to determine how this organizational structure can best be replicated throughout the entire hotel. If the work requirements for this team are significantly different from the work performed on other work projects, or if the hotel has identified weaknesses in the current cross-functional team structure, appropriate modifications should be made before the new teams organized. The hotel must retain its flexibility and a willingness to experiment with different arrangements until an effective cross-functional team structure is developed.

6.3.4 Organizational empowerment. Most of the employees embrace the concept of empowerment as a means of enhancing employee job performance and, in most cases, they perceive that they are empowered. In addition, the employees believe that the future success of the hotel will be greatly influenced by how successfully empowerment is adopted. They agree that they have been given a stake in the hotel's success through the hotel's sharing program. Although the sharing plan appears to have effectively focused the employees' attention on the hotel's performance, its implementation is too recent to ascertain the specific impact it has had, or will have, on the hotel's profitability.

The employees express continuing concern about such issues as inconsistent in management support and structural change within the hotel; the slow pace of expanding empowerment; and the presence of traditional subordinate-supervisor relationships in many of departments; however, they appear to be genuinely concerned about the hotel's performance and confidence in the importance of the empowerment process. These problems would likely disappear if the hotel eventually adopts empowered teams throughout the organization.

In addition, senior hotel managers are mandating smaller, flatter organizations for the future, compensation systems with an increased emphasis on individual performance are being proposed, team awards are being developed, and organization is experimenting with other team's type. However, it will take a sustained effort over a period of many years to overcome the rigid hierarchical structure and bureaucratic mentality of such a well established and rank-conscious organization.

6.4 Recommendations for Future Research

Several topics for additional research in the area of factors associated with organizational empowerment presented themselves during the research effort. One is to study the structural and motivational differences of profit seeking and non-profit organizations to determine what specific with factors associated with organizational empowerment are most effective in either case.

Another proposed research topic is to study a business with a much larger number of employees than Banyan Tree Resort Hotel's, that is exploring factors associated with organizational empowerment, to determine how their experiences and implementation concerns differ from Banyan Tree Resort Hotel. Finally, a researcher could study a non-hierarchical organization in order to identify the aspects of factors associated with organizational empowerment which are or are not present and compare these findings to a commercial organization that is at a similar stage in the process of exploring empowerment.

6.5 Summary

This research evaluated the empowerment initiatives at one small, profit-oriented company in the expectation that the results would add to the store of knowledge available to the hotel on the subject of factors associated with organizational empowerment. This topic was chosen to offer an additional initiative for the hotel, like Banyan Tree Resort Hotel, to make a commitment to advance the level of empowerment among its

employees, and to reap the benefits in productivity and worker satisfaction similar to those that were documented in this study by hotel's managers and staffs. It is only through a willingness to make the required changes to current practices, and to commit the resources necessary to train and educate managers and staffs to perform effectively in a new environment, that the benefits can be derived. The traditional bureaucratic organizational structure of the hotel may prove a difficult obstacle to overcome, but the potential benefits are worth the effort.



Appendix 1

BIBLIOGRAPHY

A. Articles in Journal and Working Papers or Special Reports:

- Ann Howard (1997) High involvement leadership: moving from talk to action; Empowerment in Organizations, Vol. 5 Issue 4, pp. 1-7
- Belasco, James A. and Ralph C. Stayer (March/April 1994) "Why Empowerment Doesn't Empower: The Bankruptcy of Current Paradigms," Business Horizons 37: pp. 29-41.
- Bemowski, Karen (January 1995) "What Makes Teams Tick ?" Quality Progress, 28: pp. 39-43.
- Blanchard, K. (1988), "Shaping team synergy", Today's Office, 22(9), 6-11.
- Bower, D.G. (1994) Rover's Return: culture, process and organizational change in the Rover Group. The Occupational Psychologist, 23, pp.9-19.
- Caudron, S. (October 1994) "Tie Individual Pay to Team Success," Personnel Journal 73: pp. 40-47.
- Caudron, S. (1995) Create an empowering environment, Personnel Journal, Vol. 74 No. 9, pp. 28-36.
- Cheryl Alexander, Empowerment in Organizations ; 06: 8 1998; pp. 201-209
- Chris Argyris (1998), Empowerment : The emperor's new clothes, Harvard Business Review May-June 1998 ; pp.98-105
- Garfield, C. (1993) Employee empowerment, Executive Excellence, Vol.10 No.3, pp. 20-22.
- Hammonds, K.H. (October 25,1991) Where did they go wrong ? Business Week, pp. 26-28
- Harris, P and Harris, D. (1989), "High performance team management", Leadership and Organization Development, 10(4), 28-32

- Harris, P. (1986), "Building a high performance team", Training and Development Journal, 40 (April), 28
- Heckscher, C. (November/December, 1995). The failure of participatory management. Across the Board, pp. 16-21.
- Herzberg, F. (1968), One more time: how do you motivate employees ?, Harvard Business Review Vol.46 No.1, pp.53-62
- Imre Lovey (1998) Empowerment: The way to create efficient organizations with a human face, Organizational Development, pp. 1-7
- Janet Smith (1998) An ongoing learning dialogue an experiential model in progress, Empowerment in Organizations, Vol. 6 Issue 4, pp.1-4
- Jerry Brown (1993), Power sharing : One answer to empowerment false starts. Atlanta, GA; The Navran Associates' Newsletter.
- John Logan (1997) Introduction to hypothesis testing, The Hypothesis, pp. 1-10
- John Nicholls (1996), Getting empowerment into perspective : a three-stage training framework : <http://www.mcb.co.uk>
- Katzenbach, J.R. and Smith, D.K. (1993). The wisdom of teams : Creating the high-performance organization, Harvard Business School Press, Boston, Mass.
- Katzenbach, J.R., and Smith, D.K. (1994). The wisdom of teams. New York : Harper Business.
- Keller, T. and Dansereau, F. (1995) Leadership and empowerment: a social exchange perspective, Human Relations, Vol.48 No.2, pp.127-46
- Kirwan, J.P.,Jr. (1995) Use empowerment for bottom-line results. HR Focus, Vol.72 No.2, pp. 19
- Laiken, M.E. (1994) The myth of the self-managing team. Organization Development Journal, 12(2), pp.29-34
- Landes, L. (1994) The myth and misdirection of employee empowerment, Training, Vol.31 No.3, pp. 116-17.
- Leon A. Kappleman, Thomas C. Richards (1996) Training, empowerment, and creating a culture for change, Empowerment in Organizations; 04(3), pp. 26-29

- Linda Honold (1997) A review of the literature on employee empowerment: Empowerment in Organizations, Vol. 5 Issue 4, pp. 202-212
- Malone, T.W. (1997) Is empowerment just a fad ? Control, decision making, and IT, Sloan Management Review, Vol.38 No.2, pp.23-9
- Manz, C.C. (1992) Self-leading work teams: moving beyond self-management myths. Human Relations, 45(11), pp. 19-40
- Nick Nykodym, Sonny S. Ariss, Jack L. Somonetti, Jean Plotner (1995) Empowerment for the year 2000 and beyond Empowerment in Organization, 3(4), pp. 36-42
- O'Conner, D.D. (1990) Trouble in the American workplace: The team player concept strikes out. ARMA Record Management Quarterly, 24(2), pp. 12-15.
- Osterman, P. (January, 1994) How common is workplace transformation and who adopts it ? Industrial and Labor Relations Review, 47(2).
- Pamela Dodd (Spring 1999) Planting the seeds of organizational learning, Learning Organization Forum, Performance In Practice, pp.10.
- Pence, P. (1996) Is your organization really committed to teams ? A self-test for measuring your organization's commitment. Empowerment in Organizations, 4(2), pp. 22-28.
- Ralph F.Long. (1996) Empowerment – a management style for the millennium ? Journal of Empowerment in Organizations, 04(3), pp. 5-15
- Randolph, Alan W. "Navigating the Journey to Empowerment," Organizational Dynamics, 23: 19-31, 1994.
- Robert E.Quinn and Gretchen M.Spreitzer (Autumn 1997) "The road to empowerment: seven questions every leader should consider", Harvard Business Review, pp.37-49.
- Rothstein, L.R. (1995) The empowerment effort that came undone, Harvard Business Review January-February, pp. 20-31.
- Story, Mark R. " The Secrets of Successful Empowerment," National Productivity Review 14: 81-90, 1993.
- Strebel, P. (May/June, 1996) Why do employees resist change ? Harvard Business Review, pp. 86-92.
- Tannenbaum, R., Kallajian, V., & Weschler, I.R. (1954) Training managers for leadership. Personnel, 30, pp. 3-11.

Thorlakson, A.J.H. (1996) An empirical study of empowerment in the workplace. Group & Organization Management, Vol. 21 No. 21, pp. 67.

Toffler, Alvin. (1998) Powershift : Knowledge, Wealth, and Violence at the edge of the 21st century. : <http://www.oise.on.ca/~bwillard/ideateam.htm>

Wallace, Guy W. "Empowerment is Work, Not Magic." Journal for Quality and Participation 16: 10-14 (September 1993).

Wysocki, L. (September, 1990) Implementation of self-managed teams within a non-union manufacturing facility. Paper presented at the International Conference on Self-Managed Work Teams, Denton, TX.

B. Books and Articles from Books :

Beckhard, R. (1969) Organization development: Strategies and models, Addison-Wesley, Reading, MA.

Bennis, W.G. (1989) Organizations of the future, Interstate, Danville, IL, pp.300-12

Blanchard, K., Carlos, J.P. & Randolph, A. (1996) Empowerment takes more than a minute, Berrett-Koehler, San Francisco, CA.

Block, P. (1987) The empowered manager: Positive political skills at work, Jossey-Bass, San Francisco, CA.

Bradford, D., & Cohen, A.R. (1984) Managing for excellence: The guide to developing high performance in contemporary organizations, New York: John Wiley.

Cooper, Donald R. and C. William Emory. Business research methods (Fifth Edition). Chicago : Irwin, 1995.

Creswell, John W. Research design: Qualitative and quantitative approaches. Thousand Oaks : Sage Publications, 1994.

David A. Whetten and Kim S. Cameron (1995), Developing managing skills, HarperCollins College Publishers, New York, NY.

David Clutterbuck and Susan Kernaghan (1994), The power of empowerment: Release the hidden talents of your employees, Kogan Page, London.

- Eileen K. Aranda, Luis Aranda and Kristi Conlon (1998), Teams : Structure, process, culture, and politics. Prentice Hall, New Jersey.
- Eisenhart, K.M., and Galunic, D.C. 1993. Renewing the strategy-structure-performance paradigm. Research in Organizational Behavior 15.
- Fisher, K. (1993) Leading self-directed work teams: A guide to developing new team leadership skills. New York, NY: McGraw-Hill.
- Gregory E. Huszycz (1996) Tools for team excellence: Getting your team into high gear and keeping it there, Davies-Black Publishing, Palo Alto, California
- Hackman, J.R. (ed.) (1990), Groups that work (and those that don't): Conditions for effective teamwork, Jossey Bass, San Francisco.
- Hackman, J.R. and Oldham, G.R. (1976) Motivation through the design of work: Test of a theory, Organizational Behavior and Human Performance, Vol.16, pp.250-79.
- Harper, Bob & Harper, Ann. (1991). Succeeding as a self-directed work team: 20 important questions answered, New York.
- Herzberg, F., Mausner, B. et al. (1959) The motivation to work, John Wiley & Sons, New York, NY.
- Hunt, V. Daniel. Managing for quality: Integrating quality and business practice. Homewood IL: Business One Irwin, 1993.
- Ivancevich, John M., Peter Lorenzi, and Steven J. Skinner. Management: Quality and competitiveness. Boston: R.D. Irvin, 1994.
- Jacalyn Sherriton & James L. Stern (1997) Corporate culture / team culture: Removing the hidden barriers to team success, New York, NY.
- James M. Kouzes and Barry Z. Posner. (1987) The leadership challenge, Jossey Bass, San Francisco.
- John Sinclair. (1992) Collins cobuild english language dictionary, HarperCollins Publishers, London
- Jones, J.E. and Bearly, W.L. (1996) 360-degree feedback: Strategies, tactics, and techniques for developing leaders, HRD Press, Amherst, MA.
- Judith F.Vogt & Kenneth L.Murrell. (1990) Empowerment in organizations : How to spark exceptional performance. University Associates, San Diego, CA.

- Kanter, R.M. (1977) Men and women of the corporation, Basic Books, New York, NY.
- Kelly, Mark. The adventures of a self-managing team, Pfeiffer and Company, 1991.
- Kizilos, Peter. "Crazy about empowerment ?" Training, 27: 47-56 (1990).
- Koestenbahr, P. (1991). Leadership. San Francisco, CA : Jossey-Bass.
- Lawler, E.I. (1992) The ultimate advantage: Creating the high involvement organization, Jossey-Bass, San Francisco, CA.
- Lawrence, P., and Lorsch, J. 1967. Organizations and environments. Homewood, Ill.:Irwin.
- Lewin, K. (1951) Field theory in social sciences, Harper & Row, New York, NY.
- Margerison, C. (1973), Effective work groups, McGraw-Hill; England.
- McClelland, D.C. (1975) Power: The inner experience, Irvington Press, New York, NY.
- McLagan, P. and Nel, C. (1997) The age of participation: New governance for the workplace and the world, (2nd Ed.), Berrett-Koehler, San Francisco, CA.
- Menon, S.T. (1995) Employee empowerment: Definition, measurement and construct validation, McGill University, Canada.
- Menton, C.A., & Jolly, J.A. (1996) Teams: Who needs them and why ? Houston, TX: Gulf.
- Michael Kaye (1997) Teaming with success: Building and maintaining best performance teams, Prentice Hall, Australia
- Mukhi, S., Hampton, D. and Barnwell, N. (1988) Australian management, McGraw-Hill : Sydney.
- Neilsen, E.H. (1986) Empowerment strategies: Balancing authority and responsibility, Jossey-Bass, San Francisco, CA.
- Nicky Hayes (1997). Successful team management, International Thomson Business Press, London; UK.
- Orsburn, Jack; Moran, Linda; Musselwhite, Ed; Zenger, John. Self-directed work teams: The new american challenge, Business One Irwin, 1990.

- Parker, Glenn. (1993) Team players and teamwork: The new competitive business strategy.
- Parker, Louise and Price, Richard. "Empowered managers and empowered workers: The effects of managerial support and managerial perceived control on workers' sense of control over decision making." Human Relations, 1994.
- Peter M. Senge, "The fifth discipline: The art and practice of the learning organization", Century Business: UK., 1990.
- Peter M. Senge, Art Kleiner, Charlotte Roberts, Richard B. Ross and Bryan J. Smith, The fifth discipline fieldbook: Strategies and tools for building a learning organization,
- Richard C.Sprinthal (1997) Basic statistical analysis, Allyn and Bacon, MA.
- Robbins, S. (1991) Organizational behavior : Concepts, controversies and applications, Prentice Hall: Englewood Cliffs, New Jersey.
- Russell D. Robinson (1997) The empowerment cookbook : Action plans for creating, sustaining or refocusing empowered work teams, McGraw-Hill, New York, NY.
- Sandy Pokras. Building high performance teams, Kogan Page, London, 1995.
- Schermerhorn, J., Hunt, J. and Osborn, R. (1991), Managing organizational behavior, Wiley: New York.
- Shackleton, V. (1995) Business leadership, Routledge, London.
- Sullivan, K.D. (1994) Empowerment and control: A new management paradigm, Educational Leadership, Seattle University, Seattle, WA.
- Tannenbaum, A.S. (1968) Control in organizations, McGraw-Hill, New York, NY.
- Thomas J. Mccoy (1996) Creating and "open book" organization: Where employees think & act like business partners, AMACOM, New York, NY.
- Thomas, K.W. and Velthouse, B.A. (1985) Cognitive elements of empowerment, Academy of Management, Los Angeles, CA.
- Wellins, Richard; Byham, William; Wilson, Jeanne. (Jossey-Bass, 1991) ,Empowered teams: Creating self-directed work teams that improve quality, productivity, and participation, San Francisco, CA.
- William J.Rothwell, Roland Sullivan and Gary N. Mclean. Practicing organizational development (a guide for consultants), 1995.

Wilson, T. (1994) A manual for change. Aldershot : Gower

Yin, Robert K. Case study research: Design and methods. Beverly Hills: Sage Publications, 1984.



Appendix 2

Table 5.1 : Means and Standard Deviations of Team Structure from Operational Office

TEAM STRUCTURE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. The team has adequate planning objectives	2.27	2.51	2.48	0.88	0.82	0.83
2. Team’s policies at work are not fair	3.14	3.10	3.10	1.17	0.94	0.97
3. The team area is a pleasant place to work	2.18	2.59	2.53	0.80	0.99	0.98
4. The team is given entirely too much work to do	2.86	2.85	2.85	0.89	0.85	0.85
5. The team has the opportunity for participation in the determination of methods, procedures and goals	2.86	2.98	2.96	1.46	1.02	1.09
6. The team works together instead of by doing separately	2.64	2.64	2.64	0.95	0.93	0.93
7. The team lacks policies and guidelines	3.27	3.26	3.26	1.16	0.96	0.99
8. The team always ask for members feedback on how to accomplish goals	2.45	2.95	2.88	1.34	1.04	1.09
9. The team always ask for member’s feedback on how to perform its work	2.45	2.94	2.87	1.41	1.03	1.10
10. The team motivates its members to act independently	2.64	2.86	2.82	1.05	0.90	0.92
Total Team Structure	2.68	2.87	2.84	0.70	0.59	0.61

The average weight mean scores of operational office (2.68 and 2.87) indicate that the team structure under the perception of managers and staffs is one ingredient in team. Both groups scores for team structure show that the team has adequate planning objectives (2.27 and 2.51) and the team area is a pleasant place to work (2.18 and 2.59).

Table 5.2 : Means and Standard Deviations of Team Structure from Back Office

TEAM STRUCTURE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. The team has adequate planning objectives	2.09	2.00	2.05	0.54	0.67	0.59
2. Team's policies at work are not fair	3.00	2.50	2.76	1.34	1.08	1.22
3. The team area is a pleasant place to work	2.00	2.60	2.29	0.77	0.70	0.78
4. The team is given entirely too much work to do	3.00	2.50	2.76	0.89	0.71	0.83
5. The team has the opportunity for participation in the determination of methods, procedures and goals	2.91	2.30	2.62	0.94	0.95	0.97
6. The team works together instead of by doing separately	2.27	2.00	2.14	1.10	1.05	1.06
7. The team lacks policies and guidelines	3.64	2.90	3.29	1.03	1.00	1.06
8. The team always ask for members feedback on how to accomplish goals	2.27	2.50	2.38	0.65	0.53	0.59
9. The team always ask for member's feedback on how to perform its work	2.27	2.30	2.29	0.47	0.67	0.56
10. The team motivates its members to act independently	2.27	2.58	2.42	0.90	0.69	0.80
Total Team Structure	2.57	2.42	2.50	0.34	0.52	0.43

The average weight mean scores of back office (2.57 and 2.42) indicate that the team structure of the organization under the perception of managers and staffs is quite effective. The same as operational office, both groups scores for team structure show that the team has adequate planning objectives (2.09 and 2.00). However, the managers indicate that the team area is a pleasant place to work (2.00) and the team also has policies and guidelines (3.64) while the staffs indicate that the team works together instead of by doing separately (2.00).

Table 5.3 : Means and Standard Deviations of Team Culture from Operational Office

TEAM CULTURE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. The people works closely with all members of the team	2.45	2.75	2.71	1.01	0.95	0.96
12. Each member feels part of a team working towards a shared goal	2.05	2.71	2.62	1.05	1.03	1.06
13. Team's trust is felt by each member	2.55	2.75	2.72	1.14	0.94	0.97
14. Team treats me like a person, not a number	2.18	2.57	2.52	0.85	0.92	0.92
15. Team gives enough recognition for work that's well done	1.95	2.49	2.41	0.65	0.95	0.93
16. Quality is a top priority with the team	1.82	2.23	2.17	0.85	1.02	1.01
17. Team requires me to be completely isolated from co-workers	3.32	3.05	3.09	1.13	1.14	1.14
18. Team considers myself a "team player" at work	2.00	2.49	2.42	0.87	0.84	0.86
19. Team strive to be "in command" when I am working	3.09	3.17	3.16	1.02	1.10	1.09
20. Team believes there is a spirit of cooperation within the team	2.14	2.58	2.51	1.08	1.01	1.03
Total Team Culture	2.35	2.70	2.65	0.49	0.66	0.65

The average weight mean scores of operational office (2.35 and 2.70) indicate that the managers tend to feel effectively in the existing team culture than the staffs. However, both groups scores indicate that quality is a top priority with the team and their team gives enough recognition for work that's well done.

Table 5.4 : Means and Standard Deviations of Team Culture from Back Office

TEAM CULTURE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. The people works closely with all members of the team	2.45	2.50	2.48	1.21	0.53	0.93
12. Each member feels part of a team working towards a shared goal	2.27	2.40	2.33	1.19	0.84	1.02
13. Team's trust is felt by each member	2.27	2.30	2.29	1.19	0.82	1.01
14. Team treats me like a person, not a number	2.00	2.20	2.10	1.00	0.79	0.89
15. Team gives enough recognition for work that's well done	1.91	2.10	2.00	0.70	0.32	0.55
16. Quality is a top priority with the team	1.73	2.00	1.86	0.79	0.67	0.73
17. Team requires me to be completely isolated from co-workers	4.28	2.70	3.52	0.90	1.06	1.25
18. Team considers myself a "team player" at work	2.09	2.80	2.43	0.83	1.03	0.98
19. Team strive to be "in command" when I am working	3.55	3.20	3.38	0.82	0.79	0.80
20. Team believes there is a spirit of cooperation within the team	2.09	2.50	2.29	1.22	0.85	1.06
Total Team Culture	2.46	2.47	2.47	0.57	0.37	0.47

The average weight mean scores of back office (2.46 and 2.47) indicate that the team culture of the hotel under the perception of managers and staffs is quite effective. Especially they think that the quality is a top priority with the team. But the managers tend to feel very ineffective that team requires them to be completely isolated from their co-workers.

Table 5.5 : Means and Standard Deviations of Sharing of Information from Operational Office

SHARING OF INFORMATION	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
21. Team's corporate communications are frequent enough	2.50	2.58	2.57	0.91	1.00	0.99
22. Team's corporate communications keep me up to date on the company	2.45	2.75	2.71	0.91	1.08	1.06
23. Team provides enough information to enable me to do my job well	2.64	2.68	2.68	0.85	0.98	0.96
24. Team gets along with the communication systems in the department	2.45	2.71	2.67	1.10	0.97	0.99
25. Team has access to information to get things done within the organization	2.45	2.85	2.79	0.91	0.99	0.98
26. Team has good interaction among my co-worker	2.23	2.69	2.63	1.11	0.99	1.01
27. Team informs all members about important information	2.50	2.70	2.67	1.06	1.01	1.02
28. Team facilitates information needed to carry out my job	2.27	2.80	2.72	1.03	0.94	0.96
29. Team knows what's going on & in team in the hotel	2.68	2.72	2.71	1.09	0.93	0.95
30. Team has no bulletin boards, meetings to inform movement	3.00	3.17	3.14	1.07	1.14	1.12
Total Sharing of Information	2.52	2.76	2.73	0.64	0.68	0.68

The average weight mean scores of operational office (2.52 and 2.76) indicate that the managers feel to be effective in sharing of information than staffs. Both groups scores indicate that team's corporate communications are frequent enough. While the managers feel effectiveness in good interaction among their co-worker and also feel that team facilitates information needed to carry out their job than the staffs.

Table 5.6 : Means and Standard Deviations of Sharing of Information from Back Office

SHARING OF INFORMATION	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
21. Team's corporate communications are frequent enough	2.27	2.60	2.43	1.01	0.70	0.87
22. Team's corporate communications keep me up to date on the company	2.45	2.50	2.48	1.13	1.18	1.12
23. Team provides enough information to enable me to do my job well	2.09	2.50	2.29	0.94	0.71	0.85
24. Team gets along with the communication systems in the department	2.45	2.40	2.43	0.69	1.17	0.93
25. Team has access to information to get things done within the organization	2.36	2.80	2.57	0.81	1.14	0.98
26. Team has good interaction among my co-worker	1.73	2.40	2.05	0.79	0.97	0.92
27. Team informs all members about important information	2.27	2.60	2.43	1.19	0.84	1.03
28. Team facilitates information needed to carry out my job	2.18	2.60	2.38	0.75	0.84	0.80
29. Team knows what's going on & in team in the hotel	2.18	2.80	2.48	1.25	0.79	1.08
30. Team has no bulletin boards, meetings to inform movement	3.36	2.60	3.00	1.50	0.84	1.26
Total Sharing Of Information	2.34	2.58	2.45	0.78	0.68	0.73

The average weight mean scores of back office (2.34 and 2.58) indicate that both managers and staffs tend to be effective in sharing of information. In the area of how well the interaction among co-worker, the mean score of managers are more effective (1.73) than staffs (2.40). While managers feel positive in team that provides enough information to enable them to do their job well, staffs show that there are effective on their team which gets along with the communication systems in the department.

Table 5.7 : Means and Standard Deviations of Common Goals from Operational Office

COMMON GOALS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
31. Team has suggestion box for all members	2.32	2.95	2.86	1.32	1.38	1.39
32. Team feels I am contributing to team's mission	2.36	2.73	2.67	0.90	0.91	0.92
33. Team feels I am a part of a team working towards shared goals	2.05	2.67	2.58	0.72	0.99	0.98
34. Team is aware of team goals and objectives	2.18	2.64	2.57	0.80	0.94	0.93
35. Team goals is ambiguous and unclear	3.09	3.33	3.30	1.27	1.09	1.12
36. Team are still moving towards the goal	2.41	2.50	2.49	1.01	0.91	0.92
37. Team objectives will require a great deal of efforts from me to complete them	2.32	2.69	2.64	0.95	0.91	0.92
38. Team has work objectives that are very clear and specific; I know exactly what my job is	2.00	2.35	2.30	1.02	0.95	0.96
39. The setting of my team goals is pretty much under my own control	2.55	2.90	2.85	1.10	0.98	1.00
40. Team makes the majority of decisions to affect how team do their work	2.91	2.81	2.82	1.34	1.13	1.16
Total Common Goals	2.42	2.76	2.71	0.54	0.62	0.62

The average weight mean scores of operational office (2.42 and 2.76) indicate that the managers tend to feel effectively in the existing common goals than the staffs. Managers are more positive than staffs in the area that teams feels them as a part of a team working towards shared goals. However, both groups scores show that team has work objectives that are very clear and specific and they know exactly what their job are.

Table 5.8 : Means and Standard Deviations of Common Goals from Back Office

COMMON GOALS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
31. Team has suggestion box for all members	2.64	1.90	2.29	1.69	0.62	1.27
32. Team feels I am contributing to team's mission	2.00	2.30	2.14	0.77	0.95	0.85
33. Team feels I am a part of a team working towards shared goals	2.09	2.15	2.12	0.83	0.75	0.77
34. Team is aware of team goals and objectives	1.82	2.20	2.00	0.75	0.79	0.77
35. Team goals is ambiguous and unclear	4.27	2.80	3.57	0.79	0.79	1.08
36. Team are still moving towards the goal	1.90	1.94	1.92	0.83	0.59	0.71
37. Team objectives will require a great deal of efforts from me to complete them	2.18	2.50	2.33	0.75	0.97	0.86
38. Team has work objectives that are very clear and specific; I know exactly what my job is	1.64	2.00	1.81	0.81	0.67	0.75
39. The setting of my team goals is pretty much under my own control	2.09	2.50	2.29	0.70	0.71	0.72
40. Team makes the majority of decisions to affect how team do their work	2.64	2.60	2.62	0.81	0.84	0.80
Total Common Goals	2.33	2.29	2.31	0.50	0.46	0.47

The average weight mean scores of operational office (2.33 and 2.29) indicate that the managers and the staffs tend to feel effectively in the existing common goals. Staffs tend to feel effective that team has suggestion box for all members. While managers are more positive than staffs in the area that team has work objectives that are very clear and specific and they know exactly what their job are. But managers tend to feel very ineffective in the area that team goals is ambiguous and unclear.

Table 5.9 : Means and Standard Deviations of Boundaries, Givens and Limitations from Operational Office

BOUNDARIES, GIVENS AND LIMITATIONS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
41. Team seems that one person tells me to do one thing and another person tells me to do something else at work	2.91	3.12	3.09	1.19	1.06	1.08
42. Team is unclear on what are the scope and responsibilities of my job	3.23	3.07	3.09	0.87	1.10	1.07
43. Team thinks that I'll not be able to satisfy the conflicting demands of various people over me	3.19	3.17	3.18	0.96	0.93	0.93
44. Team feels that I have to do things on the job that are against my better judgment	3.00	3.20	3.17	0.82	0.91	0.90
45. Team has complexity in my job to allow for initiative and decision making	3.09	3.25	3.23	0.97	0.99	0.98
46. Team feels there are a lot of rules, policies and procedures to get work done	2.68	2.83	2.81	0.95	0.99	0.99
47. Team conditions are accepted by negotiating with all members	2.91	2.80	2.81	1.11	0.95	0.97
48. Team has a boundary around the areas to which the decision relates	2.41	2.57	2.55	1.05	0.93	0.95
49. Team told me to do things that I don't think I should do at work	2.86	3.05	3.03	1.08	0.95	0.97
50. Team suggests and implements improvements of my work without going through several levels of approval	2.86	3.20	3.15	0.94	0.97	0.97
Total Boundaries, givens and limitations	2.91	3.03	3.01	0.51	0.57	0.56

The average weight mean scores of operational office (2.91 and 3.03) indicate that the managers and the staffs do not share feeling so much in the existing boundaries, givens and limitations. However, both groups scores show that team has a boundary around the areas to which the decision relates.

Table 5.10 : Means and Standard Deviations of Boundaries, Givens and Limitations
from Back Office

BOUNDARIES, GIVENS AND LIMITATIONS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
41. Team seems that one person tells me to do one thing and another person tells me to do something else at work	3.55	2.60	3.10	1.51	0.84	1.30
42. Team is unclear on what are the scope and responsibilities of my job	3.73	2.70	3.24	1.10	0.67	1.04
43. Team thinks that I'll not be able to satisfy the conflicting demands of various people over me	4.36	2.80	3.62	0.67	0.79	1.07
44. Team feels that I have to do things on the job that are against my better judgment	4.00	2.90	3.48	1.00	0.74	1.03
45. Team has complexity in my job to allow for initiative and decision making	3.73	2.70	3.24	1.35	0.95	1.26
46. Team feels there are a lot of rules, policies and procedures to get work done	3.09	2.60	2.86	0.70	0.84	0.79
47. Team conditions are accepted by negotiating with all members	2.55	2.50	2.52	0.69	0.71	0.68
48. Team has a boundary around the areas to which the decision relates	2.55	2.40	2.48	0.69	1.08	0.87
49. Team told me to do things that I don't think I should do at work	3.91	2.60	3.29	0.94	0.84	1.10
50. Team suggests and implements improvements of my work without going through several levels of approval	3.00	2.90	2.95	1.34	0.57	1.02
Total Boundaries, givens and limitations	3.45	2.67	3.08	0.45	0.55	0.63

The average weight mean scores of back office (3.45 and 2.67) indicate that the managers tend to feel ineffective in the existing boundaries, givens and limitations. They feel very ineffective that team thinks that they'll not be able to satisfy the conflicting demands of various people over them. However, they seem to agree with the staffs in the area that team has a boundary around the areas to which the decision relates.

Table 5.11 : Means and Standard Deviations of Roles from Operational Office

ROLES	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
51. Team responsibilities are clearly defined	2.55	2.69	2.67	1.10	1.02	1.03
52. Team has the opportunity for independent thought and action on my job	2.68	2.70	2.70	1.09	0.95	0.96
53. Team had given enough authority to make decisions I need to make	2.50	2.90	2.84	1.14	0.94	0.98
54. Team likes the type of work that I do	2.27	2.77	2.70	0.77	0.82	0.83
55. Team believes my job is secure	2.14	2.59	2.52	0.83	0.91	0.91
56. Physical working conditions are good for me	2.18	2.61	2.55	0.66	0.79	0.78
57. Decision making process in my team contributes team motivation	2.45	2.86	2.81	1.18	0.84	0.91
58. Team feels involved in what is happening	2.45	2.60	2.58	1.01	0.94	0.95
59. Team feels a part of the team's activities	2.45	2.71	2.68	1.18	0.92	0.96
60. Team feels my absence would not matter to my team	3.27	3.00	3.04	1.24	1.01	1.04
Total Roles	2.50	2.74	2.71	0.68	0.61	0.63

The average weight mean scores of operational office (2.50 and 2.74) indicate that the managers tend to feel effective than the staffs in the existing roles. However, both groups scores feel effective that team believes their job are secure.

Table 5.12 : Means and Standard Deviations of Roles from Back Office

ROLES	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
51. Team responsibilities are clearly defined	1.91	2.30	2.10	0.83	0.82	0.83
52. Team has the opportunity for independent thought and action on my job	2.27	2.40	2.33	1.01	0.70	0.86
53. Team had given enough authority to make decisions I need to make	2.45	2.40	2.43	1.13	0.84	0.98
54. Team likes the type of work that I do	2.27	2.50	2.38	0.65	0.53	0.59
55. Team believes my job is secure	2.00	2.20	2.10	0.63	0.63	0.62
56. Physical working conditions are good for me	2.18	2.00	2.10	0.87	0.47	0.70
57. Decision making process in my team contributes team motivation	2.64	2.20	2.43	0.81	0.63	0.75
58. Team feels involved in what is happening	2.36	2.50	2.43	0.67	0.97	0.81
59. Team feels a part of the team's activities	2.09	2.40	2.24	0.83	0.97	0.89
60. Team feels my absence would not matter to my team	2.91	2.50	2.71	1.38	0.71	1.10
Total Roles	2.31	2.34	2.32	0.69	0.47	0.58

The average weight mean scores of back office (2.31 and 2.34) indicate that the managers and the staffs tend to feel effective in the existing roles. While managers feel effective that team responsibilities are clearly defined and team believes their job are secure, staffs feel effective in their physical working conditions which are good for them.

Table 5.13 : Means and Standard Deviations of Norms from Operational Office

NORMS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
61. Team feels trapped in my job	3.27	3.56	3.52	1.24	1.08	1.11
62. Team follows guideline on procedures	2.09	2.93	2.81	0.87	1.01	1.03
63. Team has to waste time doing administrative tasks at work	2.73	3.06	3.01	0.94	0.90	0.91
64. Team really gives me a chance to try out ideas of my own	2.41	2.85	2.78	0.85	1.02	1.01
65. Team allows me to control my own work pace	2.05	2.78	2.68	0.72	1.03	1.02
66. Team satisfies some people on my job, I have to upset others	3.55	3.37	3.39	1.30	1.08	1.11
67. Team tells me the amount of work to do what is fair	2.50	2.88	2.83	1.01	0.99	1.00
68. The work I do on my job is meaningful to me	2.14	2.35	2.32	0.94	0.98	0.97
69. Team exercises to follow the standard rules	2.18	2.72	2.65	0.85	1.05	1.04
70. Members of the team seems to be working towards the same goals	2.45	2.65	2.62	1.18	1.07	1.09
Total Norms	2.54	2.92	2.86	0.45	0.58	0.58

The average weight mean scores of operational office (2.54 and 2.92) indicate that the managers tend to feel effective than the staffs in the existing norms. The managers feel effective that team allows them to control their own work pace while the staffs agree with the manager in work that both groups do on their job is meaningful to them. However, both groups have different idea in the ineffective area, that is while managers feel ineffective in the area that team satisfies some people on their job, they have to upset others, staffs feel ineffective in the area that team feels trapped in their job.

Table 5.14 : Means and Standard Deviations of Norms from Back Office

NORMS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
61. Team feels trapped in my job	4.27	3.00	3.67	0.79	0.82	1.02
62. Team follows guideline on procedures	2.09	2.30	2.19	1.14	0.82	0.98
63. Team has to waste time doing administrative tasks at work	3.45	2.50	3.00	0.82	0.53	0.84
64. Team really gives me a chance to try out ideas of my own	2.36	2.40	2.38	1.03	0.70	0.86
65. Team allows me to control my own work pace	2.00	2.20	2.10	0.77	0.79	0.77
66. Team satisfies some people on my job, I have to upset others	3.55	2.60	3.10	1.44	1.08	1.34
67. Team tells me the amount of work to do what is fair	2.73	2.30	2.52	0.90	0.82	0.87
68. The work I do on my job is meaningful to me	1.64	1.90	1.76	0.81	0.57	0.70
69. Team exercises to follow the standard rules	2.18	2.20	2.19	0.98	0.79	0.87
70. Members of the team seems to be working towards the same goals	1.91	2.20	2.05	1.22	0.63	0.97
Total Norms	2.62	2.36	2.50	0.38	0.49	0.44

The average weight mean scores of operational office (2.62 and 2.36) indicate that the staffs tend to feel effective than the managers in the existing norms. The staffs shared the managers' effective feeling but to a lesser degree in the area that the work they do on their job is meaningful to them. However, the managers feel very ineffective in the area that team feels trapped in their job.

Table 5.15 : Means and Standard Deviations of Internalized Discipline from Operational Office

INTERNALIZED DISCIPLINE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
71. Deadlines at the hotel are not unrealistic	3.09	3.17	3.15	1.02	1.14	1.12
72. Team blames for things that are not my fault	3.18	3.41	3.38	1.22	1.03	1.06
73. Team feels the team exercises fair judgement of punishment	2.55	3.08	3.00	0.96	1.05	1.05
74. Team has no negative consequence if my act is unsuccessful in achieving the desired end	2.27	3.06	2.95	0.94	0.88	0.92
75. Team does the job with very satisfying team-work	2.36	2.67	2.62	0.90	0.93	0.93
76. Team acts to reach the goals I have defined and set with team	2.59	3.10	3.03	0.96	0.93	0.95
77. Team feels responsible for carrying out the tasks that follows my role	2.18	2.96	2.85	0.80	0.89	0.92
78. Team abides by the rules that I do not develop and accept	2.91	3.11	3.08	0.97	1.13	1.11
79. Team has punishment if I violate what I have jointly developed with the team	2.45	2.77	2.73	1.01	0.95	0.96
80. Team operates in a disciplined way under the team's conditions	2.00	2.62	2.54	0.76	0.93	0.93
Total Internalized Discipline	2.56	2.99	2.93	0.60	0.56	0.58

The average weight mean scores of operational office (2.56 and 2.99) indicate that the managers tend to feel effective than the staffs in the existing internalized discipline. The managers feel effective that team operates in a disciplined way under the team's conditions. While the staffs feel ineffective in the area that team blames for things that are not their fault.

Table 5.16 : Means and Standard Deviations of Internalized Discipline from Back Office

INTERNALIZED DISCIPLINE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
71. Deadlines at the hotel are not unrealistic	3.09	2.50	2.81	1.45	0.85	1.21
72. Team blames for things that are not my fault	4.09	3.00	3.57	0.83	0.94	1.03
73. Team feels the team exercises fair judgement of punishment	3.18	2.70	2.95	0.98	1.06	1.02
74. Team has no negative consequence if my act is unsuccessful in achieving the desired end	3.36	2.70	3.05	0.92	0.82	0.92
75. Team does the job with very satisfying team-work	2.55	2.70	2.62	1.04	0.82	0.92
76. Team acts to reach the goals I have defined and set with team	3.36	2.40	2.90	1.36	0.84	1.22
77. Team feels responsible for carrying out the tasks that follows my role	2.91	2.40	2.67	1.22	0.84	1.06
78. Team abides by the rules that I do not develop and accept	3.64	3.00	3.33	1.12	1.05	1.11
79. Team has punishment if I violate what I have jointly developed with the team	3.36	2.90	3.14	1.21	0.99	1.11
80. Team operates in a disciplined way under the team's conditions	2.36	2.40	2.38	1.12	0.84	0.97
Total Internalized Discipline	3.19	2.67	2.94	0.62	0.67	0.68

The average weight mean scores of operational office (3.19 and 2.67) indicate that the staffs tend to feel effective than the managers in the existing internalized discipline. The staffs shared the managers' effective feeling in the area that team operates in a disciplined way under the team's conditions. However, managers themselves feel ineffective that team blames for things that are not their fault.

Table 5.19 : Means and Standard Deviations of Leadership from Operational Office

LEADERSHIP	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. There is confidence in the leadership of the hotel	2.55	2.65	2.63	1.14	1.02	1.04
2. Direct superior is competent in doing his or her job	2.05	2.53	2.46	1.00	1.00	1.01
3. Direct superior is successful in getting people to work together	2.14	2.75	2.66	1.04	1.07	1.08
4. Direct superior treats me fairly	1.91	2.60	2.50	1.15	1.08	1.11
5. Direct superior treats me with respect	2.00	2.79	2.68	1.11	1.08	1.11
6. Direct superior handles my work-related issues satisfactorily	2.32	2.67	2.62	1.21	1.05	1.08
7. Direct superior handles my personal issues satisfactorily	2.64	3.08	3.02	1.09	1.11	1.12
8. Direct superior tells me when my work needs improvement	2.09	2.53	2.46	0.75	0.99	0.97
9. Direct superior tells me when I do my work well	2.18	2.79	2.70	1.10	1.09	1.11
10. Direct superior asks me for my input to help make decisions	2.18	2.55	2.50	0.91	1.04	1.03
Total Leadership	2.20	2.69	2.62	0.77	0.78	0.79

The average weight mean scores of operational office (2.20 and 2.69) indicate that the leadership under the perception of managers is more adequate than the staffs. The managers' scores show that they feel adequate in that their direct superior is competent in doing his or her job and direct superior treats them fairly. While both groups scores for leadership show that direct superior tells them when their work needs improvement.

Table 5.20 : Means and Standard Deviations of Leadership from Back Office

LEADERSHIP	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. There is confidence in the leadership of the hotel	2.45	2.20	2.35	1.04	0.92	0.93
2. Direct superior is competent in doing his or her job	1.82	2.20	2.09	0.75	0.92	0.90
3. Direct superior is successful in getting people to work together	1.82	2.30	2.04	0.75	0.82	0.77
4. Direct superior treats me fairly	2.00	2.00	2.09	0.63	0.67	0.73
5. Direct superior treats me with respect	1.73	2.00	1.83	0.65	0.67	0.65
6. Direct superior handles my work-related issues satisfactorily	2.09	2.30	2.30	0.70	0.67	0.88
7. Direct superior handles my personal issues satisfactorily	2.91	2.80	2.87	1.30	0.92	1.10
8. Direct superior tells me when my work needs improvement	1.82	2.10	1.96	0.75	0.57	0.64
9. Direct superior tells me when I do my work well	2.27	2.10	2.26	1.01	0.88	0.96
10. Direct superior asks me for my input to help make decisions	2.00	2.30	2.22	0.63	0.82	0.80
Total Leadership	2.09	2.23	2.16	0.51	0.59	0.54

The average weight mean scores of back office (2.09 and 2.23) indicate that the leadership under the perception of managers and staffs are adequate. Staffs share the managers' feelings but to a lesser degree in the event that direct superior treats them with respect and tells them when their work needs improvement.

Table 5.21 : Means and Standard Deviations of Learning Process (Training) from
Operational Office

LEARNING PROCESS (TRAINING)	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. The organization provides as much initial training as I needed	2.27	2.73	2.66	1.03	1.08	1.08
12. The organization provides as much ongoing training as I needed	2.27	2.68	2.63	0.98	1.10	1.09
13. The organization assigns me those that are within my training and capability	2.36	2.59	2.55	0.58	0.91	0.88
14. The organization trains me to incorporate the opinions of others	2.18	2.58	2.52	0.73	0.99	0.96
Total Learning Process (Training)	2.46	2.76	2.72	0.50	0.78	0.75

The average weight mean scores of operational office (2.46 and 2.76) indicate that the learning process (training) under the perception of managers is more adequate than the staffs. Staffs seem to agree with managers in the area that the organization assigns them those that are within their training and capability and the organization also trains them to incorporate the opinions of others.

Table 5.22 : Means and Standard Deviations of Learning Process (Training) from Back Office

LEARNING PROCESS (TRAINING)	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. The organization provides as much initial training as I needed	2.82	2.20	2.48	0.75	0.79	0.79
12. The organization provides as much ongoing training as I needed	2.82	2.20	2.48	0.98	0.79	0.90
13. The organization assigns me those that are within my training and capability	2.00	2.40	2.22	0.77	0.84	0.80
14. The organization trains me to incorporate the opinions of others	3.00	2.20	2.57	0.89	0.92	0.95
Total Learning Process (Training)	2.96	2.42	2.70	0.55	0.67	0.66

The average weight mean scores of back office (2.96 and 2.42) indicate that the learning process (training) under the perception of managers is less adequate than the staffs. While staffs seem to agree in every event, managers tend to feel adequate in only area that the organization assign them those that are within their training and capability.

Table 5.23 : Means and Standard Deviations of Learning Process (Reward) from
Operational Office

LEARNING PROCESS (REWARD)	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
15. The organization offers me more money for the same kind of work, I would almost certainly accept	3.28	3.23	3.23	1.02	0.97	0.98
16. The salary I get is fair for my responsibilities	3.33	3.19	3.21	1.08	1.12	1.11
17. The organization satisfies me with the hotel's benefits packages	2.82	2.95	2.93	1.26	0.98	1.02
18. The organization provides accommodation for me and my pay is adequate	2.73	3.08	3.03	1.39	1.03	1.09
19. The pay provided around here is worthwhile for a person to work especially hard	2.86	2.89	2.89	1.32	1.01	1.05
20. The amount of money I now make influence my over all attitude towards my job	2.09	2.59	2.52	1.02	1.13	1.12
Total Learning Process (Reward)	2.77	2.94	2.91	0.89	0.74	0.76

The average weight mean scores of operational office (2.77 and 2.94) indicate that the learning process (reward) under the perception of managers and staffs hardly share idea. However, both groups seem to agree that the amount of money they now make influence their over all attitude towards their job.

Table 5.24 : Means and Standard Deviations of Learning Process (Reward) from Back Office

LEARNING PROCESS (REWARD)	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
15. The organization offers me more money for the same kind of work, I would almost certainly accept	4.18	3.10	3.57	1.17	1.10	1.24
16. The salary I get is fair for my responsibilities	3.27	2.60	3.00	1.10	0.70	0.95
17. The organization satisfies me with the hotel's benefits packages	2.82	2.10	2.52	1.08	0.57	0.90
18. The organization provides accommodation for me and my pay is adequate	2.82	2.40	2.70	0.87	0.70	0.82
19. The pay provided around here is worthwhile for a person to work especially hard	2.64	2.40	2.57	1.12	0.70	0.95
20. The amount of money I now make influence my over all attitude towards my job	2.91	2.30	2.48	1.22	0.67	1.08
Total Learning Process (Reward)	2.89	2.36	2.64	0.96	0.43	0.78

The average weight mean scores of back office (2.89 and 2.36) indicate that the learning process (reward) under the perception of staffs show more adequate than managers especially in the event that the organization satisfies them with the hotel's benefits package. While managers feel inadequate in the area that the organization offers them more money for the same kind of work, they would almost certainly accept

Table 5.27 : Means and Standard Deviations of Personal Responsibilities from
Operational Office

PERSONAL RESPONSIBILITIES	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. The major satisfaction in my life comes from my job	1.95	2.36	2.31	1.00	0.84	0.87
2. The most important things that happen to me involves my work	2.18	2.70	2.62	1.05	0.97	0.99
3. The organization does not have the right to expect more when I do what my job description requires	2.41	2.78	2.73	0.85	0.92	0.92
4. Over the years I have grown fond of this hotel as a place to live and work	2.50	2.70	2.67	1.22	1.08	1.10
5. The organization provides warm feelings as a place to live and work	2.95	2.91	2.91	1.36	1.00	1.06
6. The organization don't mind spending a half-hour past quitting time if I can finish a task	2.68	3.07	3.01	1.21	1.00	1.04
7. The organization provides me to live, eat and breathe my job	2.50	2.99	2.92	0.80	0.98	0.97
8. Most things in life are more important than my work	2.77	2.92	2.90	1.02	0.98	0.99
9. My loyalty is to my work, not to any particular hotel	2.18	2.29	2.27	1.01	1.01	1.01
10. The organization makes me feel I am making some effort, not just for myself but for the hotel as well	2.50	2.60	2.59	1.14	1.04	1.06
Total Personal Responsibilities	2.46	2.73	2.69	0.57	0.56	0.57

The average weight mean scores of operational office (2.46 and 2.73) indicate that under the perception of managers, they tend to feel responsive in the factors of personal responsibilities than the staffs. However, both managers and staffs seem to agree in the area that the major satisfaction in their life comes from their job and their loyalty are to their work, not to any particular hotel.

Table 5.28 : Means and Standard Deviations of Personal Responsibilities from Back Office

PERSONAL RESPONSIBILITIES	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. The major satisfaction in my life comes from my job	2.36	1.90	2.14	0.50	0.88	0.73
2. The most important things that happen to me involves my work	2.45	2.20	2.33	0.69	0.63	0.66
3. The organization does not have the right to expect more when I do what my job description requires	2.82	2.10	2.48	1.17	0.88	1.08
4. Over the years I have grown fond of this hotel as a place to live and work	2.73	2.30	2.52	0.65	0.67	0.68
5. The organization provides warm feelings as a place to live and work	2.82	2.40	2.62	0.40	0.70	0.59
6. The organization don't mind spending a half-hour past quitting time if I can finish a task	3.09	2.70	2.90	0.70	0.82	0.77
7. The organization provides me to live, eat and breathe my job	2.64	2.20	2.43	0.81	0.42	0.68
8. Most things in life are more important than my work	3.00	3.10	3.05	0.77	0.99	0.86
9. My loyalty is to my work, not to any particular hotel	1.82	1.70	1.76	0.75	0.48	0.62
10. The organization makes me feel I am making some effort, not just for myself but for the hotel as well	2.36	1.90	2.14	0.50	0.32	0.48
Total Personal Responsibilities	2.61	2.25	2.44	0.21	0.35	0.34

The average weight mean scores of back office (2.61 and 2.25) indicate that under the perception of staffs, they tend to feel responsive in the factors of personal responsibilities than managers. However, both managers and staffs seem to agree in the area that the major satisfaction in their life comes from their job; their loyalty are to their work, not to any particular hotel; and the organization makes them feel they are making some effort, not just for themselves but for the hotel as well.

Table 5.29 : Means and Standard Deviations of Structural Change from Operational Office

STRUCTURAL CHANGE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. Management knows whether my life goals are compatible with hotel goals	2.91	2.94	2.94	1.15	1.01	1.03
12. Even if the hotel was not doing too well financially, I would be reluctant to change to another employer	2.55	2.74	2.72	1.18	1.08	1.10
13. The offer of a bit more money with another employer would not seriously make me think of changing my job	2.77	2.75	2.75	1.48	1.05	1.12
14. The organization is not willing to put myself out of a job just to help the organization.	2.77	2.96	2.93	1.07	0.98	0.99
15. If it were possible to move to another hotel at this time, I would do so	2.50	3.01	2.94	1.14	0.96	1.00
16. The organization gives me freedom to solve minor problems	2.23	2.59	2.54	0.92	0.99	0.99
17. The organization has old style managers who could not accept the changes	3.05	3.02	3.03	1.25	1.01	1.04
18. The organization will change its written policies or procedures after the new structure is implemented	2.77	2.82	2.81	1.11	0.90	0.93
19. The organization has clarity and consistency on its development goals	2.86	2.73	2.75	1.08	0.98	0.99
20. The organization has an ongoing evaluation of the professional needs of his employees	2.64	2.89	2.85	1.00	1.03	1.02
Total Structural Change	2.70	2.85	2.83	0.70	0.56	0.58

The average weight mean scores of operational office (2.70 and 2.85) indicate that under the perception of managers and staffs, they do not share idea so much in the factor of structural change. However, both managers and staffs seem to agree in the event that the organization gives them freedom to solve minor problem.

Table 5.30 : Means and Standard Deviations of Structural Change from Back Office

STRUCTURAL CHANGE	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. Management knows whether my life goals are compatible with hotel goals	3.18	2.50	2.86	0.75	0.53	0.73
12. Even if the hotel was not doing too well financially, I would be reluctant to change to another employer	2.82	2.40	2.62	0.98	0.84	0.92
13. The offer of a bit more money with another employer would not seriously make me think of changing my job	2.82	2.30	2.57	1.08	0.82	0.98
14. The organization is not willing to put myself out of a job just to help the organization.	2.64	2.50	2.57	0.81	0.71	0.75
15. If it were possible to move to another hotel at this time, I would do so	2.91	2.30	2.62	1.04	0.95	1.02
16. The organization gives me freedom to solve minor problems	1.91	2.40	2.14	1.04	0.70	0.91
17. The organization has old style managers who could not accept the changes	3.09	2.50	2.81	1.22	0.71	1.03
18. The organization will change its written policies or procedures after the new structure is implemented	2.82	2.90	2.86	0.75	0.57	0.65
19. The organization has clarity and consistency on its development goals	2.45	2.70	2.57	1.13	0.82	0.98
20. The organization has an ongoing evaluation of the professional needs of his employees	2.73	2.50	2.62	1.10	0.85	0.97
Total Structural Change	2.74	2.50	2.62	0.39	0.41	0.41

The average weight mean scores of back office (2.74 and 2.50) indicate that in the area of structural change the staffs feel more responsive than the managers. However, managers tend to feel responsive in the event that the organization gives them freedom to solve minor problem and they also think that the organization has clarity and consistency on its development goals.

Table 5.31 : Means and Standard Deviations of Management Support from Operational Office

MANAGEMENT SUPPORT	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
21. The organization gives the amount of support I receive from my top management	2.55	3.15	3.06	0.86	1.05	1.04
22. The organization gives the amount of guidance I receive from my top management	2.82	3.06	3.03	0.96	1.01	1.01
23. The organization provides enough help and equipment to get the job done	2.59	3.10	3.03	1.05	1.06	1.07
24. The organization gives enough authority to do my job	2.64	2.80	2.78	0.90	0.96	0.96
25. The organization is concerned about giving everyone a chance to get ahead	2.77	2.75	2.76	1.23	0.99	1.03
26. The organization had acquired new technology for me to do my job	3.05	2.92	2.94	1.17	1.04	1.06
27. The organization had adequate resources to do my job	3.05	2.89	2.91	1.25	0.99	1.03
28. The organization feels that I have too little authority to carry out the responsibilities assigned to me	2.77	3.02	2.99	1.07	0.88	0.91
29. The management provide initial instructions and give more and more freedom as needed	2.86	2.86	2.86	0.83	1.01	0.98
30. The organization has adequate support functions, such as human resources that can help me by providing information & training	2.68	2.89	2.86	0.99	1.07	1.06
Total Management Support	2.78	2.95	2.92	0.72	0.74	0.74

The average weight mean scores of operational office (2.78 and 2.95) indicate that under the perception of managers and staffs, they do not share idea so much in the factor of management support. However, managers tend to feel responsive only in the area that the organization gives the amount of support they receive from their top management.

Table 5.32 : Means and Standard Deviations of Management Support from Back Office

MANAGEMENT SUPPORT	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
21. The organization gives the amount of support I receive from my top management	2.64	2.50	2.57	0.92	0.71	0.81
22. The organization gives the amount of guidance I receive from my top management	2.82	2.80	2.81	1.17	0.92	1.03
23. The organization provides enough help and equipment to get the job done	2.82	2.60	2.71	1.17	0.70	0.96
24. The organization gives enough authority to do my job	2.45	2.50	2.48	1.04	0.71	0.87
25. The organization is concerned about giving everyone a chance to get ahead	2.36	2.20	2.29	1.03	0.63	0.85
26. The organization had acquired new technology for me to do my job	2.27	2.70	2.48	0.90	0.82	0.87
27. The organization had adequate resources to do my job	2.55	2.50	2.52	1.13	0.97	1.03
28. The organization feels that I have too little authority to carry out the responsibilities assigned to me	3.55	2.50	3.05	0.93	0.85	1.02
29. The management provide initial instructions and give more and more freedom as needed	2.55	2.40	2.48	0.52	0.70	0.60
30. The organization has adequate support functions, such as human resources that can help me by providing information & training	2.64	2.40	2.52	0.67	0.70	0.68
Total Management Support	2.66	2.51	2.59	0.78	0.51	0.66

The average weight mean scores of back office (2.66 and 2.51) indicate that while the managers are not very responsive with the factors of management support, the staffs are. However, the managers tend to feel responsive only in the area that the organization had acquired new technology for them to do their job. For both groups scores for the factors of management support show that they both feel responsive that the organization is concerned about giving everyone a chance to get ahead.

Table 5.33 : Means and Standard Deviations of Feedback from Operational Office

FEEDBACK	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
31. The organization has adequate feedback that helps improve the performance of his employees	2.55	2.96	2.90	1.22	0.98	1.02
32. The organization gives accurate feedback about my performance	2.59	2.90	2.86	1.01	.097	0.98
33. Top management always seems to be looking over my shoulder	2.59	3.15	3.07	1.18	1.05	1.08
34. Top management always ask for worker's feedback on how to accomplish goals	2.64	3.09	3.03	1.09	1.06	1.07
35. Top management always ask for worker's feedback on how to perform his work	2.68	3.08	3.02	1.17	1.03	1.06
36. Management takes steps that would make empowerment more effective	2.45	3.00	2.92	0.91	1.04	1.04
37. The organization has suggestion box for all workers	1.95	2.83	2.70	1.13	1.22	1.24
38. The organization receives a considerable amount of feedback concerning my quantity of output on the job	2.55	2.98	2.92	1.18	0.97	1.01
39. The organization has a great deal of feedback and guidance on the quality of my work	2.50	2.97	2.90	1.06	1.01	1.03
40. The organization seldom lets me know how well I am doing on my work toward my work objectives	2.86	3.13	3.09	1.13	0.98	1.00
Total Feedback	2.54	3.01	2.94	0.76	0.68	0.71

The average weight mean scores of operational office (2.54 and 3.01) indicate that under the perception of managers, they feel responsive in the factors of feedback more than staffs who do not share idea so much. The managers tend to feel responsive in the area that the organization has suggestion box for all workers.

Table 5.34 : Means and Standard Deviations of Feedback from Back Office

FEEDBACK	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
31. The organization has adequate feedback that helps improve the performance of his employees	3.00	2.20	2.62	0.63	0.79	0.80
32. The organization gives accurate feedback about my performance	2.82	2.40	2.62	0.87	0.70	0.80
33. Top management always seems to be looking over my shoulder	3.18	2.60	2.90	1.25	0.97	1.14
34. Top management always ask for worker's feedback on how to accomplish goals	3.36	2.30	2.86	1.29	0.82	1.20
35. Top management always ask for worker's feedback on how to perform his work	3.36	2.40	2.90	1.21	0.84	1.14
36. Management takes steps that would make empowerment more effective	2.64	2.20	2.43	0.92	0.79	0.87
37. The organization has suggestion box for all workers	2.27	1.80	2.05	1.49	0.63	1.16
38. The organization receives a considerable amount of feedback concerning my quantity of output on the job	2.73	2.30	2.52	0.65	0.82	0.75
39. The organization has a great deal of feedback and guidance on the quality of my work	3.00	2.50	2.76	0.63	0.71	0.70
40. The organization seldom lets me know how well I am doing on my work toward my work objectives	2.91	2.60	2.76	0.54	0.70	0.62
Total Feedback	2.93	2.33	2.64	0.41	0.62	0.59

The average weight mean scores of back office (2.93 and 2.33) indicate that under the perception of staffs, they feel responsive in the factors of feedback more than managers who do not share idea so much. The mean scores of staffs show that they feel responsive at the organization has adequate feedback that helps improve the performance of their employees and they also agree that management takes steps that would make empowerment more effective. However, both managers and staffs seem responsiveness in the same area that is the organization has suggestion box for all workers.

Table 5.37 : Means and Standard Deviations of Commitment and Achievement of Corporate Objectives from Operational Office

COMMITMENT AND ACHIEVEMENT OF CORPORATE OBJECTIVES	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. The organization gives me an opportunity to participate in the process of strategic planning and goal setting	2.59	2.94	2.89	1.22	1.03	1.06
2. The organization contributes to the planning process at the hotel	2.50	2.77	2.74	1.26	0.90	0.96
3. The organization has a long-term strategy of the hotel	2.41	2.68	2.65	0.96	0.93	0.94
4. The organization promotes a strong sense of loyalty toward the hotel	2.27	2.81	2.74	1.16	1.11	1.13
5. The organization makes me feel that my job is not at all fulfilling	2.86	3.03	3.01	1.08	0.94	0.96
Total Commitment and Achievement of Corporate Objectives	2.53	2.85	2.80	0.80	0.68	0.70

The average weight mean scores of operational office (2.53 and 2.85) indicate that under the perception of managers, they seem to agree with these commitment and achievement of corporate objectives while staffs undecided in these areas. The managers seem to agree with the area that the organization promotes a strong sense of loyalty toward the hotel, has a long-term strategy of the hotel and contributes to the planning process at the hotel.

Table 5.38 : Means and Standard Deviations of Commitment and Achievement of Corporate Objectives from Back Office

COMMITMENT AND ACHIEVEMENT OF CORPORATE OBJECTIVES	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
1. The organization gives me an opportunity to participate in the process of strategic planning and goal setting	3.36	2.50	2.95	1.12	1.08	1.16
2. The organization contributes to the planning process at the hotel	2.82	2.40	2.62	0.60	0.84	0.74
3. The organization has a long-term strategy of the hotel	2.55	2.80	2.67	1.13	0.42	0.86
4. The organization promotes a strong sense of loyalty toward the hotel	2.91	2.00	2.48	1.14	0.67	1.03
5. The organization makes me feel that my job is not at all fulfilling	3.82	3.00	3.43	1.08	0.67	0.98
Total Commitment and Achievement of Corporate Objectives	3.09	2.54	2.83	0.60	0.65	0.67

The average weight mean scores of back office (3.09 and 2.54) indicate that under the perception of staffs, they seem to agree with these commitment and achievement of corporate objectives while managers undecided in these areas. The staffs agree that the organization promotes a strong sense of loyalty toward the hotel, contributes to the planning process at the hotel and gives them an opportunity to participate in the process of strategic planning and goal setting. However, the mean scores of managers show that they agree that the organization has a long-term strategy of the hotel.

Table 5.39 : Means and Standard Deviations of Enhancement of Decision Making

Authority and Responsibility from Operational Office

ENHANCEMENT OF DECISION MAKING AUTHORITY AND RESPONSIBILITY	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
6. The organization makes me feel I am contributing to the hotel’s mission	2.27	2.82	2.74	0.83	0.92	0.92
7. The organization gives me the opportunity to be a leader	2.50	2.89	2.84	0.96	0.99	0.99
8. The organization makes me feel that I am a part of the hotel	2.09	2.65	2.57	0.87	0.93	0.94
9. The organization has the authority to do what I am supposed to do at work	2.18	2.64	2.57	0.80	0.95	0.94
10. The organization makes me feel more of a coach in my role or duties	2.55	2.90	2.85	0.96	0.94	0.95
Total Enhancement of Decision Making Authority and Responsibility	2.32	2.78	2.71	0.76	0.71	0.73

The average weight mean scores of operational office (2.32 and 2.78) indicate that while managers agree with the enhancement of decision making authority and responsibility, staffs do not share any idea so much. The managers agree that the organization makes them feel they are a part of the hotel. It has the authority to do what they are supposed to do at work and it also makes them feel they are contributing to the hotel’s mission.

Table 5.40 : Means and Standard Deviations of Enhancement of Decision Making Authority and Responsibility from back Office

ENHANCEMENT OF DECISION MAKING AUTHORITY AND RESPONSIBILITY	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
6. The organization makes me feel I am contributing to the hotel’s mission	2.18	2.30	2.24	0.75	0.67	0.70
7. The organization gives me the opportunity to be a leader	2.64	2.40	2.52	1.12	0.70	0.93
8. The organization makes me feel that I am a part of the hotel	2.36	2.00	2.19	1.03	0.67	0.87
9. The organization has the authority to do what I am supposed to do at work	2.55	2.20	2.38	1.13	0.79	0.97
10. The organization makes me feel more of a coach in my role or duties	2.73	2.40	2.57	0.47	0.84	0.68
Total Enhancement of Decision Making Authority and Responsibility	2.49	2.26	2.38	0.41	0.54	0.48

The average weight mean scores of back office (2.49 and 2.26) indicate that in the area of enhancement of decision making authority and responsibility, the staffs are more positive than the managers. Managers share the staffs’ feelings but to a lesser degree in the area that the organization makes them feel that they are a part of the hotel. Nevertheless, managers themselves feel strongly agree than staffs in the area that the organization makes them feel they are contributing to the hotel’s mission.

Table 5.41 : Means and Standard Deviations of viability/profitability from Operational Office

VIABILITY/PROFITABILITY	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. The organization recognizes good work I can count on making more money	2.55	2.77	2.74	0.86	0.89	0.88
12. The organization thinks financial success is greater when attitudes are better and empowerment is the key to success	2.50	2.61	2.59	0.91	0.89	0.90
13. The organization takes moderate risks to get profit from work	2.82	2.86	2.86	0.73	0.94	0.91
14. The organization tries very hard to improve on its profitability	2.18	2.43	2.39	0.91	0.96	0.96
Total Viability/Profitability	2.51	2.67	2.65	0.60	0.70	0.69

The average weight mean scores of operational office (2.51 and 2.67) indicate that while managers agree with the viability/profitability in the hotel, staffs do not share any idea so much. The staffs seem to agree as the managers in the area that the organization tries very hard to improve on its profitability.

Table 5.42 : Means and Standard Deviations of viability/profitability from Back Office

VIABILITY/PROFITABILITY	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
11. The organization recognizes good work I can count on making more money	2.64	2.20	2.43	1.03	0.79	0.93
12. The organization thinks financial success is greater when attitudes are better and empowerment is the key to success	2.36	2.60	2.48	0.92	0.52	0.75
13. The organization takes moderate risks to get profit from work	3.00	2.50	2.76	0.89	0.85	0.89
14. The organization tries very hard to improve on its profitability	2.09	2.00	2.05	1.22	0.47	0.92
Total Viability/Profitability	2.52	2.33	2.43	0.38	0.55	0.47

The average weight mean scores of back office (2.52 and 2.33) indicate that both managers and staffs agree with the factor of viability/profitability. The mean scores of them show that they agree with the area of the organization tries very hard to improve on its profitability. Nevertheless, the managers themselves also agree that the organization thinks financial success is greater when attitudes are better and empowerment is the key to success.

Table 5.43 : Means and Standard Deviations of Product Quality/Productivity from Operational Office

PRODUCT QUALITY/ PRODUCTIVITY	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
15. The organization has given me freedom to produce higher quality and more productive	2.14	2.85	2.75	0.77	0.89	0.91
16. The organization makes me to believe there has been improvement in work quantity and quality	2.36	2.83	2.76	1.05	1.05	1.06
17. The organization always pushes me to increase production	2.27	2.86	2.77	0.70	0.91	0.90
18. The organization always asks me to work harder	2.68	3.08	3.02	1.29	1.03	1.07
19. The organization permits me to take it easy in my work	2.91	3.08	3.05	0.87	0.97	0.95
Total Product Quality/Productivity	2.47	2.94	2.87	0.58	0.66	0.67

The average weight mean scores of operational office (2.47 and 2.94) indicate that while managers agree with product quality/productivity in the hotel, staffs do not share much in the idea. The managers agree that the organization has given them freedom to produce higher quality and more productive. The mean scores of managers also show that the organization always pushes them to increase production. Furthermore, the organization makes them to believe there has been improvement in work quantity and quality.

Table 5.44 : Means and Standard Deviations of Product Quality/Productivity from Back Office

PRODUCT QUALITY/ PRODUCTIVITY	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
15. The organization has given me freedom to produce higher quality and more productive	2.45	2.40	2.43	0.69	0.70	0.68
16. The organization makes me to believe there has been improvement in work quantity and quality	2.55	2.30	2.43	0.69	0.67	0.68
17. The organization always pushes me to increase production	2.73	2.40	2.57	0.90	0.70	0.81
18. The organization always asks me to work harder	2.82	2.50	2.67	0.98	1.08	1.02
19. The organization permits me to take it easy in my work	2.73	2.90	2.81	1.19	0.88	1.03
Total Product Quality/Productivity	2.65	2.50	2.58	0.68	0.53	0.60

The average weight mean scores of back office (2.65 and 2.50) indicate that while staffs agree with product quality/productivity in the hotel, managers do not share much in the idea. Nevertheless, the managers seem to share the staffs' feelings but in a lesser degree in the area that the organization has given them freedom to produce higher quality and more productive and it also makes them to believe there has been improvement in work quantity and quality.

Table 5.45 : Means and Standard Deviations of Enhancement of Employee Morale and Potentials from Operational Office

ENHANCEMENT OF EMPLOYEE MORALE AND POTENTIALS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
20. The organization recognizes good work I can count on being promoted	2.86	3.00	2.98	1.17	0.97	1.00
21. The organization makes me feel that the hotel was not a cold, unfriendly place to work	2.50	2.83	2.79	0.91	0.97	0.97
22. The organization makes me feel important and more comfortable	2.41	2.80	2.75	1.01	0.93	0.95
23. The organization makes me feel a sense of pride in working for this hotel	2.27	2.58	2.54	0.88	0.96	0.95
24. The organization makes me feel I am valued at this hotel	2.18	2.76	2.68	1.14	0.91	0.96
25. The organization makes me feel as if the hotel's problems are my problems	2.32	2.83	2.76	0.89	1.02	1.01
Total Enhancement of Employee Morale and Potentials	2.91	3.36	3.30	0.98	0.87	0.89

The average weight mean scores of operational office (2.91 and 3.36) indicate that both managers and staffs feel undecided in the area of enhancement of employee morale and potentials. However, from the mean scores it shows that managers feel to agree that the organization makes them feel they are valued at the hotel. And staffs seem to agree with them that the organization makes both of them feel a sense of pride in working for the hotel.

Table 5.46 : Means and Standard Deviations of Enhancement of Employee Morale and Potentials from Back Office

ENHANCEMENT OF EMPLOYEE MORALE AND POTENTIALS	MEAN			SD		
	Mgr	Staff	Total	Mgr	Staff	Total
20. The organization recognizes good work I can count on being promoted	2.91	2.60	2.76	1.04	0.84	0.94
21. The organization makes me feel that the hotel was not a cold, unfriendly place to work	2.00	2.40	2.19	1.00	0.70	0.87
22. The organization makes me feel important and more comfortable	2.27	2.40	2.33	1.19	0.84	1.02
23. The organization makes me feel a sense of pride in working for this hotel	2.27	2.20	2.24	1.10	0.79	0.94
24. The organization makes me feel I am valued at this hotel	2.55	2.30	2.43	1.04	0.82	0.93
25. The organization makes me feel as if the hotel's problems are my problems	2.55	2.30	2.43	1.13	0.48	0.87
Total Enhancement of Employee Morale and Potentials	2.91	2.84	2.88	1.11	0.72	0.92

The average weight mean scores of back office (2.91 and 2.84) indicate that both managers and staffs feel undecided in the area of enhancement of employee morale and potentials. However, from the mean scores it shows that both of managers and staffs seem to agree that the organization makes them feel that the hotel was not a cold, unfriendly place to work; the organization makes them feel important and more comfortable; and the organization makes them feel a sense of pride in working for the hotel.

Appendix 3 Factors Associated With Organizational Empowerment Survey

Dear Respondent:

The following statements are related to important aspects of the factors associated with organizational empowerment.

Please encircle one number for each statement and fill a number from a scale of 1 to 10 in the blank of ranking for any problems and suggestions that best describes your organizational empowerment. Please take a few minutes to complete this survey. Your specific answers will be completely anonymous. The researcher assures that any information provided in this study will be treated with highest confidentiality.

Very Truly Yours,
Rutchanee Janyajarasporn
Researcher

How do you feel about each of the following specific matters with regard to empowerment?

Please encircle one number for each statement)

Part I: Team

	Very Effective	Very Ineffective
The team has adequate planning objectives.....	12345	
Team's policies at work are not fair.....	12345	
The team area is a pleasant place to work.....	12345	
The team is given entirely too much work to do	12345	
The team has the opportunity for participation in the determination of methods, procedures and goals	12345	
The team works together instead of by doing separately.....	12345	

7. The team lacks policies and guidelines12345
8. The team always ask for members feedback on
how to accomplish goals12345
9. The team always ask for member's feedback on
how to perform its work12345
10. The team motivates its members to act independently12345
11. The people works closely with all members of the team.....12345
12. Each member feels part of a team working
towards a shared goal12345
13. Team's trust is felt by each member12345
14. Team treats me like a person, not a number12345
15. Team gives enough recognition
for work that's well done12345
16. Quality is a top priority with the team12345
17. Team requires me to be completely
isolated from co-workers.....12345
18. Team considers myself a "team player" at work12345
19. Team strive to be "in command" when I am working12345
20. Team believes there is a spirit of cooperation within the team...12345
21. Team's corporate communications
are frequent enough.....12345
22. Team's corporate communications
keep me up to date on the company.....12345
23. Team provides enough information
to enable me to do my job well.....12345
24. Team gets along with the communication
systems in the department.....12345
25. Team has access to information

- to get things done within the organization.....12345
26. Team has good interaction among my co-worker.....12345
27. Team informs all members about important information12345
28. Team facilitates information needed
to carry out my job.....12345
29. Team knows what's going on & in team in the hotel12345
30. Team has no bulletin boards, meetings to inform movement12345
31. Team has suggestion box for all members.....12345
32. Team feels I am contributing to team's mission.....12345
33. Team feels I am a part of a team working towards shared goals 12345
34. Team is aware of team goals and objectives.....12345
35. Team goals is ambiguous and unclear12345
36. Team are still moving towards the goal12345
37. Team objectives will require a great deal of efforts
from me to complete them12345
38. Team has work objectives that are very clear and specific;
I know exactly what my job is12345
39. The setting of my team goals is pretty much
under my own control12345
40. Team makes the majority of decisions to
affect how team do their work12345
41. Team seems that one person tells me to do one thing and
another person tells me to do something else at work12345
42. Team is unclear on what are the scope and
responsibilities of my job12345
43. Team thinks that I'll not be able to satisfy the conflicting
demands of various people over me.....12345

44. Team feels that I have to do things on the job that are against my better judgment.....12345
45. Team has complexity in my job to allow for initiative and decision making12345
46. Team feels there are a lot of rules, policies and procedures to get work done.....12345
47. Team conditions are accepted by negotiating with all members.....12345
48. Team has a boundary around the areas to which the decision relates.....12345
49. Team told me to do things that I don't think I should do at work.....12345
50. Team suggests and implements improvements of my work without going through several levels of approval.....12345
51. Team responsibilities are clearly defined.....12345
52. Team has the opportunity for independent thought and action on my job.....12345
53. Team had given enough authority to make decisions I need to make.....12345
54. Team likes the type of work that I do.....12345
55. Team believes my job is secure12345
56. Physical working conditions are good for me.....12345
57. Decision making process in my team contributes team motivation.....12345
58. Team feels involved in what is happening.....12345
59. Team feels a part of the team's activities.....12345
60. Team feels my absence would not matter to my team.....12345

61. Team feels trapped in my job.....12345
62. Team follows guideline on procedures12345
63. Team has to waste time doing administrative tasks at work.....12345
64. Team really gives me a chance to try out ideas of my own12345
65. Team allows me to control my own work pace12345
66. Team satisfies some people on my job, I have to upset others ..12345
67. Team tells me the amount of work to do what is fair12345
68. The work I do on my job is meaningful to me12345
69. Team exercises to follow the standard rules12345
70. Members of the team seems to be
working towards the same goals12345
71. Deadlines at the hotel are not unrealistic12345
72. Team blames for things that are not my fault12345
73. Team feels the team exercises fair judgement
of punishment12345
74. Team has no negative consequence if my act is
unsuccessful in achieving the desired end12345
75. Team does the job with very satisfying team-work12345
76. Team acts to reach the goals I have defined and set with team ..12345
77. Team feels responsible for carrying
out the tasks that follows my role12345
78. Team abides by the rules that I do not develop and accept12345
79. Team has punishment if I violate what I have
jointly developed with the team.....12345
80. Team operates in a disciplined way under

the team's conditions12345

Part II: Empowerment of processes and events

(Please encircle one number for each statement)

- | | Very
<u>Adequate</u> | | | Very
<u>Inadequate</u> |
|--|-------------------------|---|---|---------------------------|
| 1. There is confidence in the leadership of the hotel | 1 | 2 | 3 | 4 5 |
| 2. Direct superior is competent in doing his or her job..... | 1 | 2 | 3 | 4 5 |
| 3. Direct superior is successful in getting people to work together 1 | 2 | 3 | 4 | 5 |
| 4. Direct superior treats me fairly | 1 | 2 | 3 | 4 5 |
| 5. Direct superior treats me with respect..... | 1 | 2 | 3 | 4 5 |
| 6. Direct superior handles my work-related issues satisfactorily.... | 1 | 2 | 3 | 4 5 |
| 7. Direct superior handles my personal issues satisfactorily | 1 | 2 | 3 | 4 5 |
| 8. Direct superior tells me when my work needs improvement..... | 1 | 2 | 3 | 4 5 |
| 9. Direct superior tells me when I do my work well..... | 1 | 2 | 3 | 4 5 |
| 10. Direct superior asks me for my input to help make decisions ... | 1 | 2 | 3 | 4 5 |
| 1. The organization provides as much initial training as I needed.. | 1 | 2 | 3 | 4 5 |
| 2. The organization provides as much ongoing training as I needed | 1 | 2 | 3 | 4 5 |
| 3. The organization assigns me those that are within my training and capability..... | 1 | 2 | 3 | 4 5 |
| 4. The organization trains me to incorporate the opinions of others | 1 | 2 | 3 | 4 5 |
| 5. The organization offers me more money for the same | | | | |

- kind of work, I would almost certainly accept.....12345
16. The salary I get is fair for my responsibilities12345
17. The organization satisfies me with the hotel's
benefits packages12345
18. The organization provides accommodation for me
and my pay is adequate12345
19. The pay provided around here is worthwhile
for a person to work especially hard..... 12345
20. The amount of money I now make influence
my over all attitude towards my job.....12345

Part III: Organizational readiness

(Please encircle one number for each statement)

- | | <u>Very
Responsive</u> | <u>Very
Unresponsive</u> |
|---|-------------------------------|------------------------------|
| 1. The major satisfaction in my life comes from my job..... | 12345 | |
| 2. The most important things that happen
to me involves my work | 12345 | |
| 3. The organization does not have the right to expect more
when I do what my job description requires..... | 12345 | |
| 4. Over the years I have grown fond of this hotel
as a place to live and work..... | 12345 | |
| 5. The organization provides warm feelings as a place
to live and work..... | 12345 | |
| 6. The organization don't mind spending a half-hour past
quitting time if I can finish a task..... | 12345 | |

7. The organization provides me to live, eat and breathe my job ...12345
8. Most things in life are more important than my work12345
9. My loyalty is to my work, not to any particular hotel12345
10. The organization makes me feel I am making some effort,
not just for myself but for the hotel as well.....12345
11. Management knows whether my life goals are
compatible with hotel goals.....12345
12. Even if the hotel was not doing too well financially,
I would be reluctant to change to another employer12345
13. The offer of a bit more money with another employer
would not seriously make me think of changing my job12345
14. The organization is not willing to put
myself out of a job just to help the organization12345
15. If it were possible to move to another hotel at
this time, I would do so12345
16. The organization gives me freedom to solve minor problems....12345
17. The organization has old style managers who
could not accept the changes12345
18. The organization will change its written policies
or procedures after the new structure is implemented.....12345
19. The organization has clarity and consistency on its
development goals.....12345
20. The organization has an ongoing evaluation of the
professional needs of his employees12345
21. The organization gives the amount of support
I receive from my top management.....12345

22. The organization gives the amount of guidance
I receive from my top management.....1.....2.....3.....4.....5
23. The organization provides enough help and equipment
to get the job done.....1.....2.....3.....4.....5
24. The organization gives enough authority
to do my job.....1.....2.....3.....4.....5
25. The organization is concerned about giving everyone
a chance to get ahead.....1.....2.....3.....4.....5
26. The organization had acquired
new technology for me to do my job.....1.....2.....3.....4.....5
27. The organization had adequate
resources to do my job.....1.....2.....3.....4.....5
28. The organization feels that I have too little authority to
carry out the responsibilities assigned to me1.....2.....3.....4.....5
29. The management provide initial instructions and
give more and more freedom as needed1.....2.....3.....4.....5
30. The organization has adequate support functions, such as human resources
that can help me by providing information & trainings.....1.....2.....3.....4.....5
31. The organization has adequate feedback that
helps improve the performance of his employees.....1.....2.....3.....4.....5
32. The organization gives accurate feedback
about my performance.....1.....2.....3.....4.....5
33. Top management always seems to be looking
over my shoulder.....1.....2.....3.....4.....5
34. Top management always ask for worker's feedback
on how to accomplish goals1.....2.....3.....4.....5
35. Top management always ask for worker's feedback
on how to perform his work1.....2.....3.....4.....5

- 36. Management takes steps that would make empowerment more effective12345
- 37. The organization has suggestion box for all workers12345
- 38. The organization receives a considerable amount of feedback concerning my quantity of output on the job.....1.....2.....3.....4.....5
- 39. The organization has a great deal of feedback and guidance on the quality of my work.....12345
- 40. The organization seldom lets me know how well I am doing on my work toward my work objectives12345

Part IV: Organizational empowerment

Please encircle one number for each statement)

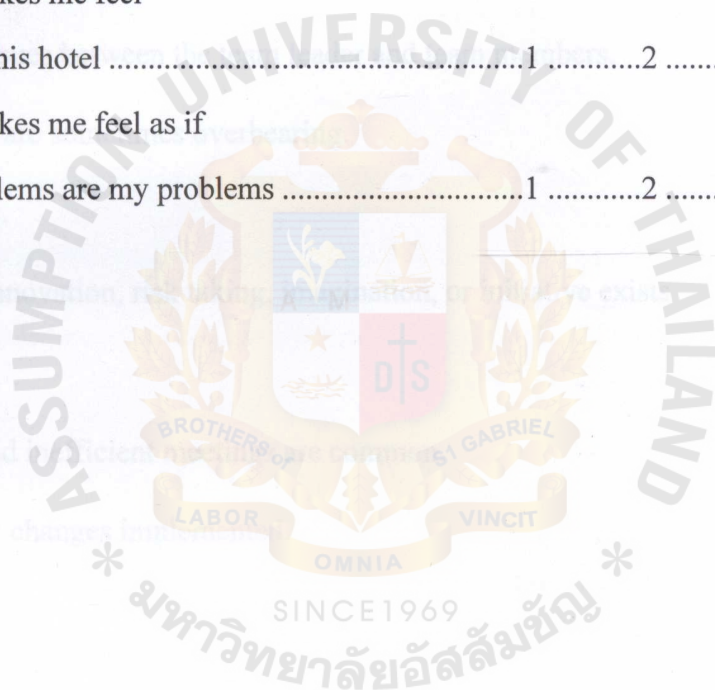
Agree
Strongly

Disagree
Strongly

- The organization gives me an opportunity to participate in the process of strategic planning and goal setting.....12345
- The organization contributes to the planning process at the hotel12345
- The organization has a long-term strategy of the hotel.....12345
- The organization promotes a strong sense of loyalty toward the hotel.....12345
- The organization makes me feel that my job is not at all fulfilling12345
- The organization makes me feel

- I am contributing to the hotel's mission12345
7. The organization gives me the opportunity to be a leader12345
8. The organization makes me feel that I am a part of the hotel....12345
9. The organization has the authority to do what I am
supposed to do at work.....12345
10. The organization makes me feel more of
a coach in my role or duties.....12345
11. The organization recognizes good work
I can count on making more money12345
12. The organization thinks financial success is greater when attitudes
are better and empowerment is the key to success12345
13. The organization takes moderate risks to get
profit from work12345
14. The organization tries very hard to improve
on its profitability12345
15. The organization has given me freedom to produce higher
quality and more productive.....12345
16. The organization makes me to believe there has been
improvement in work quantity and quality12345
17. The organization always pushes me to
increase production.....12345
18. The organization always asks me to
work harder.....12345
19. The organization permits me to take
it easy in my work12345

20. The organization recognizes good work
I can count on being promoted12345
21. The organization makes me feel that the hotel
was not a cold, unfriendly place to work.....12345
22. The organization makes me feel important
and more comfortable.....12345
23. The organization makes me feel a sense
of pride in working for this hotel.....12345
24. The organization makes me feel
I am valued at this hotel12345
25. The organization makes me feel as if
the hotel's problems are my problems12345



(Please fill a number from a scale of 1 to 10 in the blank at the left; 1 indicates that there is most significance; 10 indicates there is insignificance, for ranking in each question).

1. What are the problems which you encountered in adapting organizational empowerment?

- _____ Problems with expectations—has progressed slower than some people expected.
- _____ Conflicts or hostility between members is present.
- _____ Some people are confused about assignments, or their relationships with other people are unclear.
- _____ Personality issues between the team leader and team members.
- _____ Team leaders are sometimes overbearing.
- _____ No, not really.
- _____ Insufficient innovation, risk taking, imagination, or initiative exists.
- _____ Waste time.
- _____ Ineffective and inefficient meetings are common.
- _____ Didn't see the changes implemented.

2. What are your suggestions regarding the empowerment of the hotel industry?

APPENDIX 4

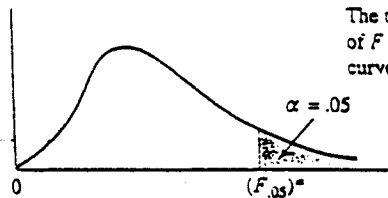
- _____ Management could take steps that their actions need to be consistent.
- _____ Let teams make decisions and implement their own recommendations.
- _____ Working relationships across levels and units.
- _____ People are encouraged to work together for the good of the organization.
- _____ Customers and suppliers are part of organizational decision making.
- _____ People or units must coordinate their activities in order for the work to be accomplished.
- _____ Point out other successful people who can serve as role models.
- _____ Highlight the important impact that a person's work will have.
- _____ Foster confidence by being fair and equitable in the decisions.
- _____ Provide all the information that people need to accomplish their tasks.

Please answer all the above questions and return it to the researcher without signing. Again, please be sure that you answer all questions.

Thanks you....

APPENDIX 4

Critical Values of the F Distribution ($\alpha = .05$)



The table values are critical values of F for which the area under the curve to the right is equal to .05.

		Degrees of freedom for numerator								
		1	2	3	4	5	6	7	8	9
Degrees of freedom for denominator	1	161.4	199.5	215.7	224.6	230.2	234.0	236.8	238.9	240.5
	2	18.51	19.00	19.16	19.25	19.30	19.33	19.35	19.37	19.38
	3	10.13	9.55	9.28	9.12	9.01	8.94	8.89	8.85	8.81
	4	7.71	6.94	6.59	6.39	6.26	6.16	6.09	6.04	6.00
	5	6.61	5.79	5.41	5.19	5.05	4.95	4.88	4.82	4.77
	6	5.99	5.14	4.76	4.53	4.39	4.28	4.21	4.15	4.10
	7	5.59	4.74	4.35	4.12	3.97	3.87	3.79	3.73	3.68
	8	5.32	4.46	4.07	3.84	3.69	3.58	3.50	3.44	3.39
	9	5.12	4.26	3.86	3.63	3.48	3.37	3.29	3.23	3.18
	10	4.96	4.10	3.71	3.48	3.33	3.22	3.14	3.07	3.02
	11	4.84	3.98	3.59	3.36	3.20	3.09	3.01	2.95	2.90
	12	4.75	3.89	3.49	3.26	3.11	3.00	2.91	2.85	2.80
	13	4.67	3.81	3.41	3.18	3.03	2.92	2.83	2.77	2.71
	14	4.60	3.74	3.34	3.11	2.96	2.85	2.76	2.70	2.65
	15	4.54	3.68	3.29	3.06	2.90	2.79	2.71	2.64	2.59
	16	4.49	3.63	3.24	3.01	2.85	2.74	2.66	2.59	2.54
	17	4.45	3.59	3.20	2.96	2.81	2.70	2.61	2.55	2.49
	18	4.41	3.55	3.16	2.93	2.77	2.66	2.58	2.51	2.46
	19	4.38	3.52	3.13	2.90	2.74	2.63	2.54	2.48	2.42
	20	4.35	3.49	3.10	2.87	2.71	2.60	2.51	2.45	2.39
	21	4.32	3.47	3.07	2.84	2.68	2.57	2.49	2.42	2.37
	22	4.30	3.44	3.05	2.82	2.66	2.55	2.46	2.40	2.34
	23	4.28	3.42	3.03	2.80	2.64	2.53	2.44	2.37	2.32
	24	4.26	3.40	3.01	2.78	2.62	2.51	2.42	2.36	2.30
	25	4.24	3.39	2.99	2.76	2.60	2.49	2.40	2.34	2.28
	30	4.17	3.32	2.92	2.69	2.53	2.42	2.33	2.27	2.21
	40	4.08	3.23	2.84	2.61	2.45	2.34	2.25	2.18	2.12
	60	4.00	3.15	2.76	2.53	2.37	2.25	2.17	2.10	2.04
	120	3.92	3.07	2.68	2.45	2.29	2.17	2.09	2.02	1.96
	∞	3.84	3.00	2.60	2.37	2.21	2.10	2.01	1.94	1.88

BIODATA

Name : Ms. Rutchanee Janyajarasporn

Birth : 29/05/1965

Education Background :

Primary : Chitraphan Suksa School (1971-1977)

Secondary : Santa Cruz Convent School (1978-1980)

Pre-University : Santa Cruz Convent School (1981-1982)

University : Bachelor Degree in Accounting
Faculty of Business Administration
Assumption University (1983-1986)
Master Degree of Management in
Organization Management
Assumption University (1997-1999)

Working Experience :

I. Company Name : Seagate Technology (Thailand),.Ltd.

Number of Years : 2 Years (1986-1988)

Position : Accountant

II. Company Name : M-BIT Co.,Ltd.

Number of Years : 8 Years (1989-1997)

Position : Financial and Accounting Manager

