

**PSYCHOLOGICAL EMPOWERMENT, MOTIVATION AND JOB
PERFORMANCE AMONGST 5-STAR HOTEL EMPLOYEES IN KUALA
LUMPUR**

Dziatul Nadiah Dzia-Uddin
nadiyah@kuim.edu.com.my
Kolej Universiti Islam Melaka

Abstract

Hospitality and tourism in Malaysia is growing as one of the major revenue contributor to the country's economy and moving in line with vision to make Malaysia as a high-income country. Overall, this achievement was due to effective tourism activities that have been planned by Malaysia Ministry of Tourism until this industry became steady. Hotel industry plays a vital role as complement to tourism as it provides accommodation to tourists. Nowadays, in an increasingly competitive global economy make hotel industry became very competitive especially in the big cities such as in Kuala Lumpur, Malaysia. In order to compete with other competitors, the hotel management needs to find ways and acts fast in order to make its hotel to be the best hotel in terms of satisfying the guests as well as the employees. One of the ways is by adopting empowerment because this approach can allow the employees to fulfill all guests' needs and wants, and at the same time the employees will have the feeling of ownership. This study attempts to investigate the influence between psychological empowerment dimensions (meaning and self-determination) and motivation and the implication on employees job performance.

Keywords: *Psychological Empowerment, Motivation, Job Performance.*

PEMERKASAAN TUGAS SECARA PSIKOLOGI, MOTIVASI DAN PRESTASI KERJA DIKALANGAN PEKERJA HOTEL 5-BINTANG DI KUALA LUMPUR

Abstrak

Hospitaliti dan pelancongan di Malaysia membangun sebagai salah satu penyumbang pendapatan utama kepada ekonomi negara dan bergerak selari dengan visi untuk menjadikan Malaysia sebagai sebuah negara berpendapatan tinggi. Secara keseluruhannya, pencapaian ini disebabkan oleh pelaksanaan aktiviti pelancongan yang berkesan yang telah dirancang oleh Kementerian pelancongan Malaysia sehingga industri ini menjadi kukuh. Industri perhotelan memainkan peranan penting sebagai pelengkap kepada pelancongan dimana ia menyediakan penginapan kepada pelancong. Di zaman ini, peningkatan persaingan ekonomi global menyebabkan hotel industri menjadi sangat bersaing terutamanya di bandar-bandar besar seperti di Kuala Lumpur, Malaysia. Supaya dapat bersaing dengan persaingan-persaingan yang lain, pihak pengurusan hotel perlu mencari jalan dan bertindak pantas untuk memastikan hotel mereka menjadi hotel yang terbaik dalam memuaskan kehendak tetamu juga para pekerja. Salah satu caranya ialah dengan pelaksanaan pemerksaan tugas kerana pendekatan ini membolehkan para pekerja untuk memenuhi semua kehendak dan keperluan tetamu dan dalam masa yang sama para pekerja akan mempunyai rasa pemilikan. Kajian ini bertujuan untuk menyelidik pengaruh diantara dimensi pemerksaan tugas secara psikologi (makna dan penentuan pilihan sendiri) dan motivasi dan kesan keatas prestasi kerja para pekerja.

Kata Kunci: Pemerksaan tugas secara psikologi, Motivasi, Prestasi Kerja.

INTRODUCTION

Measurement of Employees Performance

Job performance is the direct and indirect contribution of an individual towards the organizational goals and objectives (Indradevi, 2012). Rothmann and Coetzer (2003) stated that it is a multi-dimensional construct which indicates how well employees perform their tasks, initiative they take and the resourcefulness they show in solving problems. Through this process it would help the management in evaluating the employees' job performance and results obtained would be used to improve the organization performance and in other functions. It also used to assist the management to examine which employees consistently performing well and who are consistently having problems. Usually for those employees who perform well they will be given reward or promotions but if not they will be given

punishment or any re-training. Research on employees' performance has shown that a multitude of situational and dispositional factors could possibly influence an employee's performance (Rothmann and Coetzer, 2003). Situational factors include organizational policies and procedures, management practices, autonomy and teamwork (Liao and Chuang, 2004). Meanwhile, dispositional factors to personality are characteristics, needs, attitudes, preferences, cognitive ability, emotional intelligence and motives (Douglas, Frink and Ferris, 2004). Empowerment is a concept that can provide benefits to organizations and make sense of belonging and pride in the staff (Yazdani, Yaghoubi and Giri, 2011). Employee empowerment has a direct link to better work performance (Raquib, Anantharaman, Eze and Murad, 2010). As stated by Chow, Lo, Sha and Hong (2005), empowerment is a key determinant of quality of service and customer satisfaction. Empowered employees use their discretion to meet the customers' needs and solve their problems and through this way, service quality and customer satisfaction are enhanced.

Employee Psychological Empowerment

The approach of empowering employees had been done by previous people a decade ago. Employees' empowerment is difficult to be implemented because it can give risk to organization if the powers given to employees are over utilized. However, when this approach is practiced in the right way, it can be helpful in improving performance, productivity and job satisfaction (Patah, Radzi, Abdullah, Adzmy, Zain and Derani, 2009). Empowerment has a broad context and it can be viewed through various dimensions and perspectives. It can be viewed as a set of managerial practices aimed at increasing an employee's autonomy and responsibilities thereby enabling them to discharge their job or tasks more effectively and efficiently (Chen, 2011). Nowadays, many organizations are implementing the employees' empowerment approach because they believe through this way the intrinsic reward of employees can be increased, thus achieving organization goals. In the hotel industry, empowerment of frontline employees has been found to result in prompt decision that lead to customers satisfaction and give a positive impact on the business (Jha and Nair, 2006). Therefore, many terms of empowerment has been defined in different meanings. Val and Lloyd (2003) defined empowerment as involvement of employees in making a decision where it allows the employees to make their wise decision in solving customer's problem promptly. Meanwhile, Johnsen and Chua (2008) defined the empowerment as the process of strengthening to individuals where it gives an opportunity to them to demonstrate their skills and being meaningful to the organizations. Therefore, most definitions agree that empowerment is associated with intrinsic value by giving employees more authority to make their own decisions and resulting in high self-esteem. Over the last two decades, there are two empowerment at work which have emerged. They are known as structural

empowerment and psychological empowerment (Spreitzer, 1995). Structural empowerment involves transfer of power from the higher authorities to those who are below in hierarchy and it is also term as delegation of power (Emamgholizadeh, Borghei and Matien, 2009). Meanwhile, Thomas and Velthouse (1990) defined psychological empowerment as intrinsic motivation and divide it into four cognitions reflecting an individual's orientation to his or her work role which are meaning, competence, self-determination and impact.

Meaning

Akbar, Saeid, Mehdi and Saeid (2010) define meaning as people's internal interest towards their professions whereby because they feel their job is precious to them. This feeling also influences the people to follow the organization goals because they know the importance of the goals. Furthermore the people can only feel satisfied with their job when they are engaged in a job that they like and have a meaning for them (Bordin, Bartram and Casimir, 2007). Meanwhile, Holdsworth and Cartwright (2003) described meaning as the fuel of empowerment which makes people believe the time and effort that they have spent to perform their job have meaning in their life.

Self-Determination

Self-determination is about having right to choose and being freedom to do anything without the intervention of other people. According to Thomas and Velthouse (1990), employees become independent when they are given this space to make their own decision because they will be able to identify their essential activities in doing job duties. Self-determination also refers to feelings of control over work, it is the feeling of autonomy in initiating and continuing work behavior and processes (Schermulu, Schermuly and Meyer, 2011). When one feels one has the sense of choice in initiating and regulating one's action, this will reflect the autonomy over the initiation and continuation of work behavior and processes such as making decision about work methods, pace and effort (Spreitzer, Janasz, and Quinn, 1999). Therefore self-determination can be defined as a sense of choice and controlling each action under their field and area where the people have the right and power to do so. When managers empower employees, it means they encourage employees to take responsibility but before they hand over the power, they will ensure that employees are competent and ready to receive it.

Definition and Theories of Motivation

Motivation can be defined as the result of internal or external process to the individual which will arouse enthusiasm and persistence to pursue a certain course of action (Petcharak, 2002). An employee will be motivated when he has self-awareness in himself and it makes him act in a way which is designated to achieve some goal (Khan, Farooq and Ullah, 2010). Therefore, motivation can simply be defined as the awareness that occurred in an individual to complete the job in a particular order to accomplish the organizational goals and achieve desired outcomes. Basically, it is important to all service employees in hotel to be motivated because they interface with the guests face-to-face at every time, thus it requires them to have high self-discipline. Furthermore, motivated employees are needed in any businesses organization because these employees will help the organization to survive and achieve the organizations' goal. Therefore, effective approaches should be taken in order to build or increase employees' motivation. There are five major approaches or theories of motivation which are Maslow's need- hierarchy theory, McGregor's Theory X and Theory Y, Vroom's expectancy theory, Herzberg's motivation/ hygiene theory, and McClland's three-need theory (Hayes and Ninemeier, 2009). Among these five theories, this research will focus on McGregor's theory Y and Herzberg's motivation factor theory because both of them are more effective to use in hotel or any organizations management compared to other theories. When the organization practices theory Y in their management, they will give opportunity to their employees to show their leadership talent and encourage self-motivation. If compared with theory X, the superior motivate their subordinate through the threat of punishment but theory Y develops employees' motivation by allowing the employees to participate and create responsibilities in themselves. Other than that, the employees will have the ability to be innovative and creative when they need to make decision to solve the current problem. Motivation factor under Herzberg's theory provide the intrinsic value to employees who are able to increase their self-esteem, thus encourage them to perform their job well. Hence, theory Y adopted by McGregor and motivation factor adopted by Herzberg are theories that very suitable to be applied in this research, since this research focus on employees' empowerment, motivation and job performance.

Psychological Empowerment and Job Performance

The previous study have been conducted and found that the employees who are given the power in making decision usually will develop positive attitude in themselves. They tend to be more responsible in their work, have higher level of self-motivation, achieve higher level of job satisfaction and they are able to achieve the organization's goals. Pelit, Ozturk and Arslanturk (2011) stated that

the employees' empowerment is closely related to management techniques and instruments such as motivation, job enrichment, communication, trust, participative management, delegation, training and feedback, makes it necessary to examine the concept and its managerial dimension from different perspectives. Some top management believes that most of their subordinates have more knowledge and skills in their work area because they repeat the same task every day. Their learning process and the experience gain everyday will help them in making the best decision to solve the problem promptly. Meanwhile the superior should play the role of a coach or mentor only. The important decisions can be made at all levels of organizations which encourage service personnel to use their own judgment to make prompt decisions (Humborstad and Perry, 2011). In hotel industry, the service employees should give the answer and make a solution immediately when guests ask or require something. The solution should be prompt, otherwise the guests will judge the services as poor and lead to service failure. Therefore, empowerment is a process that needs to be implemented in hotel industry since it offers services where production and consumption occur simultaneously. In other words, empowerment plays an important role in increasing the employees' productivity and ensuring organizational efficiency.

Employee Motivation and Job Performance

Motivation is a very important tool in order to drive employees to achieve organizational goals. Service quality will suffer if the service employees fail to deliver the service as needed by the guests. When it happens, people will relate that situation with the level of employees' motivation. According to Humborstad and Perry (2011), the companies with the motivated employees often have lower turnover and tend to outpace their competitors in sales and profits. It means the more motivated workforce a company has, the higher the organization's productivity will be. Therefore, the management attempts to satisfy their guest by providing soft skills training to their frontline employees. Employees who have a high level of motivation tend to be serious in their work, thus increase their work productivity and provide organizational efficiency. Moreover, motivating employees are essential to the company's ability to succeed. The hotel performance can be increased when the guests' expectations are fulfill by the good services given by service employees. Service employees will give the best services to their guests when they are served well by their employer. When both customer and employee are satisfied with the service given to them it will lead to improved organizational performance through repeat business and positive word-of-mouth recommendation, improve employees morale, increased effort and low turnover and absenteeism, as well as creativity and innovation (Guzel, Tukel Turk, and Ozkul, 2008). Therefore, when the manager works collaboratively with the employees to come up with an acceptable resolution, it can be the appropriate course where this action will empower the employees to play a direct role in

resolving issues in itself, thus transform the unmotivated employees (Silverstein, 2007). The employees with high motivation level would always try to do their best, thus benefitting the organization. If the organization claims that they have a very good business plan and strategy to accomplish their goals it is not enough if the employees do not give their cooperation. Therefore, employees play an important role in achieving organizations' goal. The motivational-hygiene model states that employee motivation is achieved when employees are faced with challenging but enjoyable work where they can achieve success, grow and demonstrate responsibility in the organization (Baah and Amoako, 2011). Hence, the organization should take a serious action in winning their employees' heart first because their employees will influence their organizations' goal.

Psychological Empowerment and Employees Motivation

The notion of empowerment is associated with the idea of power. The empowerment is the process to delegate the power from one individual to other individual (from upper management to lower management) by following the guideline provided by the management. This is important to give employees enough freedom and power to carry out their tasks so that they feel they are valuable to the organization. Not only that, empowerment may allowed the employees to be mature thinker in their job because employees need to be responsible with any decision taken by them. Amaanda (2011) said employees will get personal experience when they are empowered because they will make their own decision without help from anybody and sometimes the decision taken by them can be right and sometimes can be wrong. Therefore they will learn and gain the experience from their actions which can lead to develop the motivation in them. Furthermore, the simplest technique can be used to motivate employees to perform their work effectively and efficiently is through empowerment program (Yukl and Becker, 2006). Basically when the organizations implementing empowerment to their employees, they are actually taking risk to their companies but however it will allow the employees to take part in decision making. In this situation managers should play active role to demonstrate and assist employees evaluate various situation, thus whether or not to take a risk. First look for the critical issues, then assess opportunities against objective criteria to determine the potential return, and finally decide whether the risk is worth it and make sure the organization can stand behind whatever results (Bruce, 2006). By this way it will also build employees' self-confidence and motivates the employees. In addition, when employees rely on themselves to stay motivated rather than on others, it shows they are accepting self-responsibility and when they accept responsibilities for themselves, it means they understand that they also have responsibility for their success. In service employees perspective, empowerment is very important because they are the ones who deal with customers face-to-face and they often have a hard job because if they fail to solve the customers' problem on the spot,

the situation may become unpleasant. So that is why customer-oriented organizations empower their employees to solve their customer's problems promptly (Sexton, 2006).

METHODOLOGY

This study is a causal research that seeks the psychological empowerment and its relationship to employee's job performance. Quantitative research design method is utilized to all targeted respondents which are waiters and waitresses in 5-Star hotel in Kuala Lumpur through distribution of closed-ended questionnaires. The questionnaire is designed to cover psychological empowerment variables, which can be divided into two dimensions, namely meaning and self-determination as well as motivation and job performance. Respondents were selected based on the purposive sampling method and questionnaire was administered throughout the snowball sample which is by asking a participant to suggest someone else who might be willing or appropriate for the study.

Research Instrument

Prior to the construction of the questionnaire, references were made to the works of previous researchers. In accordance to the linguistic requirement for front line employees in 5-star hotels, the questionnaire is prepared in English. A 6 point likert-scale is used in section A, B and C while section D was used categorical scale. The questionnaire consists of four sections. Section A contains questions related to independent variable, which is the psychological empowerment. This section seeks to find out the level of psychological empowerment implementation among the respondents. This section is split evenly between the two dimensions of psychological empowerment, consisting of ten questions in total. Section B is related to the mediating variable, which is employee's motivation. The question touches on the development of self-motivation that is caused by empowerment. This section seeks to gauge the respondents' perception of empowerment in helping and influencing them in developing their self-motivation. This section comprises of seven questions. Section C consists of question related to dependent variable, which is employees job performance on how a motivated employees performs his/her job. This section comprise of seven questions. Section D consists of questions related to the demographic profile of the respondent. Nominal scale is used because it enables the responses to be grouped under a specific band or category (Sekaran and Bougie, 2010). Eight questions related to the respondent's gender, age, marital status, work status, educational level, period of involvement in hospitality industry, period of work in the organization and salary that they earned are proposed. A pilot study was conducted among 45 respondents from selected hotels in Shah Alam and Subang but only 39 respondents have completed the questionnaire. The Cronbach's Alpha test

of reliability of the instrument were 0.84 (Dimension 1), 0.79 (Dimension 2) in section 1, 0.82 in section 2 and 0.84 in section 3

2.2 The Sample and Data Collection Process

This study is concentrating its scopes at waiters and waitresses perception. In Kuala Lumpur, there are 24 hotels with 5-star rating. The target population for this study is all waiters and waitresses in 5-star hotels in Kuala Lumpur. The sample size had been calculated through the estimation. On average there are about eight to nine waiters and waitresses who work in hotel's coffee house at morning shift as reported by hotels' human resource officers through telephone interview and researcher's observation. A total of 216 questionnaires were distributed to targeted respondents. The sampling frame consists of all 5-star hotels in Kuala Lumpur obtained from Tourism Malaysia (2012). The study utilized purposive and snowball sampling for the quantitative data collection. The survey was carried out over a period of two months in all 5-star hotels in Kuala Lumpur. This study only focus on morning shift from 7.00 a.m to 3.00 p.m because the peak hour in coffee house is during lunch hour and hotel's coffee house always become the busiest outlets at the hotels (Abdullah and Bustamam, 2011). The researcher decides to choose 5-star hotels in Kuala Lumpur because as reported by Tourism Malaysia (2011), 5-star hotels in Kuala Lumpur scored the highest hotel guests by locals in 2011 where the total is approximately 12.8 million, so it means when there are too many guest that staying in the hotel it will make the hotel become busy and during this time, empowerment would be practiced because the employees do not have time to ask their supervisor about what they should do if guests ask or need something from them. In this situation they should make their own decision immediately. This survey adopts a non-probability sampling through purposive and snowball sampling with limited intervention from the survey initiator. A total of 216 questionnaires were distributed and the respondents returned 115 questionnaires.

DISCUSSION AND IMPLICATIONS

This research results offer several important implications. First, the present study clearly supports a positive effect of psychological empowerment on employees motivation as well as on job performance. A higher degree of psychological empowerment is found to be correlated with employees motivation and positive employees' work performance in the hotel industry. Given potential benefits, hotel management is encourage to continue their effort in designing and practicing employee empowerment in their organization. Employees empowerment not only shape employees attitude but it also encourage employees creativity in making decision and problem solving. In a dynamic service environment, hotel managers need to create a good relationship with their subordinates in ensuring the customers get a good service because a happy employee would give a good

performance. Based on the above discussion, the results of this study provide both theoretical and practical implication. This study provides much insight as to how the suggested measures represent a construct, as to how reliable the measurements are, and as to which ones may serve best as a foundation for further investigation. The study findings provide considerable insights and suggestions to the hotel industry in Kuala Lumpur, since this study has been conducted in 5-star hotels, Kuala Lumpur. Hotel managers have an vital role in installing employee motivation as a means to link up psychological empowerment and increasing employee performance. The use of the results from this study is valuable for creating awareness and encouraging hotel managers to further investigate ways of increasing employees performance. Roughly, this study (focusing on waiters and waitresses) has not run yet, so it is hoped can be value to readers and hotel practitioners. Hotel authorities should also recognize that motivation has a significant influence on employee performance, and finding indicates that motivation was the mediator in relationship between psychological empowerment and job performance. Moreover, through this study it could attempt to stimulate awareness among hotel managers that employees might have different perspectives towards empowerment. Therefore, the managers will be able to know the appropriate ways or approach that they need to do to tackle these employees. Nevertheless, it also can assist employees to understand more deeply on psychological empowerment that will help them in learning and improving their job performance.

CONCLUSIONS

The study described herein has looked into the relationship between psychological empowerment, motivation and job performance which can be considered as important for hotel industry and hospitality academy. All the relationships have been clarified by the statistical evidence and further study will be done to find the complete set of psychological empowerment dimension in future. Organizations that want retain their employees should foresee the vital indicators of employees' needs and find ways to address the needs. While extrinsic rewards in the form of salary increase, job promotion or annual bonuses are important, employees nowadays perceive intrinsic rewards equally, if not more important because the work environment can significantly influence their perception toward the organization. Empowerment is not the easy process and a significant amount of trust is required to see its implementation in an organization. Although it has many benefits, some employees may find it cumbersome, thus they will try to avoid it as empowerment will require them to be accountable as well. Therefore, it is incumbent on the management to ensure that their employees receive sustained training and provide the necessary tools for them to execute their tasks successfully. On the other hand, empowerment will be futile if the employees are not motivated themselves. Unmotivated employees create obstacles while

performing their tasks as there are risks of power abuse and lackadaisical attitude towards the accomplishment of tasks. Based on the findings from this study and information from previous study, it is discovered that empowerment influence employees' motivation, thus affecting job performance. Therefore, to increase the employee motivation, the management need to make the employees perceive themselves as part of the organization by empowering them.

REFERENCES

- Abdullah, F. Z. and Bustamam, F. L. (2011). Personality profile of F&B staff in Malaysia. *Australian Journal of Business and Management Research*, 1 (9), 24-30.
- Amaanda, N. M. (2011). The Impact of Employees' Motivation and Empowerment on Delivering Service Quality to Enhance Customer Satisfaction: Case Company X. *Laurea University of Applied Sciences*. Degree Program in Business Management Thesis.
- Akbar, E., Saeid, S., Mehdi, A. and Saeid, A. (2010). Importance of the relationship between physiological empowerment of employees and human resources productivity in government organization. *European Journal of Economics, Finance and Administrative Sciences*, 26, 45-46.
- Baah, K. D. and Amoako, G. K. (2011). Application of Frederick Herzberg's two-factor theory in assessing and understanding employee motivation at work: a Ghanaian perspective. *European Journal of Business and Management*, 3 (9), 1-10.
- Bordin, C., Bartram, T. and Casimir, G. (2007). The antecedents and consequences of psychological empowerment among Singaporean IT employees. *Management Research News*, 30 (1), 34-46.
- Bruce, A. (2006). *How to motivate every employee*. New York: McGraw-Hill
- Chen, K. P. (2011). A study on the impact of empowerment on employee performance in the automotive industry in Malaysia. *Centre for Graduate Studies Open University Malaysia*, Degree of Master of Human Resource Management.

- Chow, I. H., Lo, T. W., Sha, Z. and Hong, J. (2005). The impact of developmental experience, empowerment, and organizational support on catering service staff performance. *Journal of Hospitality Management*, 25, 478-495.
- Douglas, C., Frink, D. D and Ferris, G. R. (2004). Emotional Intelligence as moderator of the relationship between conscientiousness and performance. *Journal of Leadership and Organizational Studies*, 10 (3), 1-13.
- Emamgholizadeh, S., Borghei, S. R. and Matien, H. Z. (2009). Study of the relation between employees' participation in organizational decision making and empowerment in Mazaderan. *Iranian Journal of Management Studies*, 2 (2), 85.
- Guzel, T., Tukelturk, S. A. and Ozkul, E. (2008). Important and Effect of Empowerment in Hotel Enterprises. *Ege Academic Review*, 8 (2) 2008: 419-436.
- Hayes, D. K. and Ninemeier, J. D. (2009). Human resources management in the hospitality industry. New Jersey: John Wiley & Sons, Inc.
- Holdsworth, L. and Cartwright, S. (2003). Empowerment, stress and satisfaction: an exploratory study of a call centre. *Leadership and Organization Development Journal*, 24(3), 131-132.
- Humborstad, S. I. W. and Perry, C. (2011). Employee empowerment, job satisfaction and organization commitment: An in-depth empirical investigation. *Chinese Management studies*, 5(3), 285-293.
- Indradevi, R. (2012). The impact of psychological empowerment on job performance and job satisfaction in India software companies. *Excel International Journal of Multidisciplinary Management Studies*, 2 (4), 36-48.
- Jha, S. and Nair, S. K. (2006). Empowerment in the indian hotel industry. *IIMB Management Review*, 18(3). 263-282.
- Johnsen, H. V. and Chua, M. (2008). ENARO exchange program, Fall 2008: "Empowerment" in Ireland. *European Network of Asylum Reception Organization*.
- Khan, K. U., Farooq, S. U. and Ullah, M. I. (2010). The relationship between reward and employee motivation in commercial bank of Pakistan. *Research Journal of International Studies*, 14, 41-45.

- Liao, H. and Chuang, A. (2004). A multilevel investigation of factors influencing employees service performance and customer outcomes. *Academy of Management Journal*, 47 (10), 41-58.
- Patah, M. O., Radzi, S. M., Abdullah, R., Adzmy, A., Zain, R. A. and Derani, N. (2009). The influence of psychological empowerment on overall job satisfaction of front office receptionists. *International Journal of Business and Management*. 4 (11), 167-172.
- Pelit, E., Ozturk, Y. and Arslanturk, Y. (2011). The Effect of Employee Empowerment on Employee Job Satisfaction: A study on hotel in Turkey. *International Journal of Contemporary Hospitality Management*, 23 (6), 784-788.
- Petcharak, P. (2002). The assessment of motivation in the Saint Paul hotel employees. Research Paper of Hospitality and Tourism.
- Raquib, M. A., Anantharaman, R. N., Eze, U. C. and Murad, M. W. (2010). Empowerment practices and performance in Malaysia-an empirical study, 5 (1), 123-149.
- Rothmann, S. and Coetzer, E. P. (2003). The big five personality dimensions and job performance. *SA Journal of Industrial Psychology*, 29 (1), 634-644.
- Schermuly, C. C., Schermuly, R. A. and Meyer, B. (2011). Effect of vice-principles' psychological empowerment on job satisfaction and burnout. *International Journal of Education Management*, 25 (3), 252-264.
- Sexton, D. E. (2006). *Trump University Marketing 101: How to use the most powerful ideas in marketing to get more customers and keep them*. John Wiley & Sons Ltd.
- Silverstein, B. (2007). *Best Practices Motivating Employees: Bringing out the best in your people*. Canada: HarperCollins Publishers.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: dimensions, measurement and validation. *Academy of Management Journal*, 32 (2), 483-504.
- Spreitzer, G. M., Janasz, S. C. D. and Quinn, R.E. (1999). Empowered to lead: the role of psychological empowerment in leadership. *Journal of Organizational Behavior*, 20, 511-526.

Thomas, K. W. and Velthouse, B. A. (1990). Cognitive elements of empowerment: An interpretive model of intrinsic task motivation. *Academy of Management Review*, 15, 663.

Tourism Malaysia (2012). Accomodation List. Retrieved July 22, 2012, from <http://www.motour.gov.my/en/check/registered>

Tourism Malaysia (2011). Five star hotel guests by locality on 2011. Retrieved July 22, 2012, from http://corporate.tourism.gov.my/images/research/pdf/2011/hotel_guests/Hotel_Guests_2010_2011.pdf

Val, M. P. D. and Lloyd, B. (2003). Measuring empowerment. *Leadership and Organization Development Journal*, 24 (2), 102-108.

Yazdani, B. O., Yaghoubi, N. and Giri, E. S. (2011). Factors affecting the empowerment of employees (an empirical study). *European Journal of Social Sciences*, 20(2), 267-274

Yulk, G. A. and Becker, W. S. (2006) Effective empowerment in organization. *Organizational Management Journal*, 3(3), 210-231.